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### **SCAQMD** pauses its electric boiler rule until 2027 check-in

In California, the South Coast Air Quality Management District (SCAQMD) has decided to pause and revisit its

rule mandating that certain sized gas-fired boilers will have to be replaced by



electric boilers, with 2032 being the final year gas boilers can be purchased in the region.

The decision came after m a n y months of working directly with a



small group of California Cleaners Association (CCA) members who formed a working relationship with district members and showed them the excessive financial burdens that would come with achieving complaince.

At this time, SCAQMD officials have opted to meet with the drycleaning industry for a "check-in" in 2027 to see how far it has advanced toward meeting the rule (Amended Rule 1146.2), which seeks to eliminate emissions from more than a million boilers and water heaters over the next decade.

The new rule encompasses those appliances that account for about 9% of all NOx emissions from stationary sources in the region, according to Canary Media. It stands to affect drycleaners, textile mills, hospitals, hotels and restaurants, as well as schools and pool and hot tub owners in the fourcounty jurisdiction that includes Los Angeles, Orange, Riverside and parts of San Bernardino.

For now, the rule is on pause as the logisitics of how to make it affordably work are being considered — and a small group of drycleaners are highly responsible for making a significant impact.

It began with Jim Douglas, co-founder of GreenEarth, who used his contacts with SCAQMD to set up a face-toface meeting with Emily Yen, who was drafting the language of the amended rule.

It turned out to be the first of several meetings — both inperson and via Zoom - as Douglas was joined by other CCA members including Sas-Rahimzadeh, Michael Leeming, Michael Shader,

Continued on page 8

### **DL EXPO West hotel** deadline ends soon

Looking ahead at the DL make reservations prior to EXPO West in Las Vegas this the Sept. 12 deadline can

**DRYCLEANING & LAUNDRY** 

October, there quite a few dates and numbers that should

be noted.

The event will take place from Oct. 4 to 6; however, the deadline to take advantage of the discounted block of rooms offered at the host hotel — the Horseshoe Hotel and Casino — is Sept. 12.

Those attendees who









important number to remember is zero since the cost of admission is free to all drycleaners.

enjoy

nightly

rates start-

ing at \$169

Another

per night.

Then, there is six — the number of expert speakers that will deliver programs.

On Saturday, Coin Laun-Continued on page 8



#### board officers and directors DLI installs its 2024-25

The Drycleaning and Laundry Institute gathered recently at its summer board meeting for the installment of its 2024-25 officers and direc-

Bidding farewell to the Board were former Chairman Jeff Schwegman II of U.S. Leather Cleaning and Sunshine Cleaners in Cold Spring, KY, and John Mertes of Ziker Cleaners in Mishawaka, IN.

The current board includes

(picture on right, front row, left to right): Chair Kathy Benzinger of Benzinger's in Hamburg, NY; President Kyle Nesbitt, Edit TX, LLC; President-Elect Toran Brown of Ry-Cleaners tina Fine Launderers; and District 4 Director Ray Kroner.

They will be joined by (picture on right, standing. left to right): District 3 Director Don Holocek; District 1 Director Larry Fish, District 2 Director

Norman Way; District 8 Director Ray Rangwalla; District 3 Committee Member Rhonda Eysel; District 5 Director Dan Sims; District 5 Committee Member Tom Ustanik; District 6 Committee Member Alan Cripe; District 1 Committee Member David Grippi; Allied Trades Director Mark Albrecht; Trades Committee Member Jeff Jordan; District 6 Director Danny Bahlman; and District 7 Director Ryan Fish.



#### From Broadway to a more specialized way



For almost 40 years, Jerry Pozniak (pictured on left) has cultivated a strong reputation as a go-to drycleaner in New York — including many huge **Broadway productions** with quick turnaround times. These days, he and his son Zachary (right) work together at Jeeves of Belgravia, and are emphasizing impeccable garment care at its most precise. For the full story, go to page 6.



Working around your business

Owners filling in for vacant positions can use that time to begin creating scalable systems for every task.

Testing, testing, 1-2-3

Dan Eisen will walk you through the proper way to test garments to ensure that they will be cleaned properly.

Who's in the driver's seat?

Getting your drivers to buy into using your delivery app isn't easy, but there are things to make it easier.

20 Getting the loyal treatment Loyalty programs should offer real rewards to their big customers and inspire the rest to spend more.

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A national newspaper for drycleaners and launderers August, 2024

Volume 62 Number 11

### Cleaning clothes 1,700 years ago... and today

Earlier this summer, archaeologists in Rome, Italy, uncovered the 1,700 year old ruins of a laundry facility that was discovered during construction work. The site originally housed a residential building before it was converted into an open-air fullonica sometime between the second and third century. A fullonica was like a cleaning business where people paid to have garments laundered. This business utilized several rows of underground pots used for soaking dirty clothes. There were also several tanks used for washing and rinsing the laundry.

Another common practice of the time was to have vats for dyeing in a separate area. In addition to having a workflow configuration, the ancient shop utilized an unusual "detergent.". The Romans did not have soaps yet; they used oils while bathing. For clothes, however, they would often collect urine from pots in the streets of the city. Due to its ammonia content and acidic nature, it helped clean dirt and grease stains when diluted with water. They needed it to do their job, but collecting urine made them unpopular with the public.

Next, agitation was required, so laundry workers at a fullonica would have rinsed the clothes by hand and then beat the garments with sticks to loosen up any remaining dirt. After rinsing, the workers would wring out the garments and hang them to dry. Once the laundry was finally dry, clean and odor-free, its owner would come to the shop to pick it up, or it would be delivered to them.

With a few major exceptions aside, that doesn't sound all that different from a modern drycleaning business. Of course, technology has greatly improved in the past 1,700 years and there's been a huge upgrade in the area of detergents and spotting agents. However, the onus back then was on cleaning the garments to the best of human knowledge and keeping customer happy.

It doesn't seem to be a stretch of the imagination to say that fullonica owners may have dealt with similar issues as modern drycleaners, such as filling in for employees who call in sick. Of course, the more time an owner spends filling in for vacant positions, the less time he can spend doing the things he or she needs to do in order to grow the business. However, that time can still be

valuable. It can be spent on creating scalable systems for each task in your production plant. Read how John Rothrock learned to improve his business even when he was much too busy to be working on it on page 10.

Back during Roman times, fullers lacked all the special detergents and spotting agents that cleaners utilize today — the urine either worked or it didn't — so they probably could not appreciate the process of testing fabrics and garments in order to clean them properly. Fortunately, Dan Eisen appreciates the process and will help prevent you from inflicting any damage. His column on page 16 will walk you through step by step.

Rome is also quite famous for its aqueduct system and use of fresh water for its daily needs. However, fullonicas did not have to worry about contaminants in their boiler systems. This month, Bruce Grossman continues his series on how to properly treat boiler water on page 12.

While delivery was possible 1,700 years ago, there were certainly not apps for delivery drivers to use, which can be a difficult transition. James Peuster discusses the pros and cons of the use of apps and will give you tips on how to get your driver to fully buy-in to your delivery app on page 18.

As far as we can tell, the Romans did not offer any loyalty rewards programs — a product of modern day marketing — but they also probably did not have the competition that cleaners face today. These programs can be confusing and frustrating for customers, so Don Desrosiers walks you through what you should consider when offering one and how to make it more successful. His column begins on page 20.

It is said that Rome wasn't build in a day. The same can be said of a successful drycleaning business. In fact, it takes more knowledge than ever to do the job. Fortunately, we have another advantage the Romans lacked — the printing press — so cleaning knowledge is available to anyone at anytime through trade publications. To access our body of knowledge, visit www.nationalclothesline.com.

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Visit us at www.nationalclothesline.com for additional coverage of the drycleaning industry including Online Exclusive columns and articles, visit our issue archives going back all the way to January of 2018.

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# A Zach of all trades

hough his father, Jerry Pozniak, had long been known as the "Drycleaner to the Stars," Zachary had no intention of following in his footsteps. After all, his father told him to go fast in another direction.

"It was actually quite adamantly talked about how my dad did not want me to get into drycleaning," Zach recalled. "I don't think he was having the best time when it came to drycleaning when I was a teenager because that was during the 2008 recession."

Instead, Zack earned a degree in mechanical engineering and worked as a construction consultant for a handful of years. The job was heavily steeped in customer service, so much so that he felt like a happiness consultant.

"Basically, I acted as a representative of the owner. So, if you're building a house or apartment in Manhattan, you have to have a budget, you have a timeline... you kind of know what you want, but you probably don't know what architect to pick or contractor or interior designer," he explained. "So, it was very much holding the client's hand. I was building everything from a hundred million dollar apartment renovation on the Upper East Side for a billionaire to a multi-billion dollar project — a high end hotel for Marriott called The Edition in Times Square."

Oddly enough, the job was quite similar to his father's in many aspects.

"You understand how emotional and sensitive people are about their homes. It's the same kind of feeling that comes to clothing and drycleaning."

Of course, his former job was on a larger scale, especially when dealing with flooding remediation projects.

"People just spent ten million dollars and then they were flooded when they just moved into their apartments," he said. "This is some people's life savings and they want it to be perfect, but finding the medium between what's realistic and what they expect is incredibly difficult, just like in any business."

He enjoyed the job, but Jerry began telling him he wanted help in modernizing his drycleaning business, Jeeves of Belgravia in New York. After "a year of being annoyed by him," Zach decided to give it a try.

n 2019, Zach came aboard to offer a second set of eyes to help refresh the company and help grow the brand awareness. However, it wasn't long before the COVID pandemic upended everything.

"It was a rude awakening," he noted. "Honestly though, I would not change it for the world — the ability to just take apart your business, look at the bare bones and kind of rebuild it. Having that kind of opportunity to kind of press pause on the business worked out really well for us. In that time period, we split up our operation completely."

Prior to that, every employee at the business was capable of performing

every task. It was time to try something different.

"We have some folks who are extremely charismatic who just want to talk to clients all day. We have other people who put their heads down and want to be left alone," Zach said. "So, we made a customer service team and then we separated the back of the

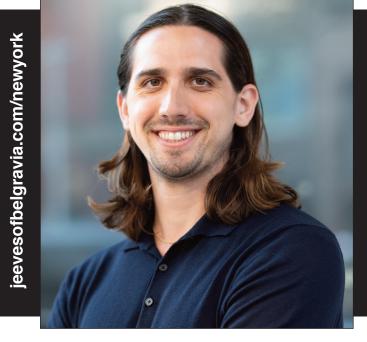
people," Zach said. "It's a grind and it's really frustrating often. You pour hours of writing and filming and editing into something and then 500 people view it. You're like, what the Hell?"

Eventually, the hard work and patience did finally pay off and it has become an effective medium for building loyalty and trust.

paramount for any business."

While there are a few similarities between drycleaning and his former occupation, there is one big difference that Zach really enjoys.

"In construction, you could be stuck on a five- or six-year hotel project and you don't really see results. You're kind of banging your head against the wall



## **Zachary Pozniak**

Jeeves of Belgravia New York, NY

house — we put the right people in the right seats. Then, we found this beautiful new store on Madison Ave. because there was so much commercial space available during COVID."

hile the business continued to be upgraded, so did its operations strategies and customer focus. The business moved away from quick turnaround times (including Broadway work) in favor of achieving the highest possible quality.

"We're not really for everybody. Use us more for your specialty pieces," Zach explained. "We have really tried to become more of a Ferrari or Rolex."

As the business improved, it became more apparent that the company's social media presence needed to do the same. Zach wanted to build on his father's hard work of creating an online resource of informative blogs for consumers at www.drycleaningtips.com.

"The reason we went into social media and video creation was for SEO and back linking to make our website as strong as possible without having to spend for banner ads and things like that," he said. "My whole vision was... let's create content for everybody so when someone like the *New York Times* needs somebody to talk about sweat stains on your underarms and collar — they reach out to us. Then, we have the *New York Times* linking to our website, which is a dream when it comes to SEO."

The plan was to build viewership on YouTube, which is owned by Google, but the process required quite a bit of patience, followed by more patience.

"It took three years with no results for them to be like, 'This isn't B.S. anymore. This person is reliable and people seem to like him... so we're finally going to start showing him to other "Pulling back the curtain and showing how much goes into wetcleaning a wedding dress or hand cleaning that leather-trimmed jacket or skirt — it's just an *aha* moment for a lot of people that it doesn't just go into this black box and come out shiny and new," he added. "It's dozens of years of experience and practice and testing — always putting the garment first. I think it has been really important in building trust within our community and showing people how much effort goes into this."

Zach emphasized, however, that an improved presence on YouTube isn't a solution for getting people in the store.

"I wouldn't go in with the expectations that people are going to start flocking to your doors if they see a video on how to get an oil stain out, but I do think it puts you into the community of trusted folks and people now subconsciously know more where to go when they have a problem."

t has been a very busy and challenging first five years in the drycleaning industry for Zach, but he's gained a lot of knowledge and experience in different areas.

"Like most drycleaners, I'm booking clothes. I'm on the spotting board. I'm in the truck. I'm the operations guy. I'm IT. I'm HR. I'm the hiring manager and the guidance counselor," he laughed. "You understand the pain points of these specific roles when you have to do them yourself. That's something my dad and I try to let employees know there is nothing we won't do. We'll take the trash out. We'll clean clothes. We'll drive the truck. We'll do whatever we've got to do... and I expect that from everybody else. There is no elitism here. Everybody helps out as a team... and it's fostered a really positive and constructive culture, which I think is

everyday and your recommendations may fall on deaf ears," he said, "but, now I get so much satisfaction from cleaning something and... that's the day."

ach believes there is an art form to laundry and drycleaning and he doesn't believe in taking any shortcuts during the process and he doesn't see the process getting any easier for consumers to do it at home.

"At the end of the day, garments are becoming more and more difficult to clean and someone's going to have to service them," he said. "I'm optimistic that drycleaners who have survived COVID learned a lot of really valuable lessons. It kind of weeded out the folks who were less experienced and didn't have the ability or the business savings to persevere."

One lesson that the staff of Jeeves of Belgravia do not need to learn is to communicate clearly with customers up front so they understand the difficulties and temper expectations.

"I find that being very transparent with expectations goes a long way," Zach added. "We paint a very bleak picture at times for things that are very soiled and we say, 'We're going to try our hardest. This probably isn't going to come out.' Then when the spotting team absolutely crushes it and makes it look brand new again, we look like superheroes."

Of course, every garment cannot be saved, but Zach remains humble whenever that happens.

"I think once you get cocky, that's when you get into trouble," he noted. "In business and life we learn every day. We learn from our mistakes. If we do post wrong information, we are always going to correct it and keep going. That's just part of life."

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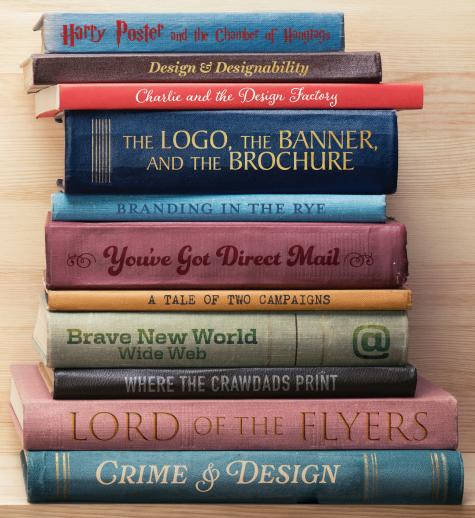
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### SCAQMD pauses its electric boiler rule until 2027 check-in

Continued from page 1 Bobby Patel, Dave Suber and Paul Choe.

They communicated the ever, if you are a tenant. many problems that come with achieving compliance. Perhaps the biggest obstacle for cleaners is the financial burden of the retrofit wiring process required to handle the energy demands of an electric boiler.

"That retrofit can cost upwards of a half million dollars, and that's if you own the

building," explained Sassan Rahimzadeh.

It might be worse, how-

"Imagine saying to a landlord, 'I'd like to rent the space here but I need to bring in a 400 amp service with much higher utility requirement," he added. "The landlord is just going to laugh at you and say no. They're not going to be wanting or willing to take on that burden."

Another part of the rule that the group helped change was to extend the lifetime of natural gas boiler puchases.

Initially, it allowed for a 15year lifespan. So, in a case where one is purchased in 2032, it would be allowed to continue through 2047. However, that lifespan has been further extended by SCAQMD, as

"They changed that from 15 years to 25 years, extending

the life of the boiler to 25 years," Rahimzadeh plained.

While he views the extension and the 2027 check-in as victories, he knows the electric boiler rule will move forward eventually and he believes cleaners in other areas of the country may face similar battles in the future.

"We as operators in every jurisdiction there is — we have to go fight for ourselves," he

urged. "In fact, we have an advantage. No regulator, no politician, no legislator wants to be seen as someone who puts small businesses out of business. We just have to go through the right channels. We have to have the right approach. Shouting is worthless and pointless. They won't listen to you. You have to go with a planned argument... and go with a solution and not just complain about it."

### Hotel deadline for DL EXPO West is approaching fast

Continued from page 1

dry Association (CLA) CEO Brian Wallace will discuss "Top Trends in WDF and Laundry Delivery" at 8:15 a.m., followed by Tide Services CEO Andy Gibson who will present "Consumer and Mar-

ket Trends in Home Laundry" at 9:15 a.m.

Stain Wizard" Schwarz from A.L. Wilson Chemical Co. will discuss "The Power of Bleaches" at 1:30 p.m. He will discuss the same topic on Sunday at noon.

On 2:30 p.m. Saturday af-In the afternoon, Jeff "The ternoon, Bruce Grossman of EZ Timers Manufacturing will talk on "Machine Problems? Find It. Fix It. Forget It!" at 2:30 p.m. He will present another session on the topic on Sunday

Finishing Saturday's programs will be Dave Coyle, owner of In the Bag Cleaners, who will present "The Millionaire Maker" which will focus on the ten best ways to grow your profit.

On Sunday morning, America's Best Cleaners (ABC) **Executive Director Chris White** will speak at 9 a.m. on the topic of "Fashion Circularity and You!"

In addition to the educational programs, the exhibit hall will feature live running equipment.

It is scheduled to be open from 10:30 a.m. to 5 p.m. on Saturday, and from 10:30 a.m. to 3 p.m. on Sunday.

There will also be a Welcome Reception to kick off events on Friday evening from 5 to 7 p.m.

For more information on the DL EXPO West, visit them at www.dlexpo.org.

Attendees can register from there and also use a direct secure link to reserve their hotel reservations at the Horseshoe Hotel and Casino. The site also includes an updated exhibitor list.

#### **NEFA** hosts workshop on W-D-F

The North East Fabricare Association (NEFA) tapped James Peuster of The Route Pros to host a seminar on "The Business Behind Wash-Dry-Fold" on Wednesday, Aug. 21.

It will take place from 10 a.m. to 4 p.m. at Dependable Cleaners, located at 1900 Quincy Ave. in Quincy, MA.

It will specifically explore the following topics: real life WDF experiences and successes; customer concerns and needs assessment; pros and of subscription/ cons pound/bag pricing; how to compete with Poplin and other apps; competing with laundromats; and proven sales and marketing strategies for WDF.

The cost to attend is \$149 for DLI members and \$249 for non-members. Class size is limited so early registration is recommended.

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# TURNAROUND TIME



# BY JOHN ROTHROCK

# Trying to navigate small business challenges

veryone has heard the a great business. expression, "Work on your business," but it's an oversimplification and not always practical for running a small business.

As small operators, we understand the daily struggle of working hands-on cleaning clothes while manthe business. aging son show or part of a larger operation, the challenges are real, and you can't do one without the other.

Still, far too many business owners fall into the trap of filling their days with routine tasks, such as pressing clothes, removing stains, and running payroll.

Even worse are the absentee owners who leave all business decisions to staff. When this happens, strategic planning, new marketing strategies, and business growth often seem like unrealistic, distant dreams.

Years of "working in and on" a garment care business has taught me the value of practical knowledge and hands-on experience to run

While my formal educayour business, not in tion in Accounting and Business Administration at the University of Oklahoma provided a solid foundation, the ensuing years proved to be invaluable. This is a testament to the importance of practical knowledge in our industry.

After graduation, I spent Whether you're a one-per- two years remodeling and installing plants with my father. Next, I shadowed Yale's general manager for two years, learning daily operations, systems, and how to clean and press clothes. Afterward, I managed and worked in various package plants, gaining a lot of hands-on experience.

> Eventually, I made the pilgrimage to the Drycleaning and Laundry Institute (DLI), attending their threeweek in-person school before becoming a Certified Garment Care Professional.

Fast-forward to today, where I run one of the largest cleaning operations in the country. I've been in a tough position more times than I care to admit where

pressed for months on end. Conversely, I've enjoyed long stretches when my daily focus was on growing the organization. Reflecting back, I learned there is no substitute for practical experience. To run a successful small business — at a minimum — you must have a basic understanding of all its facets: daily operations, accounting, finance, marketing, maintenance, plant layout/equipment installation, community relations, and real estate. Only fools believe they can master all areas and require no outside help. Nonetheless, you must strive to master as many as possible. Then, seek out trusted subject matter experts to help offset any of your weaknesses.

Let me give you an example. When I managed stores, I became a very fast finisher specializing in shirts and pants. I continuously pushed myself to see how many items I could finish per hour. At the same time, I observed great finishers who were equally fast and

provided me with the information to set reasonable speed and quality expectations at every workstation.

When a new team member says, "That many pieces per hour isn't possible," I can jump on the press to demonstrate our standard is not only possible but easily achievable. This has proven invaluable.

#### **Unwavering Systems**

If you want to make money in this industry, you must develop scalable systems for every task performed — from how to detail clothing, how to move clothes through your plant, how and when to change drycleaning filters, and how to handle complaints, just to name a few.

When things go wrong, you will fail down to your level of systems. Conversely, when things go well, robust systems will enable you to accomplish more with less.

My favorite example comes from my father, Bill Rothrock. If you've read my column, you should be familiar with Yale's Hour Lot System. It is the systematic process of moving a lot (batch) of clothing through a cleaning facility where each step of the process is completed in one hour or less one hour in detailing/sorting, one hour in the cleaning machine, one hour in finishing, and one hour in inspection/assembly. Yale Cleaners lives and dies by the execution of our lot system; it's the secret behind our daily in-by-noon, ready-by-5 promise to customers.

So, on a day when things go wrong, like a new team member mixing multiple lots of clothes together and assembly becomes a nightmare. Normally, each lot would take 15 to 30 minutes to inspect and assemble. Once three or four lots are mixed, it can easily take three or more hours to unscramble the mess. It's the equivalent of having no system at all. However, when we get slammed and production increases overnight, the staff using the hour lot system can always deliver on our promise.

#### **Chop All Dead Wood Before Nightfall**

The analogy above sums

Yale was so short-staffed I many who were not. That up the need to terminate problematic team members immediately. High-achieving members do not want to work with low achievers. Low achievers are a cancer in your organization that spreads quickly, causing enormous carnage. We have all been in a similar market over the last few years where labor is scarce. My company was so shortstaffed I spent many weeks behind a press. No matter how short-staffed we were, keeping "a warm body" was never worth it. Their poor attitude, lack of productivity, and absenteeism was a major drain on those around them. The longer they were employed usually resulted in one or more high achievers quitting. If you terminate them quickly, however, those high achievers will instead pick up the slack until a suitable replacement can be found.

> Remember the phrase, "Quit working in your business and start working on your business" is easier said than done. It's OK to start working on your business from your current position. If you find yourself pressing daily, work on systemizing that workstation. That will make the training process easy and give you the tools needed to hold new hires accountable. And, if you are behind a desk working on your business, I encourage you to take over a pressing station during the heat of the summer. If it's your first time pressing, I promise it will be an eyeopening experience. If vou're a veteran, there might be new lessons that will help you solve tomorrow's challenges.

> John Rothrock, a University of Oklahoma alumnus and Certified Garment Care Professional (CGCP), leads Yale Cleaners in Tulsa, Oklahoma. John is passionate about exceeding customer expectations and innovation in the drycleaning industry. His expertise extends beyond garment care, with a viral video educating viewers on the drycleaning process. Currently, he leverages his industry knowledge by serving as the second vice president of the Southwest Drycleaning Association (SDA).

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# WRENCH WORKS



# By Bruce Grossman

## A hot take on boiler water treatment II

ing a boiler. However, when it comes to the drycleaning and laundry industry, the major ones affecting the operation of boilers are **dissolved solids** (known as TDS, or total solids) and **oxygen**, which is dissolved in the new city water entering the return tank. [Editor's Note: See our July 2024 issue for Part 1 in our online archives.}

This oxygen combines with carbon dioxide to form carbonic acid, a destroyer of the metal in the boiler and piping throughout the steam/return systems.

The pH indicates the concentration of acids in boiler water (pH is a scale used to specify how acidic or basic [or alkaline] a water-based solution is).

Measuring TDS and pH levels indicates the condition of the treated water entering and inside the boiler, allowing proper adjustment of the blowdown frequency, as well as the volume and timing of boiler compound addition to the return tank, preventing boiler damage.

#### **Establishing the Correct Blowdown Procedure**

Blowdown and commost important factors in maintaining the proper boiler water chemistry.

the water treatment pro- return

here is a long list of im- gram, water entering the overnight). While the purities in water enter- boiler (feed water) will con- boiler is shut down, tain impurities such as salts much of the particuand suspended and dissolved solids. The process of boiling away water to generate steam leaves these impurities behind, accumulating inside the boiler during daily operations.

> Blowdown uses gravity and steam pressure to expel this accumulated debris, detritus, and other impurities before they adhere to and/or corrode the internal surfaces of your boiler and steam system piping.

> Sometimes, it seems like every boiler manufacturer and/or operator has their own idea about how and when to blow down their boiler. The recommendations I will be making are based on several years of experience in troubleshooting and repairing boilers of many different manufacturers in arguably the worst area for boiler water impurities in the country.

They may differ from those recommended by the boiler manufacturer. When in doubt, follow the manufacturer's procedure.

#### When to Blow Down

Under normal circumpound addition are the two stances, two daily blowdowns are sufficient: one in the morning and the other in the early afternoon. No matter how efficient (Never leave the boiler or tank empty late matter, being heavier than water, will settle to the bottom of the boiler in an area where the blowdown is very effec-

The morning blowdown would be shortly after the boiler is started up. Wait until the steam pressure rises to about 30 to 40 PSI, and then start the blowdown. For the afternoon blowdown, shut down boiler the while you're still using steam so boiler pressure drops quickly. The blowdown procedure is initiated when boiler pressure drops to about 30 to 40 PSI.

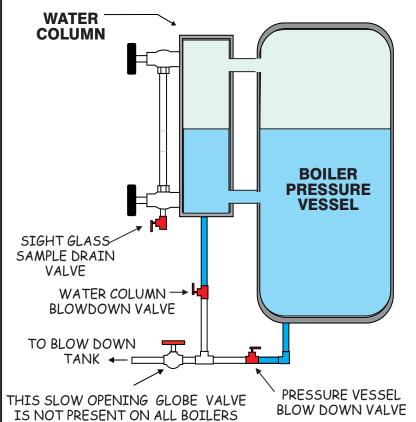
determine the length of time after a blowdown until steam pressure rises sufficiently to resume production. Use this recovery period to calculate the best timing to minimize production loss by timing blowdowns. Hence, recovery occurs during an employee break or lunch period and is shortly after the boiler is

You will quickly

Boilers used drycleaning and small laundry operations usually have

started.

**BLOWDOWN VALVE LOCATIONS** WATER **COLUMN** 



two to four blowdown valve locations. First is the water column, and second is the boiler shell (pressure vessel). There may also be a large slow-opening globe valve and a small valve at the lower end of the sight glass fixture, which can also be used to drain water samples for testing.

#### How to Blow Down

The most effective part of the blowdown is during the first several seconds. Therefore, short ones are recommended. Blowdowns of about 15 seconds for the water column, 25 seconds for the boiler shell (pressure vessel), and 5 seconds for the sight glass (if a valve is installed for that purpose).

Locate the valves shown in the illustration. Slowly open the valve and start the timing after the valve is fully open. (If the boiler is specified to run at pressures over 80 PSI, there is generally a slow-opening globe valve that must also be open during blowdown.)

Blowing all the water out of the boiler and/or draining the return tank and refilling with city water is not necessary. It is a waste of water softening capacity and boiler compound. When the blowdown is complete, be sure to reset the valves for normal boiler operation.

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 SA-HARA 2 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 bruce@eztimers.com or call (702) 376-6693.



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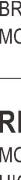
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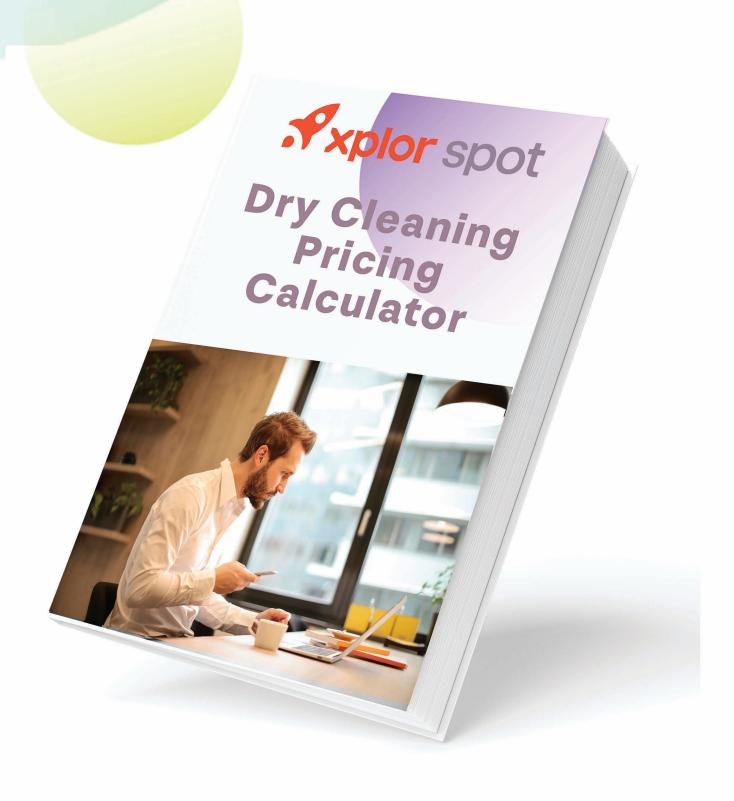
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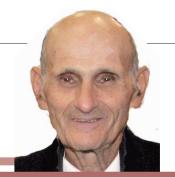






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# THE SPOTTING BOARD



### BY DAN EISEN

# How to test and examine garments properly

ers who know how to test fabrics, as well as the proper drycleaning and wetcleaning procedures, will avoid problems from ruined fabrics. Although there are tests that require laboratory analysis, many can be performed by the knowledgeable drycleaner.

These tests are used to ensure drycleaning, spotting and wetcleaning procedures are done correctly. They are also used to test fabrics for serviceability, drycleaning, spotting and wetcleaning.

#### **Drycleaning**

The visual condition of

after drycleaning.

1) Swatch Test. Cut a rub trimming. white fabric and attach it to a garment in a light load that is drycleaned.

2) Testing colors. Saturate a cloth with solvent and rub an unexposed area of fabric with suspected color problems. You may encounter these problems on black and white garments blended with spandex.

3) Trimming problems. Test plastic-coated trimming with amyl acetate. You must always test with a solvent

rofessional dryclean- your solvent is important, stronger than the one you by rubbing a white cloth should show an alkaline but it is also important to are using. To test color of see the results of fabrics trimming and sequins, saturate a q-tip with solvent and

#### **Spotting**

Place a white cloth under fabric to be tested. Test dye transfer to cloth when spotting with steam gun and neutral lubricant. Test stronger chemicals on an unexposed seam.

#### Wetcleaning

1) Test the fabrics for dye serviceability by using a steam gun and neutral lubricant on unexposed area.

2) Test for dye crocking

with neutral lubricant on an concentration. unexposed area of garment.

2) Test effectiveness of

These tests are used to ensure drycleaning, spotting and wetcleaning procedures are done correctly. They also test fabrics for serviceability, drycleaning, spotting and wetcleaning.

#### **Bleach Testing**

Use pool testing strips to check bleaching.

1) When bleaching with sodium perborate or sodium percarbonate, test water solution with pool strips. It hydrogen peroxide by saturating a q-tip with titanium sulphate and then contacting the peroxide. The q-tip should turn orange if the peroxide is effective.

#### **Identifying Fabrics and Fibers**

**Burn test.** It is very easy to identify fabrics using the burn test. This is used when there is no labeling or indentation that lists the fiber content. Take a small sample of fabric from an unexposed area and apply a lit match.

1) Silk - Fries and sizzles and ceases to burn after match is removed. It smells like burning feathers or hair and leaves a black bead that can be crushed between your fingers.

2) Polyester - Its difficult to burn and shrinks from a flame while melting. It has a pungent odor and the bead it leaves can not be easily crushed between your fin-

3) Wool - Fries and sizzles and does not support a flame. It smells like burning hair or feathers and leaves a bead that can be easily crushed.

**4) Acrylic -** Burns readily with a yellow, purple and orange flame. It leaves a bead that cannot be easily crushed.

**Caution:** To avoid burns, do not attempt to crush a fiber immediately after burning until it has time to sufficiently cool.

5) Polyurethane and Leather - To tell the difference between these two fabrics, saturate a q-tip with paint remover.

Rub sample and check if dye transfers to q-tip. Dye on leather will transfer to qtip while dye polyurethane will not.

Dan Eisen, former chief garment analyst for the National Cleaners Association, can be reached at (772) 579-5044, or e-mail dannyeisen39@gmail.com or through his website www.garmentanalysis.com.





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# THE ROUTE PRO



# BY JAMES PEUSTER

# Getting drivers to buy into your delivery app

have been contributing running your routes. articles to National Clothesline for over 15 vears now, and I have witnessed the evolution of route sales, systems, management, motivation and accountability techniques.

Times have definitely changed. I often look back at my previous articles, especially ones geared to assisting those who look to their current POS systems for cutting edge assistance in maintaining the efficiency and consistency of

I've been privileged to attend many conferences hosted by various POS companies, and I have watched many of them step into the 21st century and beyond.

Going back in time, I often would write on how the race to a paperless manifest would be a gamechanger. Now, I watch the big two companies present their systems with the focus being on optimizing and real team updates.

While technology pro-

vides us with various short- time information to both optimization. cuts and efficiencies, it can also provide challenges when it doesn't work like it should. With that being said, here is the most common feedback I am hearing experiencing with those on the front line — the drivers and managers.

#### The Positives

1) Provides a solution for back-up drivers. Anyone can now jump in the vehicle and service the customers when needed.

2) Communicates real-

the company and the consumers. Easy access to information when needed.

3) No more fumbling around with paper.

4) More appealing to the younger and hungrier generations.

#### The Concerns

1) Slow connectivity can slow the process down, especially with more than one customer at a business or living complex.

2) GPS is not always accurate — especially during

3) Some states do not allow phones to be in driver's hands.

4) Big brother is watch-

5) Drivers get frustrated and stop using it - especially those who aren't tech savvy.

6) Newer iPhones don't

#### 7) Drivers miss writing notes on the manifest.

There are various blessings and concerns I didn't list because some have features others do not. When asked about using a paperless manifest, I will respond the same: "It all depends on what you are looking for and how you plan to use it."

Personally, I have always been a fan of using technology to enhance service and increase the customer experience. Just like your current POS system, what benefits do you want and what do you need?

None of this matters if your driver doesn't buy in. They will still do the route the way they know and like. Here are **five steps** to get them to buy in.

1) Explain the why's. Increased accuracy and communication are the big two.

2) Provide company phones.

3) Train and coach. Make sure they get the time to fully understand it.

4) Don't force optimization. The experienced drivers know the route well. I suggest maybe once a month, but the time it takes to prep the route in the a.m. usually equates to the time saved in the field.

5) Be patient. Some learn quicker than others.

The bottom line is... I'm still a fan. I recommend you purchase a magnet holder designed for cell phones in vehicles. This will let the driver take the phone off the magnet to update and then put it back, avoiding the temptation of holding the phone while driving.

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, email RouteProsJames@gmail.com, or visit www.theroutepro.com.



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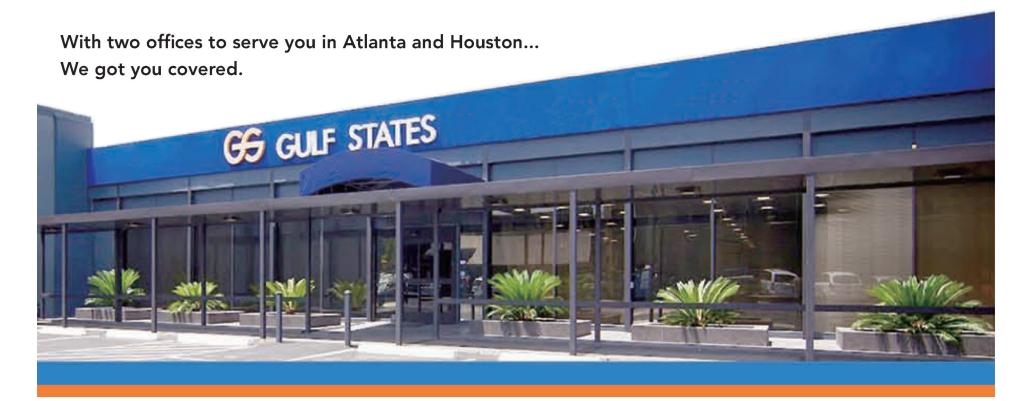
















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# SHIRT TALES



## BY DON DESROSIERS

# What do successful loyalty programs offer?

t's been decades now, but ever since the airlines created the virtual currency that is frequent flyer miles, many businesses have felt compelled to have some sort of rewards program in place, as well.

Many of these rewards programs are fairly tame, in spite of their secret agenda — to get your email address and send you promotional material which you may or may not

I consider these types of programs to be harmless because they aren't blatantly biased against the non-members.

If you have a rewards card from Dick's Sporting Goods and buy something at Big 5 Sporting Goods, you can experience a small amount of regret when you learn your rewards could have saved you 10%, but the important distinction is that Big 5 Sporting Goods doesn't make you feel any less worthy for making a purchase there. And, they shouldn't!

Some loyalty programs do that, and it doesn't feel very good. I'm not going to tell you how you should run yours. I'm not a professional marketing guru, but I am a professional customer and I understand business. I know that a loyalty program, along with everything else that you do, must be good for the consumer and for the business owner.

Now, as a person familiar with many drycleaners and their marketing practices, I you have a program in place. want to share some things I've

I also want to share some of the things I've experienced with airlines on frequent flier programs and as a frequent cruiser and their programs. And, as a person who frequents other businesses that don't do loyalty programs, I want to tell you why that's OK,

Then, I'll tell you what the worse thing you can do when

Keep in mind, this is all from the perspective of a professional customer with business sense. Many of you give gifts to your best customers. I have seen three or more tiers of gifts given out around the holidays. I like this.

It's unlikely anyone feels slighted if they don't get a gift. They probably aren't aware you do this. The good customers feel special... as well they should! I have felt slighted as a customer though, because no drycleaner that I have ever done business with has bothered to do this.

A loyalty program should not be about offering significant discounts. After all, these good customers are the people who gleefully pay full price.

Many years ago, my cleaner at the time sent out an email offering 50% off anything finished at the store if you picked it up on Dec. 26th. I picked up everything two days prior. I felt cheated, but a loyalty program should not be about offering significant discounts. After all, these good customers are the people who already gleefully pay full price. It should be about making them feel happy to be a customer.

This can be something as simple as a special parking space, or a special queue in the call office. I think that the most successful rewards programs dangle potential benefits in front of prospective members such as a special parking space if you spend \$100 a month or a gift on Thanksgiving if you spend \$200 a month."

This is hardly a discount. It is and enticement to spend more! Cruise lines do this. You get a nice array of goodies if you've spent 80 nights on cruise ships with a particular line, but when you have spent 100 nights, well — now you get free laundry and drycleaning, a little gift, a special depar-

Continued on page 22



#### **SCHEDULE & SPEAKERS**

Friday, October 4:

Welcome Reception • 5:00 pm - 7:00 pm

Saturday, October 5: Exhibit Hours 10:30 am - 5:00 pm



8:15 am - 9:15 am **Brian Wallace CEO, Coin Laundry Association** 

**Topic: Top Trends in WDF and Laundry Delivery** 



9:15 am - 10:15 am Andy Gibson **CEO, Tide Services** 

**Topic:** Consumer and Market Trends in Out of Home Laundry



1:30 pm - 2:15 pm Jeff "The Stain Wizard" Schwarz A.L. Wilson Chemical Co.

**Topic:** The Magical Powers of Bleaches



2:30 pm - 3:15 pm **Bruce Grossman** 

Chief of R&D, EZtimers Manufacturing



3:30 pm - 4:15 pm Dave Coyle, "The Millionaire Maker"

Owner of Maverick Cleaners & In The Bag Cleaners

Topic: The 10 Best Ways to Grow Your Profit

Sunday, October 6: Exhibit Hours 10:30 am - 3:00 pm



9:00 am - 10:00 am Chris White **Executive Director, America's Best Cleaners** 

**Topic:** Fashion Circularity and You!



12:00 pm - 12:45 pm Jeff "The Stain Wizard" Schwarz A.L. Wilson Chemical Co.

**Topic:** The Magical Powers of Bleaches



1:00 pm - 1:45 pm **Bruce Grossman** Chief of R&D, EZtimers Manufacturing

Topic: Machine Problems? Find it, Fix it, Forget it!

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- Realstar, USA Sanitone by Fabritec
- Sankosha USA, Inc.
- Seitz. The Fresher Company **Sigma Garment Films**
- **SMRT Systems** The Route Pros
- **US Leather Cleaning**
- **Union Drycleaning Products Unipress Corp**
- United Fabricare Supply, Inc. **Wedding Gown Preservation Co.**
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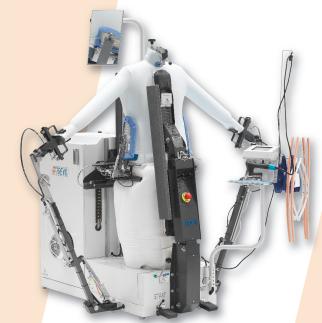


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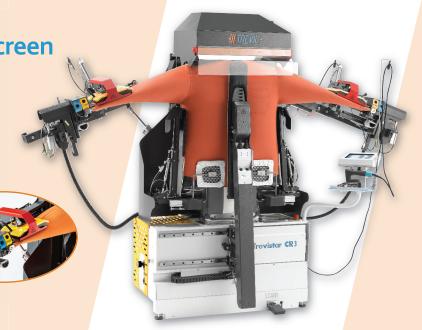
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#### **Don Desrosiers**

# What do successful loyalty programs offer?

Continued from page 20

ture lounge and a selection of hors d'oeuvre upon arrival. These cost the giver very little money and make the customer feel very special.

When I go to the grocery store and see two prices on something — \$2 (with your Stop & Shop card) and \$3 without — I'm not really sure what they are trying to accomplish other than to entice membership and create loyalty.

I guess that makes sense, except that I can't help but wonder if the \$2 price is a bargain, or the \$3 price is a non-member penalty. It's probably the former, but it makes me think. Is there a profit margin either way?

I frequent certain places because they make me feel welcome. They do not offer me a discount, a special parking space, 10% off on my next purchase, or a free drink. They just make me feel like I belong

Surely you have heard about how important it is to remember customers by name. I am 100% certain that the two restaurants in my mind right now offer meals that I could purchase for less money, much less, if I went elsewhere. Why don't I do it? Because it's not about the money.

Ten percent off my next pur-

tomer feel special, you have solidified him as a customer.

chase is not an enticement. It's four days before my flight, and a game. When you make a cus- I sit in a special section of the I don't deserve those things. United more than ever because airplane. It makes a very big difference. But, flashing these

What matters is that United I liked the benefits. Airlines thinks I do.

A loyalty program should try to capture that big tuna, or maybe lots of little fish — all of them happy to choose you for their clothing care. It should recognize your top customers and make those under the threshold desire more for spending more.

I don't feel special at the grocery store because they sell me a \$3 item for \$2; I feel like part of the herd and perhaps happy that I escaped the opportunity to pay too much for something. That can't be the goal of a loyalty program! I'll leave the grocery store happy that I got a deal, but they did nothing to make me feel unique. I feel

A loyalty program should try to capture that big tuna, or maybe just lots of little fish all of them happy to choose you for their clothing care. It should recognize your top customers and make those under the threshold desire more for spending more.

I am 100k with United Airlines (UA). I always sit in the same seat. The staff addresses me by name. I get frequent free upgrades to first class, up to benefits is hardly the point.

Every now and then, I end up on a different airline. It happened last week. My flight was delayed and they put me on a Delta Airlines flight.

Delta doesn't know it, but I am their dream customer. Do they seize the moment? Absolutely not. They do everything imaginable to make me more certain than ever that I should never fly on any other airline aside from United.

Delta puts me in the back of the plane where there is no legroom, foot room, or knee room. I cannot use my laptop because there is no room between me and the seat in front of me. They want to charge me for luggage, a better seat, movies and an internet connection. I succumb to none, aside from the feeling that United treats me so much better.

Some airlines charge you to check a bag and even more money to carry one on. The fare you pay is for a middle seat. Aisles or windows cost more.

I understand as well as anyone that business must generate income. That's what it is all about. But what if they generate the feeling of disgust? Or contempt?

Delta wants me as a customer, but instead of seizing that opportunity, they unwittingly prove to me that I should stay where I am.

This may sound perfect to you. You take such good care of your customers that when they go somewhere else, no one can compare. Perfect, right? Perhaps not if the tables are turned.

When an unknown customer comes into your door, is he/she treated like a chump? No? Good answer.

Now, suppose that new customer is a potential \$500 per month customer, trying to scope out a new cleaner. Maybe he just moved into Or maybe drycleaner isn't any good and he needs to make a change.

If you are in the role of Delta in my story (and I bet you are every day), you must treat that person as a "big tuna" in waiting because he just might be!

Treating this person like a nobody is the one thing you should never do. You are underscoring an unknown customer and labeling him as insignificant. If he was a great customer, you'd shower him with gifts and benefits. What entices him to get there? Only you can do that.

How did United do it with me? About 10 years ago, I received a Gold Card in the mail from them. At the time, this was their third tier in the Frequent Flier program. I loved it and very much enjoyed the perks. No discounts, just recognition. I favored United on every flight that year.

At the end of the year, I was stunned to get downgraded to Silver! I called them to protest.

It doesn't matter if you think I was certain that I had flown

Their rebuttal was shocking, but is terrific food for thought. The Gold Card the previous year was a gift, they said. A comp. They data-mined their database, just like you can do, and discovered that I was a potential big customer.

They gifted me the Gold Card (it was called Premier Executive back then) and gave me a taste of what travel could be like if I regularly purchased from them. It worked like a

One more thing, the distance traveled — the miles — have nothing to do with how many miles you fly. It has to do with how much money you spend.

This can be valuable information for you. We all have those customers who only buy

Airlines are very price sensitive. They know that most fliers are rare customers and shop for the lowest fare, regardless of the carrier. This is like most of our customers, who spend less than \$100 per

United figured this out. They aren't going to give you 3,000 miles for flying from Boston to San Francisco. Your loyalty level is a multiplier.

Essentially, 100k members earn 11 times the number of dollars they spent as frequent flier miles. It is virtual currency, as I said at the beginning of this article.

Platinum members earn nine times the dollars spent. The lowest level is four times. This helps to minimize the value of a price reduction.

There is a lot to all of this and I wish I had a perfect one-sizefits-all loyalty program for drycleaners, but I didn't set out to do that. I set out to give you a little food for thought.

If you do want you've always done, you'll get what you al-

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 launderers and drycleaners through Tailwind Systems. He is a member of the Society of Professional Consultants and winner of **DLI's Commitment to Profes**sionalism award. He can be reached by cell phone (508) 965-3163, or email to: tailwind.don@me.com.



Our recent MfM collaborative gathering served as a platform for sharing knowledge, discussing emerging trends, and brainstorming innovative solutions to common challenges faced by our industry. As CEO of Best Care Dry Cleaners, I am proud to have participated in this exchange of ideas. By staying informed of the latest advancements in garment care technology, we can ensure that our services are efficient, convenient, and tailored to meet the evolving needs of our clients.

~Lisa Loscerbo, Best Care Dry Cleaners, Winnipeg

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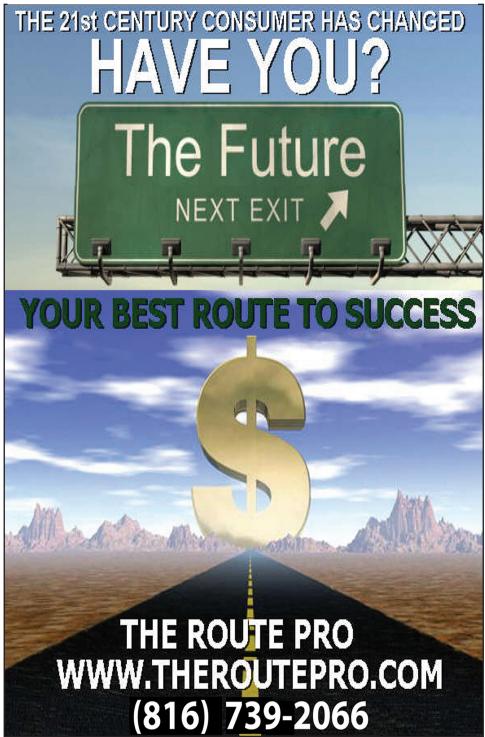
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