



National Clothesline



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Clean '25 will spotlight industry innovation

It has been 20 years since the Clean Show has been hosted in Orlando, FL, but that drought will end soon as the textile care industry's biggest trade show will head to the Orange County Convention Center from Aug. 23 to 26.

The last time the event was held there in 2005, approximately 14,000 attendees visited 511 exhibiting companies. While the industry has evolved and pared down a bit in those two decades, there is still much anticipation with close to 300 exhibitors already signed up to take part, guaranteeing that all of the latest technology, equipment and services for drycleaners and launderers will be on display for four days.



Aug. 23 to 26, 2025
Orange County Convention Center
Orlando, FL



Beth Z **Gould** **Coyle**

The exhibit hall is scheduled to open from 10 a.m. to 5 p.m. on Saturday, 9 a.m. to 5 p.m. on Sunday and Monday, and 9 a.m. to 3 p.m. on Tuesday.

Attendees can plan their visit early by checking out an updated map of the exhibitor floor plan online, available at www.thecleanshow.com. It includes the names and locations

of all current exhibitors.

In addition to being able to see equipment demonstrations and talk with allied trades company representatives in person, show organizer Messe Frankfurt will present its Innovation Awards program to honor exceptional performance in the fields of industry research, new materials and technologies.

The awards will be measured in four separate categories: Best New Application; Best New Product; Best New Technology for Sustainability; and Best New Technology for Automation.

Exhibiting companies have until a July 18 deadline to submit innovations to be considered for the program.

A jury of industry experts will assess the entries and the winners will be acknowledged and announced sometime during Clean 2025.

Educational Offerings

As is traditionally the case, there will also be a multitude of educational sessions provided by some of the event's sponsoring associations, which include: Drycleaning and Laundry Institute (DLI), Textile Care Allied Trades Association (TCATA), Coin Laundry Association (CLA), Association for Linen Management (ALM) and the Textile Rental Services of America (TRSA).

DLI has planned several sessions that will focus on strengthening your business

Continued on page 6

SDA enlists Peuster to speak at its summer meeting in Denver

This summer, the Southwest Drycleaners Association (SDA) will be heading to Denver, CO, to host its board meeting and present a two-day program by Jim Peuster of The Route Pros.

He will divulge "The Top 25 Lessons Learned from 25 Years of Route Consulting."

The event will take place on June 13 and 14 at the Magnolia Hotel in downtown Denver.

The tentative schedule of events will begin at 3 p.m. on Friday, June 13 with a meeting of SDA's Executive Committee. Later in the evening, attendees can meet at the hotel lobby bar to go to dinner at 6:30 p.m.

On Saturday morning, James Peuster will begin his program at 9 a.m., following breakfast. SDA will then break for lunch at noon and host its board meeting at 2 p.m. that afternoon.

The host hotel – the Mag-

nolia – is a modernized historic Marriott Bonvoy hotel that will offer a special \$209 per night rate through May 22 for those who make reservations via the link on SDA's website, located at www.sda-dryclean.com.

Those who attend may notice that SDA now will be sporting a new logo.



Contest Winner Announced

After decades of representing the Southwest Drycleaners Association (SDA) with its iconic cowboy hat logo, the association's board of directors decided to usher in a modern look for the organization:

At the March 29 SDA Board meeting, the directors voted to adopt a new logo that marks the beginning of a new era for the association.

The logo redesign process began last fall with an open competition that generated 38 submissions.

"We were thrilled with the creativity and enthusiasm

from our community," said John Rothrock, chairman of the SDA logo committee. "Entries came from a variety of sources, including drycleaners, their family members, graphic artists, and even a talented high school student. After much discussion, we chose a fresh, clean design that reflects both our association's identity and the industry we proudly represent."

SDA President Fran Stone-Beale remarked, "We added the tagline 'Connecting Cleaners' to our logo because this is the focus of our association. We are committed to uniting dry cleaners in our association, building relationships and providing resources through these connections."

The artist behind the new SDA logo is Maria Teresa Ribera, from Evolve and is a commercial engineer specializing in international marketing with an MBA in business management. She explained, "I have always had a strong passion for business and a deep commitment to creating brands with a solid identity—brands capable of making a significant impact and achieving strategic market positioning."

Deadline draws near for HoF submissions

The Drycleaning and Laundry Institute (DLI) will be accepting its annual Hall of Fame nominations for this year's class until May 15. The process is open to all drycleaning industry individuals.

Drycleaning association membership is not required to nominate or be a candidate

This year's nominations

will try to join the ranks of the DLI Hall of Fame, considered the highest honor in the industry by the association. To date, there are eleven individuals who have received

the honor to date, including: Barney Deden, Stan Golomb, Chris Edwards, Jeff Miller, Sid Tuchman, Don Fawcett,

Continued on page 6

Sneak Peek Inside

8 Dangerous broken things

The longer things remain broken, the harder it becomes to notice that you may be doing things in a subpar fashion.

10 Miscalculating PPLH

No cleaner ever *thinks* they are miscalculating their PPLH, but it happens and it comes with a high price.

16 As you like it, share it

DLI has begun its social media ad campaign — and will need the help of all drycleaners for it to be effective.

18 Securing a safer space

A special column this month focusses on how to prevent and handle a robbery or burglary at your business.



Peuster

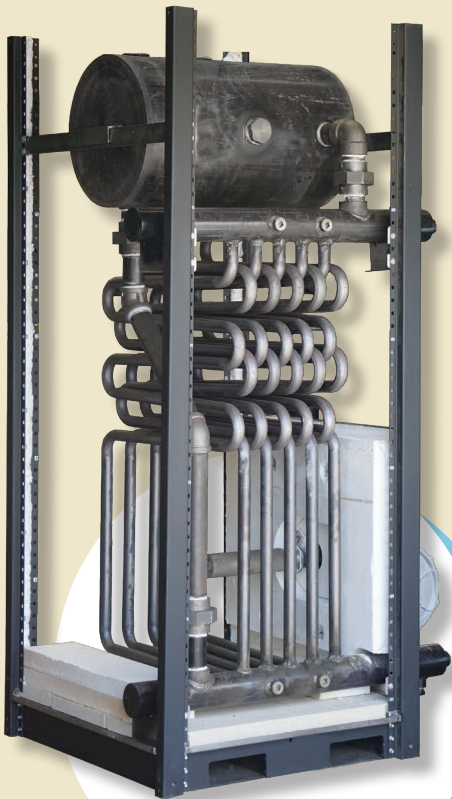
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Last month, the Drycleaning and Laundry Institute (DLI) launched a new social media ad campaign that is seeking to gather together all of those neurons from the textile care industry in a united effort to spread a positive message to consumers about drycleaning. It is not an easy feat to reach an intended audience in a vast sea of social media streams, but hopefully the association will have

Finally, Bruce Grossman continues his solvent flow series with part three (page 22) and Dan Eisen will help you navigate cleaning certain blended fabrics (page 24).

Contents

News & Features

- 6** Dateline
- 16** Newsmakers
- 26** Classifieds

Columns

- 8 John Rothrock** The longer broken things remain, the harder it is to see how dangerous they can be
- 24 Dan Eisen** Rayon and acetate-blended fabrics take on the weaknesses of both base components

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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How Many Dry Cleaners Has Your Insurance Agent Handled? One or Two? Three?

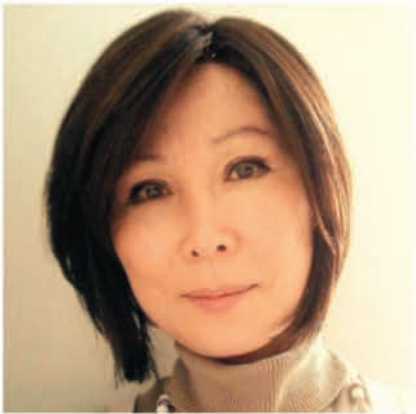


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Clean '25 will spotlight industry innovation

Continued from page 1

with marketing strategies and tips – including how to incorporate AI into them – as well as improving its image by providing meaningful community impacts.

The first session will be called “Beyond the Hanger: Marketing Strategies to Strengthen Your Business.”

It will begin at 8 a.m. on Saturday morning. Attendees will have a chance to learn how to stand out with the use of strategic marketing and explore innovative ways to attract new customers, retain loyal ones, and build a business that sets your brand apart.

Afterwards, DLI will also present “The Client Journey” at 9 a.m. featuring Dave Coyle of Maverick Drycleaners.

The program will give attendees the tools and tactics they need to surprise clients using marketing channels that aren’t congested.

Learn to spot pain points and identify opportunities for magic moments as you build a team that always puts your clients front and center.

On Sunday morning, the association will begin at 8 a.m. with a session called “The Only Option at Any Price” by Glen Gould, owner of Drycleaning Connection in

Peachtree City, GA. Discover how to position your business as the top choice for customers – regardless of price.

This program will focus on proven strategies for delivering exceptional customer service, building customer loyalty and creating a value-driven brand that makes price comparisons irrelevant.

Also on Sunday morning, DLI will present “Seven Things Your Company Should Be Doing with AI” at 9 a.m. with the help of popular tech speaker Beth Z.

This seminar will explore artificial intelligence applications, from streamlining oper-

ations and improving customer service to enhancing marketing strategies and optimizing inventory management.

Learn how AI tools can save you time, reduce costs and boost profitability.

On Monday morning, the association will offer a panel discussions of “Cleaning for a Cause: Community Impact and Business Growth” at 9 a.m.

Attendees will discover how giving back can make a difference for both your community and your business.

The panel will feature drycleaning operators who will discuss how they participate in charitable causes and strengthen their business’s reputation.

which will be offering Clean Show 2025 attendees a special discounted rate starting at \$215 per night.

Links to that hotel, and other official Clean Show hotels, can be found by visiting the “Planning and Preparing” section of the website, www.thecleanshow.com.

For general attendees, there are plenty of hotel options to choose from, including the Hilton Orlando, Rosen Plaza Hotel, Rosen Shingle Creek, DoubleTree by Hilton Orlando at Sea World and several others with nightly rates beginning from \$159.

In addition to offering a place to secure hotel accommodations, the official Clean Show site also has links for Southwest Airlines, United Airlines and Delta Airlines discount codes.

In the same section, there is a downloadable schedule for the complimentary shuttle bus that runs to and from Clean Show hotels and the Orange County Convention Center.

Shuttle service will run from 7 to 11 a.m. and from 3 to 6 p.m. on Saturday, Aug. 23. On Sunday and Monday, it will run from 7:30 to 11 a.m. and from 3 to 6 p.m. Finally, on Tuesday, it will run from 7:30 to 11 a.m. and then from 1:30 to 4:30 p.m. in the afternoon.



The Orange County Convention Center in Orlando, FL, will be home to the Clean Show 2025 from Aug. 23 to 26 this year. If a similar amount of exhibitors who showed up to Clean 2022 held at the Georgia World Congress Center in Atlanta do so in Orlando, then attendees should have over 216,000 sq. ft. of exhibit space to traverse through.

Deadline draws near for Hall of Fame entries

Continued from page 1

Milt Chortkoff, Walter “Buster” Bell, William Joseph “Dixie” Stoddard, James Douglas and Michael Nesbit.

These individuals consistently demonstrated exceptional dedication and

achievement in their respective fields. Submissions will be accepted through a nomination form available at DLIonline.org/HoF.

To be eligible, candidates must have a minimum of ten years working in the dryclean-

ing and laundry industry. The selection process will involve a two-stage voting process by DLI’s Hall of Fame committee, and the awardees will be publicly announced and celebrated later this year.

DLI’s Board of Directors

will review applications and recipients will be announced to the industry by mid-September. Candidates for the award include industry pioneers, exceptional business leaders, and community advocates. DLI intends to shine a spotlight on

individuals who have made a lasting positive impact on the industry.

For information about the DLI Hall of Fame Award and to make a nomination, please visit DLI’s official page at www.DLIonline.org/HoF.

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2025

May 6, 8, 13, 15

The Drycleaning & Laundry Institute (DLI) Virtual Stain Removal Techniques course, DLI School of Drycleaning Technology 14700 Sweitzer Lane, Laurel, MD. Visit www.DLIonline.org.

May 16-17

America’s Best Cleaners and Route Pros present “Spark & Start: Retail and Routes” workshop at Puritan Cleaners in Richmond, VA. For more information, send email to Routeprosmark@gmail.com.

May 22

The Drycleaning & Laundry Institute (DLI) Marketing Masterclass course at 1

May 23-26

North Carolina Association of Launderers & Cleaners annual convention, DoubleTree by Hilton, Atlantic Beach Oceanfront Hotel. Visit www.ncalc.org.

May 28

The Drycleaning & Laundry Institute (DLI) webinar on “The Front Line Advantage: Elevating Everyday Service” by Jen Whitmarsh of The Route Pros at 1 p.m. EST. Visit www.DLIonline.org.

June 1, 13, 17, 19

The Drycleaning & Laundry Institute (DLI) Virtual Stain Removal Techniques — advanced course,

p.m. EST. For information, visit www.DLIonline.org.

DLI School of Drycleaning Technology, Laurel, MD. Visit www.DLIonline.org.

June 13-14

The Southwest Drycleaners Association (SDA) presents “Top 25 Lessons From 25 Years of Route Consulting” by James Peuster of The Route Pros, Magnolia Hotel, Denver, CO. For information, visit them online at www.sda-dryclean.com.

July 8, 10, 15, 17

The Drycleaning & Laundry Institute (DLI) Virtual Stain Removal Techniques — basic course, DLI School of Drycleaning Technology, Laurel, MD. Visit www.DLIonline.org.

July 29 & 31

The Drycleaning & Laundry Institute (DLI) Virtual “Service Superstars” with Jen Whitmarsh. For more information, visit www.DLIonline.org.

August 23-26

Clean Show 2025, Orlando, FL. Call (770) 984-8023 or visit www.cleanshow.com.

Sept. 9 & 11

The Drycleaning & Laundry Institute (DLI) Virtual “Inspire and Influence: Leadership” with Jen Whitmarsh. Visit www.DLIonline.org.

Oct. 6-10

The Drycleaning & Laundry Institute Introduction to Drycleaning course, DLI School of Drycleaning Tech-

nology, Laurel, MD. Visit www.DLIonline.org.

Oct.13-24

The Drycleaning & Laundry Institute Advanced Drycleaning course, DLI School of Drycleaning Technology, Laurel, MD. Visit www.DLIonline.org.

Nov. 8 & 9

North East Fabricare Association’s ProfitFest 2025, Courtyard by Marriott in Marlborough, MA. For information, visit www.nefabricare.com.

2026

March 27-29

2026 Drycleaning & Laundry West EXPO, Irving, TX (Dallas area). For information, visit www.dlexpo.org.

Be sure to send us your upcoming events to be added to our calendar of events.

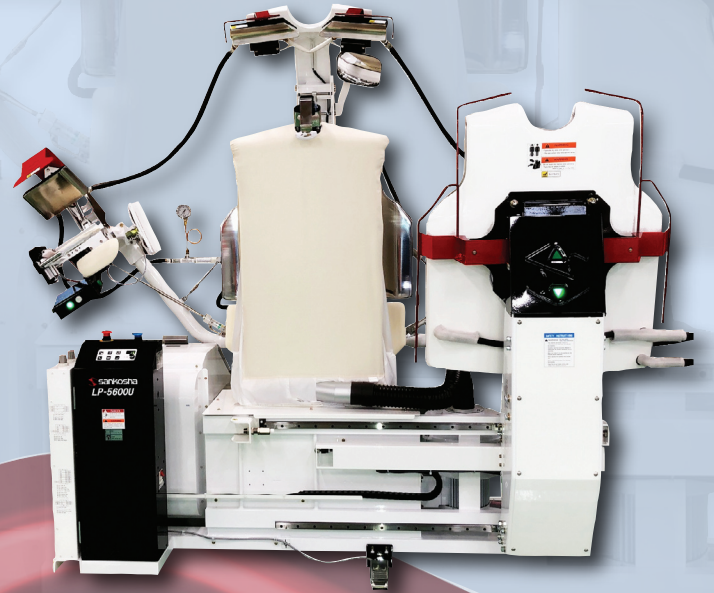
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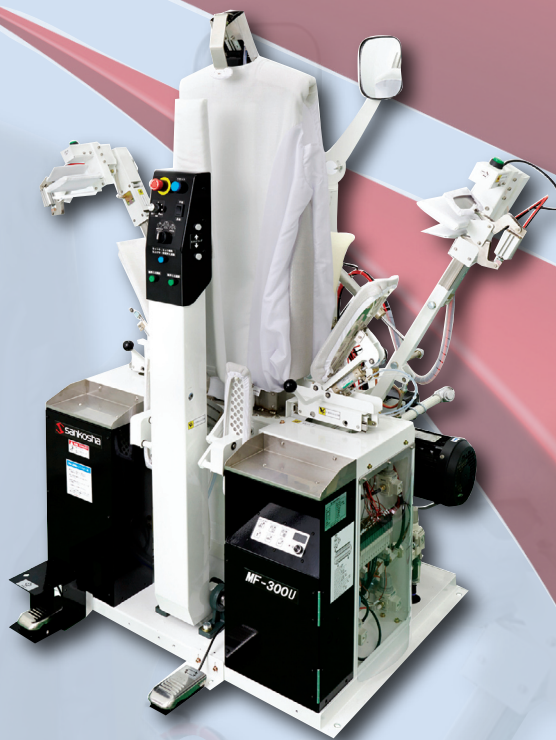



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TURNAROUND TIME



BY JOHN ROTHROCK

The danger of accepting broken things

Walk into any drycleaning plant that's been around for a while and you'll find something broken: a cart with one wheel barely hanging on; a press pad worn past its prime; a layout that hasn't made sense in a decade; a wall in the back that was supposed to get repainted three years ago that no one really notices anymore.

That's the danger. It's not that things break. It's that, over time, we start to accept the brokenness. We stop seeing it. By doing so, we silently give permission for subpar to become standard.

Every operation has its issues. What separates great cleaners from the rest isn't whether things go wrong; it's how quickly they respond when they do.

The Silent Slide

When your plant layout is inefficient, your team wastes time every day, and it costs you money. When your carts don't roll well, it is not only a potential work compensation

claim, it can really annoy your customers.

tions you can't see the forest for the trees. The broken thing

and understaffed that they stop noticing the very things

The biggest myth in our industry is that customers judge you at your best. They don't. They judge you at your worst. They notice the bent wire hanger, the faint spot that didn't come out, the burned-out light in your lobby or they vibe they get when an employee seems disengaged.

When a spotting technique is poor, you redo work, disappoint a customers, and potentially ruin the garments.

Quality drops when your pressers rush because of lousy scheduling or inadequate staffing. And, when the walls are dirty, the lights are dim, or the floor is slick, customers and employees alike feel it — even if they can't name it. And yet, so many owners just accept it.

Sometimes it's a matter of money. Sometimes it's time. But, more often, it's burnout. You're so deep in daily opera-

becomes background noise.

It happens slowly. A new machine gets installed, but the layout never gets updated. A spotter leaves and the new one never quite got trained the same way. The team stops giving honest feedback. Eventually, you stop expecting perfection and start settling for "good enough." That's when the standard starts to slip. You stop seeing it.

A Dangerous Place to Be

This is one of the most dangerous places an owner can be: so overworked, overwhelmed,

holding them back.

I've been there myself. I've started new projects before finishing old ones, telling myself I was "building momentum." In reality, I was leaving loose ends everywhere.

I've kept underperforming team members around because they showed up daily. I told myself they were dependable, but what I was really doing was avoiding hard conversations. Every owner has these blind spots. What matters is whether you let them define your culture.

What You Accept, You Endorse

The biggest myth in our industry is that customers judge you at your best. They don't. They judge you at your worst.

They notice the bent wire hanger, the faint spot that didn't come out, the burned-out light in your lobby, or the vibe they get when an employee seems disengaged.

And your team? They notice even more. If you accept poor quality or lazy habits, it sends a message that excellence doesn't matter, that showing up is good enough, that taking pride isn't worth it.

This isn't about perfectionism for its own sake. It's about creating an environment where people feel proud to be a part of something excellent. That kind of pride is contagious.

From Acceptance to Action

So how do you start seeing the broken things again?

Start with a walk-through. Not a rushed pass-through on your way to the office — a real one.

Take notes. Look at your plant with fresh eyes. Pretend you're a mystery shopper or a new hire.

What looks out of place? What feels inefficient? What

doesn't reflect the kind of company you want to run? Ask your team. Invite honest feedback. What slows them down? What tools do they avoid using because they don't work right? Where are the friction points?

Then, fix something small. A cart. A wall. A process. One thing. Set the tone, because here's the truth: the longer you accept broken things, the harder it is to break the cycle. However, the moment you fix one thing, you begin to see the next. And the next. And momentum builds.

Excellence by Default

You can't expect your business to thrive if your baseline is dysfunctional. Perfection should be the standard in every facet of your company, not because you're chasing impossible outcomes — because it sets the tone for how seriously you take your work.

If you're not sure where to start, don't go it alone. Hire a consultant to give you an outside perspective. Take a class at DLI to sharpen your technical skills. Join your regional association and start talking shop with peers who get it.

Reach out to an operator you admire and ask if they'd be willing to mentor you, even informally. Pride in your operation doesn't happen by accident — it comes from choosing to learn, improve, and elevate, even when it's uncomfortable.

You don't need everything to be perfect overnight. But you do need to stop accepting broken. Let the other guys settle. Let the other guys make excuses. You elevate the standard... because what you accept, you endorse. And, what you endorse becomes your brand.

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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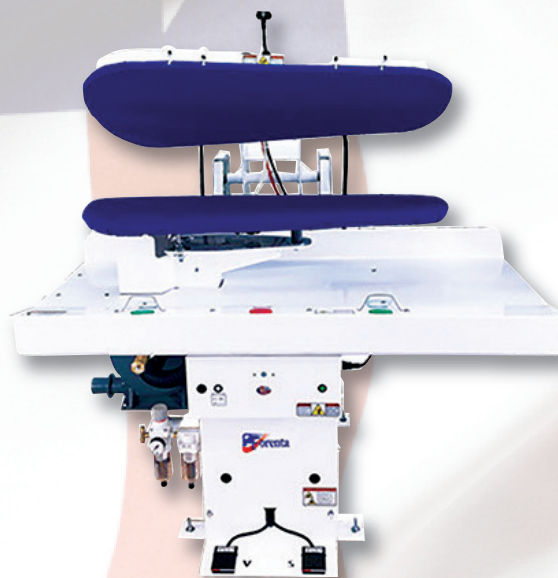
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SHIRT TALES



BY DON DESROSIERS

The cost of miscalculating PPLH

Some industry analysts will tell you that you should be aiming for 25 shirts processed for each and every shirt department labor hour. This is commonly called **pieces per operator hour** and generally referred to by the acronym **PPOH**. I adopted this method years ago because this is the best way for me to get a snapshot of someone's plant.

A few decades ago, I re-named this and now call it **PPLH**. The *operator* for the "O" sounds too much like a machine operator, not a shirt presser. I think this led some down the wrong path. You would not call the shirt washer an "operator," — it doesn't sound right. But, you know the shirt washer is an employee that you need to pay. They are working **Labor** hours, hence the "L".

PPLH levels the playing field. I have no idea what that comes to in labor cost percentage. Labor cost percentage is useless to me because I have clients all over the U.S. and many foreign countries who charge between 90 cents and

\$27 to launder and press a shirt. The gross income, of course, radically alters the percentage figure.

your community standards or that you can't charge enough on average because of your wholesale accounts.

mon goofs that cost you money, and it is probably the biggest cause of declining profits in the industry, by far.

rassed to admit to your peers. The truth is you are lying to yourself. Here are a few ways to improperly calculate PPLH, and then I'll show you how to do it correctly.

An honest PPLH number is never a spike; it is a global average. A common mistake then, is to actually include all of the labor hours that you should but select a small window of time to calculate it.

Let's say the plant we just described has an equipment failure during the week. Consequently, there are still 220 shirts to do at two o'clock on Friday afternoon. Your employees are used to going home at that time, but they hang in there and press like they have had way too much coffee. They've done a good job on the shirts and they have finished early, much earlier than mathematics led you to believe was possible. You are pumped up from a combination of too much coffee yourself, last night's pep talk about PPLH and the fact that your pressers finished an hour earlier than you thought that they would.

They've pressed at the rate of 110 shirts per hour. Two pressers plus two support people, each working two hours (between 2pm and 4pm) for a total labor hour usage of 8. For 220 shirts, using 8 hours of labor, that is **27.5 PPLH** ($220/8 = 27.5$ PPLH). You may reason: "Nobody I've talked to is doing that well. Well, actually, I'm not doing 27.5. My pressers really kicked butt this afternoon. If they pressed at their normal rate, I'd probably be at 25 PPLH." The next time someone asks you about PPLH, you will probably tell them that you are right at 25, maybe a hair under, "...but we do a quality shirt..." *Everybody says that.*

There are so many things wrong with this all-too-common scenario.

- PPLH is a global average. Sighting the performance during a small window of time is inaccurate. It only serves to allow you to justify clutching onto a money-wasting system and never allows you to see the desperate need to make a serious change.

- It is remarkably easy to calculate PPLH, but so often the accepted formula yields a truly offensive number. The conclu-

Continued on page 12

It happens to be a fact that 25 PPLH is very rarely achieved. About 95 out of every 100 cleaners who call me for advice have a PPLH between 16 and 18 in their shirt department. Some cleaners are below 12 PPLH. Miscalculating PPLH is probably the biggest cause of declining profits in the industry, by far.

PPLH allows me to compare workflow patterns at laundries regardless of what they have to pay for a shirt presser and regardless of what they can sell their service for. It is a good barometer for you, too, because it will keep you from getting a tainted view of your individual situation.

For instance, suppose you are relying upon a percentage figure and yours is higher than you'd like or higher than that of your peers. You may hide behind the fact that you must pay higher wages because of

In reality, if using PPLH to compare, you may find that you've developed a highly efficient plant or that your profit margin is being lost in inefficiency. The biggest sin — I will prove to you — is calculating it incorrectly.

It happens to be a fact that **25 PPLH** is very rarely achieved. About 95 out of every 100 cleaners who call me for advice have a **PPLH** between **16 and 18** in their shirt department.

Some cleaners are below **12 PPLH**. Miscalculating PPLH easily makes my list of 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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Don Desrosiers

The cost of miscalculating PPLH

Continued from page 10
sion is you did it wrong. The result is to tweak the formula until its product is more like what the guys at the meetings tell you it should be. Nothing could be more wrong. Nothing could be more costly.

Let's go back to our hypothetical plant with two pressers and two other employees. Who washes the shirts? Who marks them in? Who packages the completed orders? If these tasks are being done for free, then you and I need to have a heart-to-heart meeting. Commonly, these chores are done by someone else and therefore their labor cost is not relevant or the task itself is done for free. This is wrong.

First, let's consider the packaging duties. They are being done by the woman who bags the drycleaning. Half of her labor hours must be charged to the shirt department. Disagree? How can it possibly make sense to charge her labor to the drycleaning department? It doesn't matter that that department can afford it. You are kidding yourself. If the labor cost belongs to shirts, it belongs to shirts. Period.

You could argue that if she didn't bag shirts, she'd still have to be there all day, so therefore it's being done for free. That's not such a foreign thought. But, that is when you

have to play manager and combine the drycleaning bagging duties with another "part-time" job that takes all day, like perhaps inspection. Only you can answer that because it will differ in virtually every plant.

does it that way. Arguably, shirt productivity is being measured and shirts have not begun their time in "production" until they have arrived at the washing arena. If you wish to compare yourself

me to compare his performance to my own, I would need to recalculate my historical figures and exclude the mark-in hours. He has a couple of stores where the counter personnel do the mark-in chores.

likely work a little more than that (but we will be conservative and count them as 74 hours, too, for a sub-total of 148). Add in seven hours for washing labor (now at 155) and let's say 16 hours for bagging. That is a total of 171 hours for 2,500 shirts. The PPLH is simple to calculate: 2,500 divided by 171 labor hours = 14.6 PPLH. Ouch!

This hypothetical plant may or may not illustrate your plant, but I think you get the picture. Can it be saved? Of course it can! It requires that scary thing that we call management. The pressers are probably not lazy; likely, they simply have not been trained to effectively produce 90 to 100 shirts per hour while maintaining top quality. Good chance that the workflow rhythm in the plant is such that it generates relative confusion in the inspection and assembly theater and the need for two people rather than one

Even without added production from the shirt unit, shirts per hour remaining at a lowly 67.5, PPLH would be increased to 18.6 with the reduction of one employee. As much as that is - a savings of over 25% in labor dollars or roughly \$13,500 per year - it is still a far cry from what is possible. In fact, it is easy to actually double those savings without increasing shirts per hour from the shirt unit even one bit!

A reasonable goal, by the way, would be 29 PPLH for this scenario. This is done everyday at efficient plants. The hazard, and the point of this column, is that if you miscalculate your PPLH and think that you are already at 27.5, you will do nothing about it because you will mathematically deduce that you are as efficient as you can be, when in fact you are merely at 14.6 PPLH and are leaving a whopping \$29,120 on the lunch table for your employees to take.

That is the cost of miscalculating pieces per operator hour.

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 launderers 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.

Let's go back to our hypothetical plant. Who washes the shirts? Who marks them in? Who packages the completed orders? If these tasks are being done for free, then you and I need to have a heart-to-heart meeting.

In any case, packaging labor can not be ignored, even if for no other reason than to compare yourself with your peers. If your total number of shirts is approximately equal to your number of drycleaning pieces in any given time frame, then half of the bagger's hours must be charged to shirts.

All of these words are also true for washing labor (which may be done by your drycleaner/spotter) although it may be only five to ten hours per week. I look at mark-in labor from the other side of the fence, however.

It is generally considered acceptable to charge the cost to tag or mark-in to the customer service department. The best justification for doing so is that, for the purpose of comparison with your peers, everybody

to a peer who has a central mark-in area, you should attempt to figure the amount of time that your customer service staff actually uses to mark-in shirts. An accurate figure will be tough to tabulate, but never consider mark-in to be free. If you need to prove this to yourself, you will do so if you invest in one of those fancy tagging machines that will require you to perform central mark-in. With that, you will not save labor. You will create a new job instead.

When I had my last wholesale shirt laundry, I was at 28 pieces per operator hour - but that had to include mark-in, as all of the business was wholesale. I now have clients who have a PPLH of over 30 (my own personal drycleaner, for instance, is at 31). In order for

Incidentally, suppose you have a full-timer plus a part-timer at a store (say, eight hours plus four hours), and you are able to calculate that 1/3 of their time is used to mark-in shirts. That is probably far too many hours, but it serves to illustrate this point.

Would that mean that if they did not mark-in shirts, you could then eliminate the part time position? Very unlikely. Much more likely is the part-timer is there to keep customers from waiting during the busy time between 7 and 11 a.m. In the final analysis, it is perfectly acceptable, in fact recommended, that mark-in hours not be counted, unless central mark-in is the rule. In which case, the mark-in hours would be backed out only for the purpose of comparison with others.

At our hypothetical plant, how can they average 80 to 85 shirts per hour if they work for 37 hours? You argue that you pay them for breaks and restroom visits and maybe even lunches. Nice try. That dog don't hunt. The fact is, you are paying for 37 hours per employee. Like it or not, you are doing 67.5 shirts per hour. Mortified? You should be. Defensive, perhaps? No surprise.

You explain they actually do process 80 shirts per hour, it's just that they have to help the assembly people or fold shirts after they're done pressing. That doesn't fly. The fact is, we are not calculating how many shirts we can press per hour; we are calculating a productivity figure. Press a thousand shirts per hour if you wish, but they aren't ready to return to the customer until all of the necessary processes are complete. Or, press a thousand shirts per hour if you wish, but if you need a hundred people to do it, you will be broke before you finish reading this publication.

So, whether you like it or not, our hypothetical plant isn't even close to 25 PPLH. In actuality, he has two pressers who each work 37 hours (74), two post-press people who

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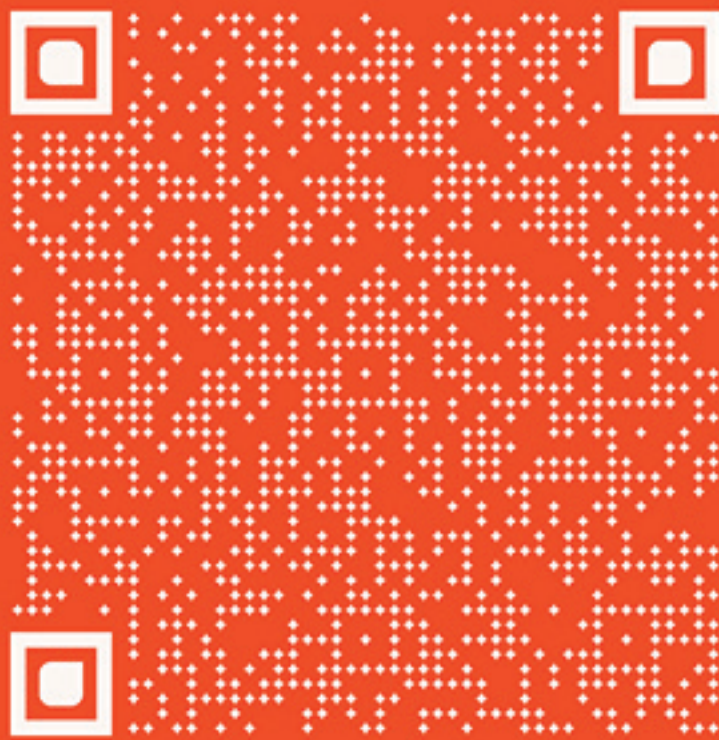
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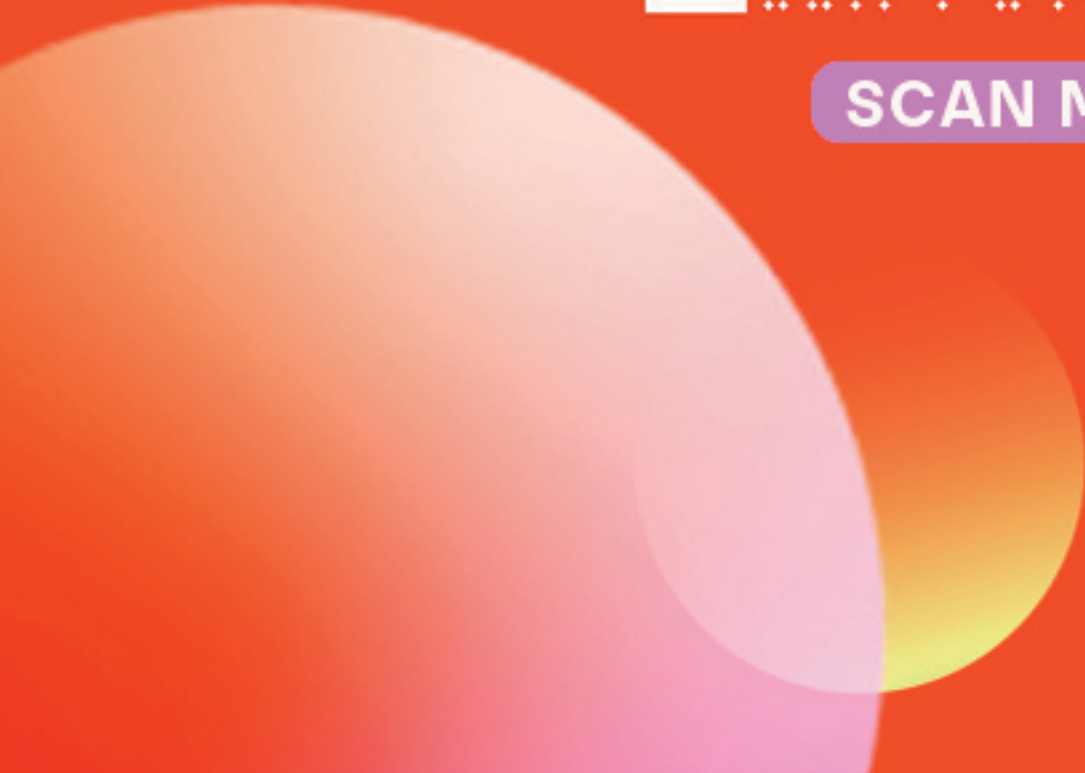
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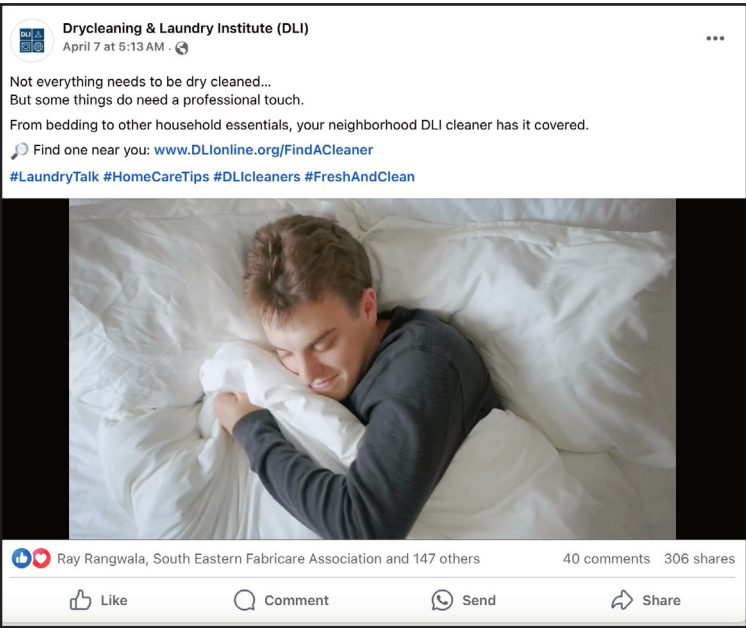
DLI’s new ad campaign seeks to lift all boats

Editor’s Note: This month, we have invited Ray Kroner, the Committee Chair of DLI’s Social Media Action Committee, to discuss the association’s ambitious new social media campaign that seeks to connect the positive attributes of professional textile care in a form that resonates with younger customers.

The Drycleaning and Laundry Institute has always been a great source of information for our industry. DLI offers professional advice in technical, educational, and legislative material drycleaners can use to make informed decisions. During the COVID-19 pandemic, DLI started the peer-to-peer Zoom call (on Tuesdays at 11:30 a.m.), which has been a great avenue for information, for cleaners from cleaners all over the country. DLI membership greatly enhances a cleaner’s ability to establish business success. Until now, DLI has been missing one thing: a national

marketing campaign. Knowing that large corporations spend millions of dollars crafting messages that lead to brand awareness, DLI’s Board of Directors needed to get creative in crafting its message on a not-for-profit budget. With the DLI Board’s approval, we assembled a committee to explore a ground-up social media campaign. The Social Media Action Committee determined the focus should be on consumers between the ages of 25 and 40. We feel this age bracket has little, or no connection with what our industry offers. There may even be a negative impression based on old environmental issues and an uninformed perception of overpricing. There is no time like the present to re-image our industry to the public. If we don’t do it, who will? To craft a message that resonates across the country, we focused on four categories: Time, Convenience, Sustain-

ability and Community. Our team posted the first message on all DLI’s social media platforms on Monday, April 7th, with more posts planned to be released on a weekly basis. In order for this campaign to be successful, we need your help. Please go to DLI’s Facebook, Instagram and LinkedIn presences (DLI’s handle on all these platforms is Dry-LaunInst) and Share, Comment, and Like on the posts so together we can boost our exposure and boost the services we provide. Each month will focus on variations of a different theme and each new weekly post will need the same simple action from you: Share, Comment, and Like. Stay tuned as this is an evolving campaign and your input — good or bad — will help drive the direction. Feel free to contact DLI with your thoughts and remember: SHARE, COMMENT and LIKE.



The DLI social media campaign first launched on April 7 and gained good traction thanks to the efforts of many cleaners across the nation. The association plans to unveil a new post every week. To find out how you can help it succeed, go to www.DLIonline.org/impact. Ray Kroner serves as the Committee Chair of DLI’s Social Media Action Committee, the force behind a new ad campaign that seeks to overcome common misconceptions about professional garment care to an urban professional social media audience. Ray is also the owner of Kroner Dry Cleaners in Cincinnati, OH, a drycleaning business that has been around since 1939. To contact him, send email to ray.kroner@kronerdrycleaners.com. To support DLI’s ad campaign, visit them at www.DLIonline.org/impact.

NEWSMAKERS

Tide Services recently signed a 50-unit franchise agreement with CMG Companies, one of the nation’s top multi-unit franchise operators. As one of the largest franchise commitments in the out-of-home laundry sector — alongside another major Tide deal announced last year — this agreement significantly accelerates Tide Laundromat’s expansion in the Southwest U.S. The new locations will roll out in key Southwest metro areas. “With CMG’s proven track record in multi-unit development, they are the ideal

partner as we scale our footprint and redefine the laundry experience,” said Andy Gibson, CEO of Tide Services. “This agreement underscores our commitment to delivering efficient, high-quality laundry solutions to more communities and reinforces the strength of our franchise model.” Headquartered in Dallas, CMG Companies operates over 500 franchise locations across multiple industries, including quick-service restaurants, retail and hospitality. The firm is ranked among the top 15 multi-unit operators in the U.S., with a track record of

successfully growing national brands. “Tide is a category leader, known for its trusted quality and innovative approach to both self-service and full-service laundry,” said Al Bhakta, founding principal of CMG Companies. “As we expand Tide’s footprint across the Southwestern U.S., our focus is on selecting the right locations and delivering a seamless customer experience that sets a new standard for the industry.” “The laundromat industry has been around for decades, but much of it remains outdated and fragmented,” added Navin Nagrani, principal at CMG Companies. “By combining Tide’s cutting-edge technology with our expertise in multi-unit operations, we’re bringing a smarter, more convenient laundry solution to market. This partnership represents not just a business opportunity, but a chance to modernize an essential service for communities nationwide.” Tide Services operates over 200 sites nationwide, of-

fering innovative services like 24-hour laundry drop-off, a mobile app and the trusted cleaning excellence of Tide. For more information about franchise opportunities, visit www.tidefranchise.com. ZIPS Cleaners recently announced that Leda Peterson and Diego Osorio, a mother-in-law/son-in-law team each with ongoing ties to the chain, have signed a new franchise agreement to open in Lancaster, PA. Operating as KATLEX LLC, the franchisees expect to open later this year. Peterson and Osorio co-own ZIPS of York, PA, in partnership with several other investors including Osorio’s wife, Michelle (Peterson’s daughter), and Peterson’s ex-husband, Carlos Cadenas. Osorio had been manager of that location before he and Michelle became co-owners in 2013. He also worked at Cadenas’ Falls Church, VA, ZIPS Cleaners store in the past. In Lancaster, he and Peterson will share the manager role.

“I love it. It’s the perfect partnership,” Peterson says about going into business with her son-in-law. “It’s good to have someone you know you can trust as a partner.” Osorio echoes the sentiment about teaming up with someone he has known for so long. “We know we’re capable of doing this,” he says. “We’ve been working at ZIPS for more than 20 years combined; we have a lot of experience, and we know the market and the area. This has been something we’ve been thinking of doing for years but we never really took the plunge until now.” Peterson and Osorio are looking forward to opening their first location as sole partners and to adding more sites to their portfolio in the future. “I think it’s good timing,” Osorio says. “I can’t wait to start.” Franchise opportunities with ZIPS Cleaners are available in select markets throughout the U.S. for qualified investors. For information, visit www.321zips.com.





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How to prevent and handle robbery and burglary

by KATEY & SUE KRATZ

Guest Columnists

One of the unfortunate facts of business ownership is that burglary and theft prevention have to be on the brain. This is especially true within businesses that handle any amount of cash. Drycleaners and laundromats are essential businesses that often operate with long hours, minimal staffing, and cash on hand — all of which make them potential targets for robbery and burglary.

As a business owner, protecting your staff, customers and property is a top priority.

We believe the best way to prepare for a robbery and keep individuals safe is to do everything in your power to prevent a break-in from happening in the first place.

There are several measures any business can take to help dissuade burglars from invading your business.

Prevention Strategies
1) Upgrade Physical Security. Install high quality locks and deadbolts. Reinforce all doors, especially back entrances and windows, with tamper-resistant hardware.



Use security gates or roll-down shutters. These add an extra barrier for after-hours protec-

tion.
Reinforce windows. Use security film or bars on vulnerable windows.
Staffing. Whenever possible have at least two individuals on site in order to discourage robbers from entering the premises.

2) Invest in Surveillance and Alarm Systems. Install high-resolution cameras covering entrances, exits, and cash

handling areas.
Employee background checks. Hire carefully and verify references.

5) Lighting and Visibility. Well-lit exterior. Keep the parking lot, front and back entrances and surrounding areas well-lit at night.

Clear visibility inside. Avoid window signage that blocks views inside the store, allowing passersby or patrols to see in.

there will always remain a risk for robbery.

In the event that happens, it is important for both you and your employees to be properly trained in how to handle that situation.

1) Stay Calm and Compliant. Do not argue or attempt to apprehend the criminal.

2) Prioritize Safety. Ensure staff and customers are safe before doing anything else.

Even proper preventative maintenance won't stop a motivated burglar. It's important that you and your employees be trained in how to properly handle an emergency situation like a robbery.

Monitored alarm systems. Ensure your alarm system is connected to a central monitoring service and test it regularly.

Remote access. Use modern systems that allow you to view cameras or receive alerts on your phone.

3) Practice Smart Cash Handling. Limit cash on premises. Deposit excess cash frequently and avoid keeping large amounts in registers or safes.

Use drop safes. These allow employees to secure cash without being able to access it again.

Post signage. Display signs indicating that minimal cash is kept on site.

4) Control Access. Limit access to trusted employees and regularly change codes or keys if staff changes.

Robbery Protocols. Train employees not to resist robbers. Emphasize staying calm, observing details, and complying with demands.

Emergency Contacts. Ensure all staff know how and when to contact authorities.

After-Incident Procedures. Have a clear plan for what to do immediately after a crime — including preserving the scene and providing statements.

Even proper preventative measures won't stop a motivated burglar. It's important that you and your employees be trained in how to properly handle an emergency situation like a robbery.

Responding to a Robbery
No matter the planning or preventative measure taken,

3) Call Authorities Immediately. As soon as it is safe to do so, dial emergency services.

4) Preserve Evidence. Don't touch anything the robber may have handled.

5) Write Down Observations. Record suspect details (appearance, behavior, vehicle) while they're fresh.

Dealing with a Burglary (After-Hours Intrusion)

Do not enter if you suspect a break-in. Wait for police.

Document everything. Take photos of any damage or missing items.

Contact Insurance. Report the incident promptly and provide required documentation.

Review and Improve Security Measures. Assess how the intruder gained entry and reinforce that weakness.



Work with Law Enforcement and Local Community

Establish a relationship with local police. Invite them to tour your facility and get advice on improving security. Having regular police/security presence and establishing a positive relationship with authorities can deter thieves.

Participate in neighborhood watch or business security programs. Stay informed and share information about suspicious activity.

Laundromats — Break-Ins and Theft of Quarters

Laundromats are particularly vulnerable to break-ins aimed at stealing quarters from coin-operated machines.

These types of thefts often happen during closed hours or in unattended/lower staffed sections.

Here are specific, actionable tips to help laundromat owners prevent burglary and machine tampering:

1) Upgrade to Digital Payment Systems. Encourage mobile or card payments (e.g., PayRange, LaundryCard). Limit coin-operated machines or transition entirely if possible. Post signage about cashless options to deter coin thieves. Thieves target coins. No coins = no motive.

2) Reinforce Coin Mechanisms. Install hardened coin boxes with anti-pry plates. Use tamper-proof screws or locks designed specifically for laundry machines. Consider custom coin vaults with reinforced steel and high-security locks.

3) Install Real-Time Surveillance. Cameras should face all machines, especially coin hoppers. Ensure 24/7 recording with cloud storage or remote access. Post visible signage: "24-Hour Surveillance. Police Notified on Alarm."

4) Set Timers or Lock Access. Time-lock coin vaults that only allow access during specific hours.

Use locking front panels or external shields after business hours.

Install gate or door locks on individual machine rows if applicable.

Continued on page 20

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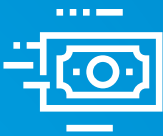
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Katey & Sue Kratz

How to prevent robberies and burglaries

Continued from page 18
5) Limit Cash on Site. Empty coin vaults daily or more often during high-use days. Use secure drop safes inside the facility. Post signs: “Coins Collected Daily – No Cash Stored Overnight.”



6) Motion Sensors & After-Hours Alarms. Install motion-triggered lights and alarms near machines. Use door sen-

sors and break-glass detectors. Add audible alerts to scare off intruders quickly.

age quick reporting of any suspicious people loitering. Keep a logbook of maintenance and

Working Alone
Working alone should be avoided when possible, espe-

Whenever possible, work with a buddy or have an escort, especially when handling cash. Avoid creating routine or always taking the same routes. Robbers observe and note patterns in order to plan accordingly.

7) Neighborhood Engagement. Join or start a Business Watch program. Ask nearby businesses to keep an eye out after hours. Share security footage of suspicious activity with others in the area.

8) Train Staff & Cleaners. Show them how to spot tampering or tool marks. Encour-

coin collections to track patterns.

Insurance Matters
Ensure your insurance policy covers vandalism and machine damage.

Keep records of machine serial numbers and coin values collected. Take photos of damages for claims.

cially in businesses that handle cash. However, we know that’s not always a possibility.

Below are a few things to keep in mind when you are working independently.

1) Keep Doors Locked During Off-Hours. Lock all doors not in active use, especially back or side entrances. Use

buzzer systems or peepholes to control entry if needed at non-public facing entrances.

2) Stay Connected. Always have a charged phone within reach.

Share your shift hours (or solo business duties) with a friend, family member, or coworker. Set regular check-ins or use a safety app like bSafe or Life360.

3) Maintain Visibility and Lighting. Keep interior and exterior lights bright — especially in parking lots and entrances.

Avoid blocking windows with signs that reduce visibility into the store.

4) Solo Safety Practices. Consider wearable panic alarms or a key fob panic button. Know the discreet way to dial 9-1-1 on your cellphone.

If traveling alone or working alone keep self-defense supplies on hand.

Trust your instincts. If something feels off, trust yourself and call the authorities.

Share your location with a trusted individual. Know the location of emergency exits.

Whenever possible, work with a buddy or have an escort, especially when handling cash. Avoid creating routine or always taking the same routes. Robbers observe and note patterns in order to plan accordingly.



Katey and Sue Kratz are two of the three founding members of Kratz Executive Solutions, the new management company for Safety and Environmental Compliance Consultants. Kratz Executive Solutions offers one-on-one coaching and individualized strategies designed to address challenges faced by business owners, organizations or leadership teams. Sue has been involved in the drycleaning, laundry, OSHA regulation and safety compliance field for three decades and holds a vast knowledge surrounding safety equipment, available trainings and necessary protocols. As for Katey, her business ownership experience and continuing education, she has developed a diverse skill set, including: marketing, social media networking, building an online presence, enhancing organizational structures, payroll management and team development. To contact either Katie or Sue, visit them online at www.kratzexecutivesolutions.com or send email to katey.kratz@gmail.com.



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WRENCH WORKS



By BRUCE GROSSMAN

Drycleaning machine systems — part 3

This month, we will explore solvent flow, valves, and some of the problems associated with them in the drycleaning process.

To begin with, what is solvent flow, and what is solvent? In the drycleaning sense, a solvent is a liquid that is moved or flushed through the garments to remove dirt and debris.

What does solvent do? Solvent accomplishes at least two major tasks:

1) Solvent dissolves oils, waxes, grease, and a long list of soluble soil, also called non-volatiles (dissolved compounds that will not evaporate with the solvent).

Generally, the solvent itself can dissolve these compounds. However, another common soil family is sugars (often called sweet stains), which do not dissolve in pure solvent but readily dissolve in water.

Unfortunately, most common solvents in their pure form are not miscible with water (similar to oil and water, they won't mix). To overcome this immiscibility, a detergent (sometimes called soap) is added to allow the solvent to carry enough water to dissolve

the sugar stains.

2) Solvent flushes what is known as particulate soil for the garments. Particulates are dust, lint, hair, and more or less any solid matter that doesn't dissolve in the solvent.

Once the particulates are released from the garment, keeping them suspended in the solvent is essential so they don't fall back onto the fabric. (This condition is called redeposition or greying).

Detergent is vital in keeping these particulates suspended until they can be removed from the system through filtration or distillation.

Why is solvent flow important? Think about the qualities of the solvent enumerated in the preceding paragraphs. Both are deeply dependent on the volume of solvent circulated through the garments.

1) The more solvent that comes in contact with the dissolved soil, the greater the amount of soluble soil dissolved and removed. Think of how much sooner sugar will dissolve in the coffee if the coffee is stirred rather than sitting still. This process is called the flow rate, or solvent changes

per minute moved through the drycleaning system.

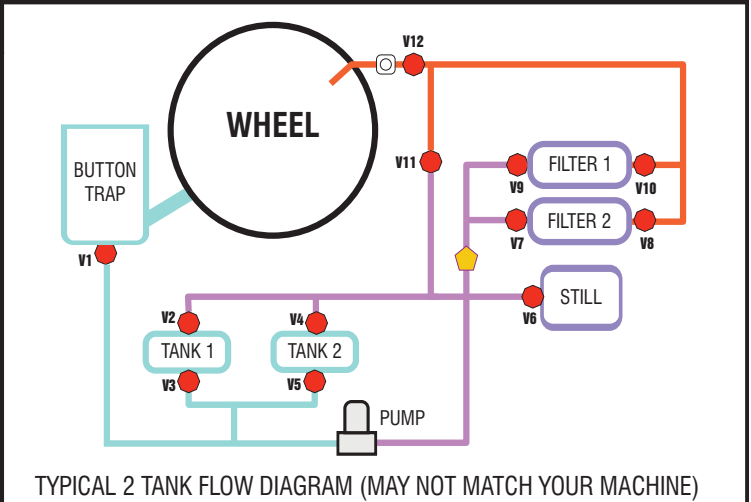
2) After the particulates are flushed from the garments and held in suspension, moving them out of contact with the garments is essential to avoid redeposition. The particulate-laden solvent is pumped through a filter of one type or another or into a still for purification. The more passes through the filter, or the faster the solvent moves, the less chance exists to redeposit the soil.

The following is a list of common symptoms associated with problems with solvent and solvent flow affecting cleaning quality and how to diagnose them:

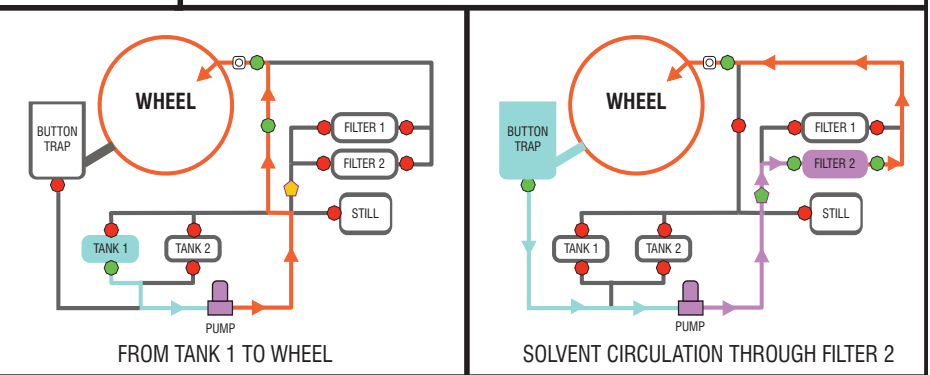
SOLVENT FLOW OPERATIONS

LEGEND

- FLOW FROM
- FLOW THROUGH
- FLOW TO
- NO FLOW
- SIGHT GLASS
- SHUT VALVE
- OPEN VALVE
- CHECK VALVE



TYPICAL 2 TANK FLOW DIAGRAM (MAY NOT MATCH YOUR MACHINE)



1) Poor Spot Removal and Excessive Redeposition.

There are several causes of this type of inferior cleaning performance.

Detergent charge. A low concentration of detergent commonly leads to this problem. In most cases, it's unlikely to be able to test for detergent concentration, so manually add an extra detergent dose to a load and look for any improvement. Also, monitor the performance of the detergent injector to be sure it's adding the proper volume.

Flow rate. Low flow rate is likely the foremost cause of this type of problem. A rule of thumb for checking the flow rate is that filling the wheel should take one minute until the operating level is reached.

A method I've always found handy is to set up the flow path so solvent is pumped from a tank back to the same tank while watching the spray pattern across the tank sight glass.

The area the spray fans out over the sight glass is a good barometer of the solvent pump performance. Often, lint, staples, safety pins, and all kinds of junk clog up vanes on the pump impellor, degrading but not stopping the solvent flow effecting the solvent spray pattern.

2) High Filter Pressure. As I wrote earlier, in most cases, solvent is pumped through some type of filter to remove particulate soil. High filter pressure indicates poor filter

performance and results in poor cleaning results. The following are common causes of this type of fault.

Excessive debris build-up on filtration surfaces and excessive moisture in the solvent. More frequent filter replacement in the case of cartridge filters or spinning disk filters may rectify this. If the previous procedure didn't correct the situation, try cleaning large loads of towels or comforters to absorb moisture. If the filter pressure drops, excessive water in the solvent is the likely cause, and the additional moisture source must be determined and eliminated.

That's it for now. In the next issue, I'll be continuing with this subject. The accompanying illustration is intended as a guide to the typical solvent flow path, which will be used more extensively in later chapters on this subject.

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 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 to bruce@eztimers.com or call (702) 376-6693.



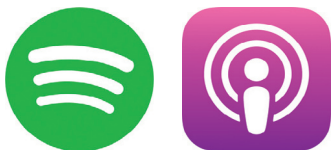
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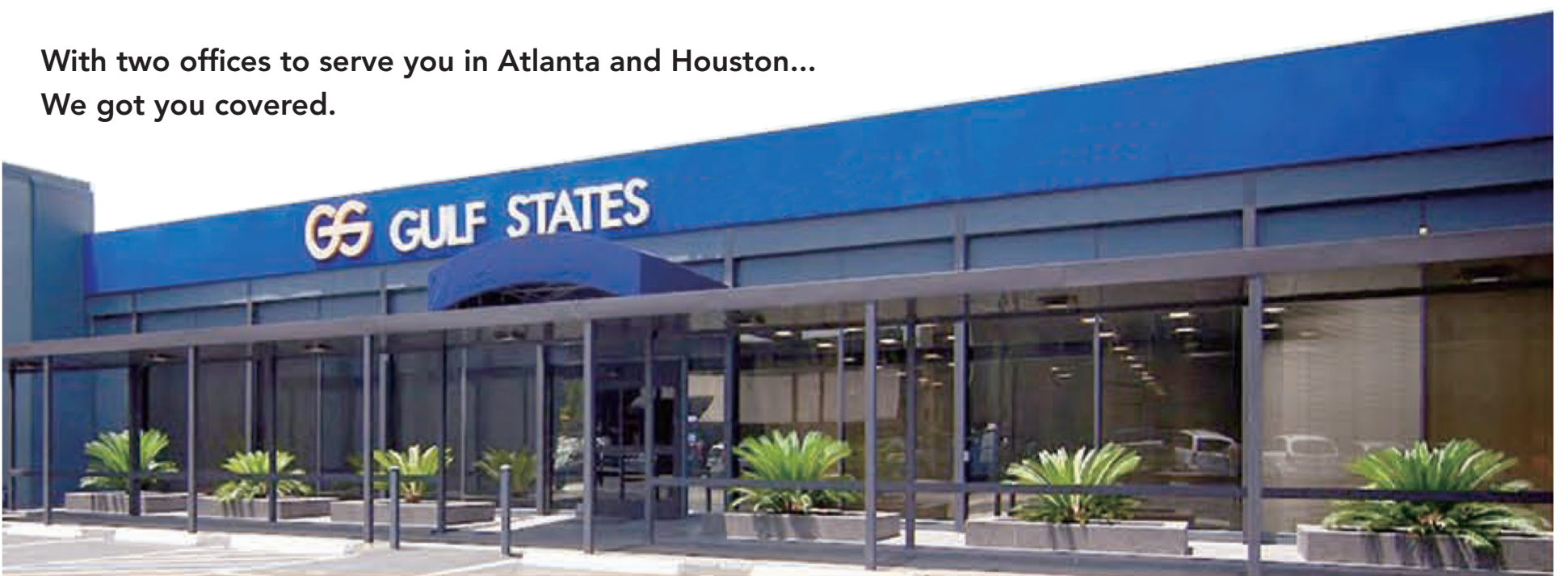
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BY DAN EISEN

Handling rayon and acetate-blended fabrics

Blended fabrics are widely used because usually the blend enhances the serviceability of the fabric. A proper blend of cotton and polyester has the look of cotton, but the wrinkle resistance of polyester. Nylon blended with wool also gives the wool wrinkle resistance.

Rayon and acetate is entirely different. The blended fabric possesses the limitations of both acetate and rayon.

Although rayon can be manufactured as durable and washable, the rayon produced for blends is usually viscose rayon which becomes weakened when wet and shrinks easily. Rayon and acetate is used in many high styled woman's wear, as well as in all weaves including satin, plain, crepe, taffeta and velvet.

Weaknesses

Manufacturers can produce the durable rayon which is referred to as *high wet modulus*, which can be wetcleaned and wears well. A less durable rayon produced is called vis-

cose rayon, which becomes weak when wet and shrinks easily. This means that this rayon will weaken in wear easily. The type of rayon fiber used in blends is usually the viscose rayon, which is the least durable of the two.

Acetate. Unlike rayon, acetate is thermoplastic in nature. It is subject to fume fading and discolored easily from contact with alcohol.

This can occur during normal wear or using alcohol found in some spotting chemicals. General formula contains alcohol and oily type paint remover when in contact with water will release alcohol.

Fabric problems

1) **Velvet.** The acetate pile will permanently flatten in contact with moisture. This can occur from rain, spillage of food and beverage and routine spotting using water.

2) **Crepe.** Rayon and acetate crepe will shrink in any wetcleaning process.

3) **Satin.** Satin is constructed with floating yarns. The floating yarns will chafe

and discolor from minimum rubbing and abrasion.

4) **Pleating.** Although acetate is thermoplastic in nature it can be heat set. Rayon can not be heat set. Wetcleaning will cause loss of pleating.

5) **Draperies.** The life of rayon and acetate draperies is limited. The fabric will easily discolor and weaken from exposure to sunlight and gases in the atmosphere.

6) **Linings.** Rayon and acetate linings do not wear well and is likely to fray and weaken during wear.

7) **Gabardine.** Rayon and acetate gabardine shines easily. Routine finishing will cause shined areas.

8) **Red, blue and purple colors.** Fume fading or color loss due to gases in the atmosphere can occur on any color but are more susceptible to the aforementioned colors. Fume fading can occur during wear or while garments are hanging in the closet.

Identification

To identify the presence of acetate, a small piece of fabric

should be cut out and acetone should be applied. Acetate fiber will be dissolved.

If a match is held to a sample piece of fabric, the acetate portion will melt leaving a bead or hard edge, but when the flame is extinguished there will be a glowing ember that leaves the remains of fluffy ash.

Drycleaning

Dryclean according to weave and appearance. Silk type fabrics should be cleaned three to five minutes in a dry load and dried at 140°F.

Spotting

Use a padded brush or wrap a towel around the bristle brush to avoid fabric damage. Avoid spatulas which can alter the appearance of the fabric. In using oily type paint removers, the garment must be drycleaned immediately. Failure to do so may result in color loss from moisture in the air.

Avoid using general formulas which can cause color loss. Tannin and protein formulas are usually safe but

avoid using acetic acid. Even mild acetic acid when heated becomes strong and can affect acetate.

Wetcleaning

Most rayon and acetates cannot be wetcleaned. Velvet, crepe and gabardine must never be wetcleaned. Wetcleaning is permissible only on those fabrics with a label stating that the garment is washable.

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Dan Eisen, former chief garment analyst for the National Cleaners Association, can be reached at (772) 579-5044, or by e-mail at danneisen39@gmail.com or through his website at www.garmentanalysis.com.

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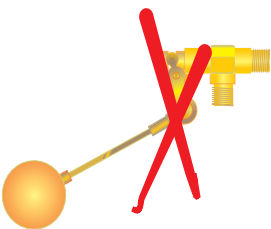
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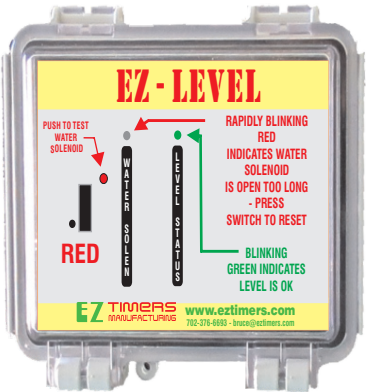
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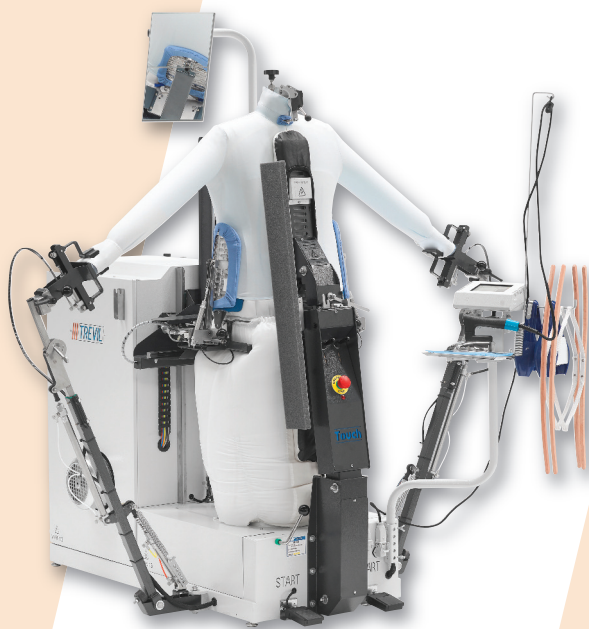


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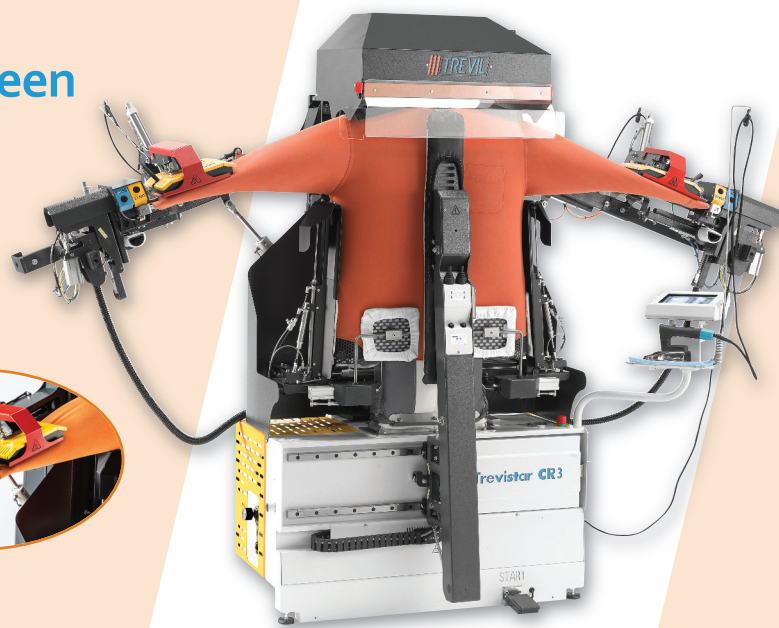
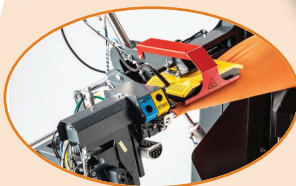
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/// NEW MODEL



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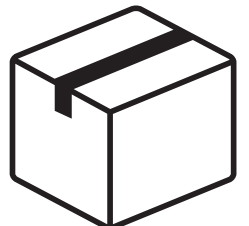
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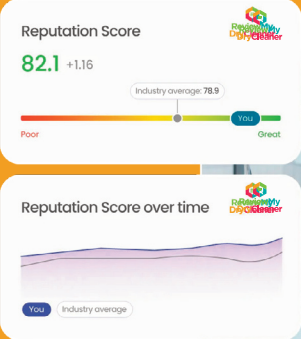
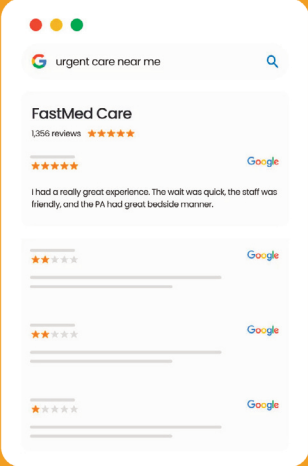


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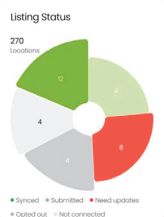
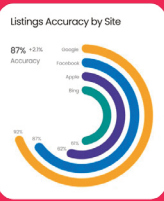
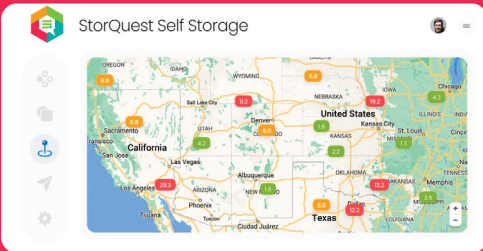
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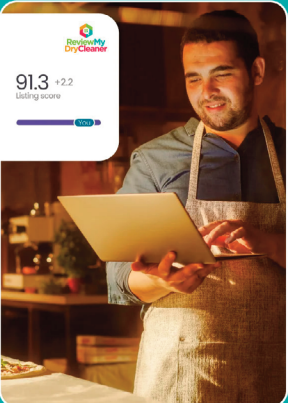
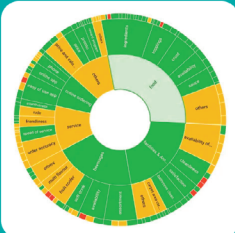
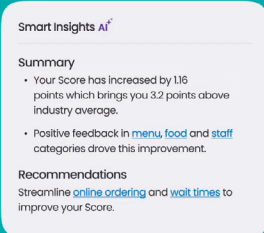
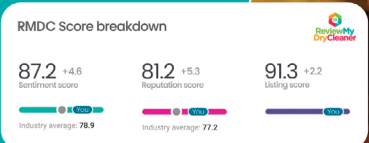
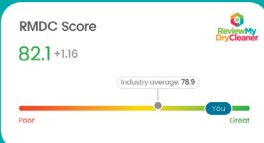
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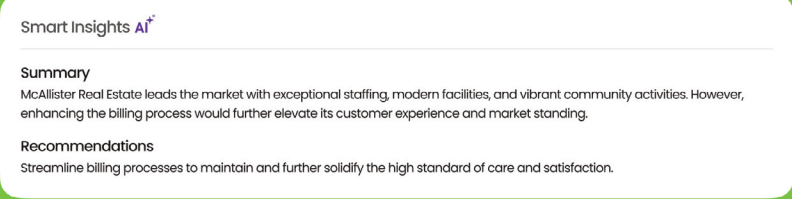
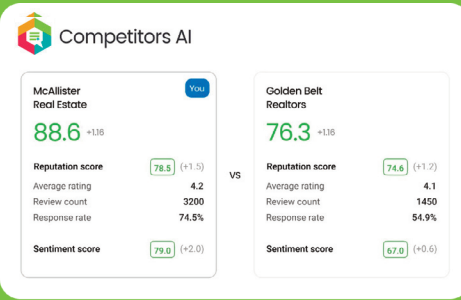
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