



# Missouri NEWS

Auto & Truck Recyclers

Serving the Membership of the Missouri Auto & Truck Recycler Association

August/September 2011

## Streamlining Distribution in the Industry

By Ted Margison, Pebble, LLC.

As the economy slowly heads forward, most companies need to get more done with the same resources in the industry.

Streamlining operations means eliminating activities that don't add value and putting in place controls to make sure transactions get processed quickly and effectively.

### Eliminate Non-Productive Activities

Everyone is really busy – they're already overloaded, or are they?

*"Why does it take so long to turn around orders?" asked the CEO, "Everyone says they're working as hard as they can but how can it take so many days?"*

*"Your company is doing credit checks when orders are received and again when they are about to ship. Since your customers are Fortune 500 companies, do you really need these credit checks? If you skipped these checks you could save 2-3 days" the consultant replied.*

*"Of course we don't need to do credit checks on our customers. Why on earth are we doing them?"*

*"Apparently, several years ago you sold to smaller companies that had credit issues. To ensure credit checks got done the controller had all orders credit-checked."*

*"We could probably handle 25% more business by eliminating these delays. We can stop that practice immediately."*

A lot of companies think they have a good grasp on how they operate but reality is different. Several years ago I began asking consultants 'Have you ever asked someone how their company operates and found out later that what you were told does not match what really happens'. Without exception, the answer was 'yes' for every project they ever worked on.

A critical part of streamlining is making sure you understand exactly how you really operate, and eliminating all the activities that don't add value. Usually, there are several opportunities to immediately free up resources. The following example is one that occurs in many companies:

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## From the President

By Dan Richardson

This summer of 2011 has brought us very warm temperatures along with bad weather in the form of tornadoes and flooding all across the state. We are seeing these problems causing shipping and delivery issues particularly in the western part of the state of Missouri. Our hearts go out to our customers, members and citizens adversely affected by the high water and storm damage.

The salvage pools and industry companies are seeing a significant number of storm damaged vehicles.

There aren't quite as many flood vehicles because of the response time people had to evacuate before the water came up. The Joplin area is facing a terrible mess because it is difficult to know who the cars belong to, where the titles may be, what business has them and where they may have been towed.

Scrap has been up recently but the news is that things may be slowing in China so prices may react similarly.

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## MATR Legislative Update

By Brian Bernskoetter, MATR Lobbyist

Copper and other non-ferrous scrap metals are a valuable commodity and the incentive for criminals to profit from the theft of these metals has never been greater. Recent sting operations in Illinois and other states highlight the seriousness of the situation and the importance of following not only the intent but the letter of the law on purchasing scrap metals.

Missouri law requires anyone purchasing more than \$50 worth of copper, brass, bronze or aluminum to have a written or electronic record of the purchase that contains a copy of seller's driver's license, current address, date and time of the transaction, and full description of the purchase. These records must also be kept for a minimum of 24 months and available for inspection upon request from any law enforcement officer. Anyone convicted of violating these laws shall be guilty of a class A misdemeanor which can be up to one year in prison and a fine up to \$5,000.

The laws have a very specific prohibition against purchasing items with readily identifiable labels unless the person making the sale has authorization in writing from the organization to make the sale. For a complete reference of the statute go to [www.matronline.com](http://www.matronline.com) and look under the "Useful Links" tab.



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The Missouri Automobile and Truck Recyclers would advise our members to post the required information at the register to make sure that all employees understand the law and comply with it.

There has been very little investment in new copper mines in the recent past but the proliferation of the "urban mine" has grown exponentially. This is indicative the high prices these metals are fetching from a global market in need of base materials.

### **Streamlining Distribution continued from cover...**

"How are things coming with the new system?" asked the VP.

"I was really struggling with one thing but I finally figured out how to do the Flash report on the new system" the consultant said.

"What Flash report?"

The one Adam does. He spends about eight hours a week pulling together data from different sources to create the Sales Flash report."

"Oh, that one. We stopped using that months ago."

Well, now Adam has time to work on other efforts.

### **Make Sure Things Stay On Track**

As you get busier and busier it is easier and easier for things to 'fall through the cracks'.

- Did the customer sign-off on requirements?
- Did the job get re-scheduled?
- When are the parts going to arrive?
- Did the change-order get approved?

Some demands might come from new customers or be for new types of products and services, resulting in considerable variation in the demand requirements. As such, not only do your personnel have to handle more transactions, they have to handle a lot of different processing requirements. This is where proper controls for managing transaction processing are invaluable. 'Transactions' are quotes, sales orders, purchase orders, service orders and so on.

"We get about 2,500 quote requests per month. Of these, we auto quote about 800 a month" the Customer Service person indicated. "The rest go to Engineering, so they are really swamped and turnaround takes a long time. Unfortunately, it is taking so

Criminals will continue to steal these metals as long as they can find a market to sell them and while we are just a small part of the overall picture it is important that everyone in our industry do everything they can to stop this illegal activity. Coordinated efforts by the law enforcement community on all aspects of these illegal adventures have had an impact and are a great reminder that we all need to be vigilant of criminal activity and in compliance with the law.

long we get a lot of customer complaints and lose a lot of business – we only close 15% to 20% of our quotes."

In a subsequent meeting with Engineering, "We work on major quotes – about 25 a month".

Wait, what happened to 1,675 quotes? It turned out that these were going to some clerical personnel in another department that had no formal processes or tracking for these quotes. Two-thirds of all quotes were falling through the cracks.

Even worse, the people processing these quotes were only looking at how long it had been since the product was last sold and then trying to guesstimate a cost and price based on a more recent sale of similar products. They didn't take into consideration if the job was a government job or a commercial job, nor if there was one delivery or multiple deliveries. When a job was run for a government quote the cost overrun was extremely large, causing serious repercussions with the government agencies. Also, no one was tracking costs for preparing the quotes, which ended up being a problem for the government agencies.

In setting up new processes we addressed the issue of 'transaction management' – how do we manage the

### **MATR Dates of Interest**

Effective Date of Signed Bills	Aug. 28, 2011
Veto Session Convenes	Sept. 14, 2011
ARA Convention	Oct. 11-15, 2011
MATR Annual Meeting and Convention	Nov. 18-20, 2011
Legislative Session Convenes	Jan. 04, 2012



workflow to ensure things are done in a timely manner and cost-effective manner. In this situation, 'cost-effective' covers ensuring processing costs are properly recorded and cost risks for the transaction (e.g. potential for penalties, lost revenue, lost profit) are properly covered.

In this situation, the most expedient solution was to use a shared spreadsheet document to track the processing of quotes. A separate worksheet was used for each type of job – government versus commercial. Within each

worksheet, columns were set up for each department to record the date and time they received the quote and initials for when they completed their portion. Managers could quickly see what should be coming to their department and what was sitting too long in one department.

Certain conditions could result in extensive analysis which would require special handling and delay turnaround of the quote. For example, if the requested item was no longer available but the 'replacement' item might need to be certified, the quote was 'red flagged'. This allowed the managers to zero in on problem quotes.

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### In summary, the basic steps for 'transaction management' are:

1. Identify transaction characteristics that change how a transaction is processed and the steps required to process the transaction.
2. Identify the role for each department (or person), involved in processing a transaction.
3. For each department role, identify the following:
  - What is needed to manage the schedule for processing the transaction
    1. Identify key 'milestone steps' for processing a transaction (based on its characteristics) and the desired timeframe for reaching that milestone
    2. identify critical steps and potential red flag conditions
  - Identify what is needed to manage costs
    1. How to ensure costs are properly recorded
    2. How to avoid excess costs (e.g. expediting costs, penalties)
    3. Identify critical steps and potential red flag conditions.

*"We should be able to book an extra \$4 million this month."  
"How's that?"*

*"We have some jobs that weren't quite ready at the end of last month but should be good to go now."*

*"Are those the ones we were waiting for sign-off from the customer?"*

*"Yes."*

*"Did any one follow up with the customer to get the sign-off?"*

A few minutes later ... *"Oops."*

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## Final Thoughts

According to Dana Borowka, CEO of Lighthouse Consulting Services, LLC ([www.lighthouseconsulting.com](http://www.lighthouseconsulting.com)) and author of *Cracking the Personality Code* ([www.crackingthepersonalitycode.com](http://www.crackingthepersonalitycode.com)) hiring the right people is key to future growth. If you would like additional information on hiring, please click here to get a link to an article on this subject:

<http://lighthouseconsulting.org/Articles/KOTHireRightFirstTime/signupform.php>

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*Ted Margison, President, Pebble, LLC, has over 30 years experience in operations management and process improvement. Prior to starting Pebble, Ted worked for Ernst & Young in their manufacturing & distribution practice and then headed up one of PriceWaterhouse's manufacturing & distribution practices on the west coast. You can contact Ted at [tedm@pebblellc.com](mailto:tedm@pebblellc.com); (424) 262-5265 or visit his website, [www.pebblellc.com](http://www.pebblellc.com)*

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# MISSOURI AUTO & TRUCK RECYCLER MEMBERSHIP APPLICATION

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## ECAR Fact Sheet for Missouri Transmission Fluid, Power Steering Fluid and Gear Oil

The following fact sheet was prepared by the ECAR Center staff. Once prepared, each ECAR Center fact sheet undergoes a review process with the applicable state environmental agency(ies). You can check on the status of the review process here. Please read the disclaimer on the status page. While we have tried to present a summary of the essential information on this topic, you should be aware that other items, such as local regulations, may apply to you.

### What You Need to Know

Fluids, like gear oil, power steering fluid and transmission fluid, are not inherently hazardous, but if they contain certain additives, or if they have become contaminated with other solvents, they can fall under the hazardous waste rules.

You can avoid the burden of treating fluids as a hazardous waste:

- If you do not contaminate them with other fluids, **and**
- If you handle and store them properly, and recycle them with your used oil.

Transmission fluid is difficult to remove and spills are a very common occurrence. Up to eight quarts of fluid can be drained from a car's transmission. Extra care must be taken to properly drain transmissions so that spills do not occur.

This fact sheet will tell you what you need to do to avoid problems with fluids.

### Regulations

Gear oil, power steering fluid and transmission fluid are not regulated as a hazardous waste if they are recycled. These crude-based petroleum products can be managed like or with your used oil **ONLY IF they have not been mixed with or contaminated by hazardous wastes** such as solvents, brake cleaner or carburetor cleaner. Do not dispose of crude-based petroleum products in a storm drain, septic tank, dry well, sewer system or dumpster. Refer to the Used Oil Fact Sheet.

If the fluids have been contaminated by other solvents, you must follow the hazardous waste requirements for storage and disposal. See the ECAR Hazardous Waste Fact Sheet.



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For management and disposal/recycle of contaminated fluids, you must:

1. Have a sample of the used fluid analyzed by a laboratory to find out if it is hazardous. If it is non-hazardous, it can be shipped off-site for disposal by a licensed hauler. If it is hazardous, then special hazardous waste rules apply.
2. Assume that the fluid is hazardous and manage and dispose/recycle it as such. This approach avoids laboratory testing costs.

Transmission filters should be handled like used oil filters. This means that transmission filters are exempt from the state hazardous waste requirements if they are they are managed by one of the following methods:

- Puncturing the filter antidrain back-valve contained in most automotive oil filters or the filter dome, and then hot draining; the antidrain back-valve consists of a rubber flap that creates a vacuum to prevent oil from draining back into the engine.
- Hot draining and crushing.
- Dismantling and hot draining.
- Any other equivalent draining method that will remove the used oil such as pressurized air draining.

After proper draining, filters can be recycled or disposed of in a landfill or hazardous waste facility.

## Spills

If a spill occurs, you must perform the following cleanup steps:

1. Stop the release. If a pipe is leaking, shut off the flow to the pipe;
2. Contain the released used oil using the appropriate sorbent materials such as pads or granular sorbents;
3. Clean up and properly manage the released used oil and other materials; and
4. If necessary, repair or replace any leaking used oil storage containers or tanks prior to returning them to service.
5. If the spill requires notification, call the

Missouri spill hotline at 573-634-2436 or the National Response Center at 800-424-8802. You can find out the reportable quantities of chemicals by checking with your supplier or manufacturer or by contacting the department. It is a good idea to simply contact the department's emergency number 573-634-2436 any time you have a spill or release. Department staff can help you find out if the spill must be reported. They can also help you figure out how to manage the spill and clean up afterward.

## Self-Audit Checklist

When an inspector comes to your facility, there are certain things he or she checks to see if you are in compliance with environmental regulations. It makes good sense for you to perform a "self-audit" and catch and correct problems before they result in penalties. Also, there are some compliance incentives associated with self-audits (see Audit Policy Page).

For a self-audit checklist for these fluids, follow the steps on the ECAR Used Oil Fact Sheet.

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## Best Management Practices (BMPs)

Most regulations tell you what you have to do to be in compliance, but they don't explain how to do it. That's where "best management practices" come into play. BMPs are proven methods that help you to get into compliance and stay there.

The following BMPs are recommended for management and recycle of used transmission fluid/gear oil:

- Manage transmission fluids like you manage used oil.
- Do not dispose of transmission fluid in a

storm drain, septic tank, dry well, sewer system or dumpster.

- Remove fluid from transmission filters by using proper draining methods.
- Keep drained filters in a container marked "Used Transmission Filters."
- Do not put undrained filters in the dumpster.

### Contacts

1. For more information, contact the Missouri Hazardous Waste Program at 573-751-3176.
2. To report a spill or leak, call the 573-634-2436.
3. To report an environmental incident or complaint, contact the nearest regional office.

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## ECAR Fact Sheet for Missouri Floor Drains

The following fact sheet was prepared by the ECAR Center staff. Once prepared, each ECAR Center fact sheet undergoes a review process with the applicable state environmental agency(ies). You can check on the status of the review process here. Please read the disclaimer on the status page. While we have tried to present a summary of the essential information on this topic, you should be aware that other items, such as local regulations, may apply to you.

### What You Need to Know

Floor drains, especially those built when designers and contractors were much less environmentally conscious than they are now, can be full of surprises. If you do not know what is happening at the other end of yours, you would be well advised to find out before an inspector does.

Floor drains in many industrial facilities have been found to empty into surface waters, or into

septic fields. In either case, the discharge of wastewater from the shop floor into this kind of system is illegal. If the floor drain discharges into a city sewer system, it may need a permit, and will need to be periodically monitored. Floor drains can also leak, and have been known to cause serious and costly soil and groundwater contamination problems. This fact sheet will help you determine if the floor drains in your facility are properly connected and properly used.

### Regulations

This fact sheet addresses regulatory issues and practices associated with floor drain systems. A floor drain system commonly includes a concrete trench, which runs down the center of a shop floor that may lead to underground pipes and/or tanks. Instead of a trench, some shops have single or multiple rectangular or round floor drains. Typically, the shops floor is slightly sloped to allow liquids to

flow into the floor drain.

A floor drain is a red flag for any inspector from an environmental protection agency. Their concerns are primarily:

- What types of materials could potentially enter the floor drain system, and
- What ultimately happens to those materials?

It is very important to know where all your floor drains lead, and are aware of the Missouri Department of Natural Resources regulations that apply to your discharge activities. If you do not know where your drains lead, or if you using floor drains improperly, you could be contaminating nearby surface waters or drinking waters.

Some floor drains lead into a sanitary sewer, where wastewater goes directly to a sewer system or treatment plant. Sometimes floor drains lead directly to an underground holding tank or discharge to a waterway or to the ground outside. Department's water pollution control regulations apply to all of these activities. Companies that discharge industrial wastewater directly to a sewer system or treatment plant are regulated. Check with the Department or your local sewer authority to determine whether you need a permit. In addition, you may be required to treat the wastewater before discharging (e.g. oil/water separation, removing solids, chemicals, etc.).

If you want to discharge industrial wastewater to waters of the state, you must have a National Pollutant Discharge Elimination System (NPDES) permit from the Department. Examples of waters of the state include streams, rivers, lakes, ponds, marshes, waterways, wells and springs. If your floor drains lead to any water of the state, you must have a discharge permit for this activity.

Note: It is illegal to discharge process wastewater outside your business into a septic tank or dry well. See the ECAR Septic Tanks Fact Sheet.

### Self-Audit Checklist

When an inspector comes to your facility, there are certain things he or she checks to see if you are in compliance with environmental regulations.

It makes good sense for you to perform a "self-audit" and catch and correct problems before they result in penalties. Also, there are some compliance incentives associated with self-audits (see Audit Policy Page).

Use the following list to audit your floor drain system.

1. Do your floor drains discharge to the ground, a water body or storm sewer? Are the discharges authorized by a permit? If you are using floor drains to discharge industrial wastewater to a water body you must have a National Pollutant Discharge Elimination System (NPDES) Permit. This includes discharges into storm sewers. In some areas of the state, such as those over sole source aquifers, discharge to ground may not be allowed or may require further controls.
2. Do your floor drains discharge to a city sewer system? Are the discharges authorized by



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a permit? If you are using floor drains to discharge wastewater to a local wastewater treatment plant, make sure the treatment plant knows about this activity. You may be required to conduct treatment on the wastewater before discharging it. You also may need to get a permit or written notification for the discharge.

3. Is oil or solvent discharged to floor drains? These are RCRA regulated wastes and must be removed and properly disposed of. If the floor drain system is connected to the city sewer system, Federal and state laws prohibit the discharge of oil or flammable solvents.
4. Is your floor drain connected to a septic tank or dry well? If so, you are in violation of state law. All septic tanks and dry wells must be sealed or closed.

## Best Management Practices (BMPs)

Most regulations tell you what you have to do to be in compliance, but they don't explain how to do it. That's where "best management practices" come into play. BMPs are proven methods that help you to get into compliance and stay there. The

following BMPs are recommended for floor drains.

- Check all of your floor drains and make sure you know where they drain.
- Cap or plug floor drains that are not serving a useful and lawful purpose.
- Use drip pans or similar devices to collect vehicle fluids before they reach the floor drain system.
- Do not put fluids like oil, solvents, paints or chemicals into a floor drain.
- Install berms in the shop around areas where chemicals are stored to prevent their entry into the floor drain system.
- Install screens in drains to prevent solids from entering the floor drain system.
- Develop and implement a maintenance schedule for inspecting and cleaning the floor drain system.
- Prepare and train for emergencies. Have a plan in place to quickly cleanup a spill before it escapes.
- Use dry cleaning methods such as sweeping instead of water cleanup, whenever possible.
- Don't hose down your work area. This practice generates large quantities of contaminated wash water.
  - Consider sealing your shop floor with epoxy or other suitable sealant.

### Contacts

1. For more information, contact the Missouri Department of Natural Resources Technical Assistance Program at 800-361-4827.
2. To report a spill or leak, call the 573-634-2436.
3. To report an environmental incident or complaint, contact the nearest regional office.

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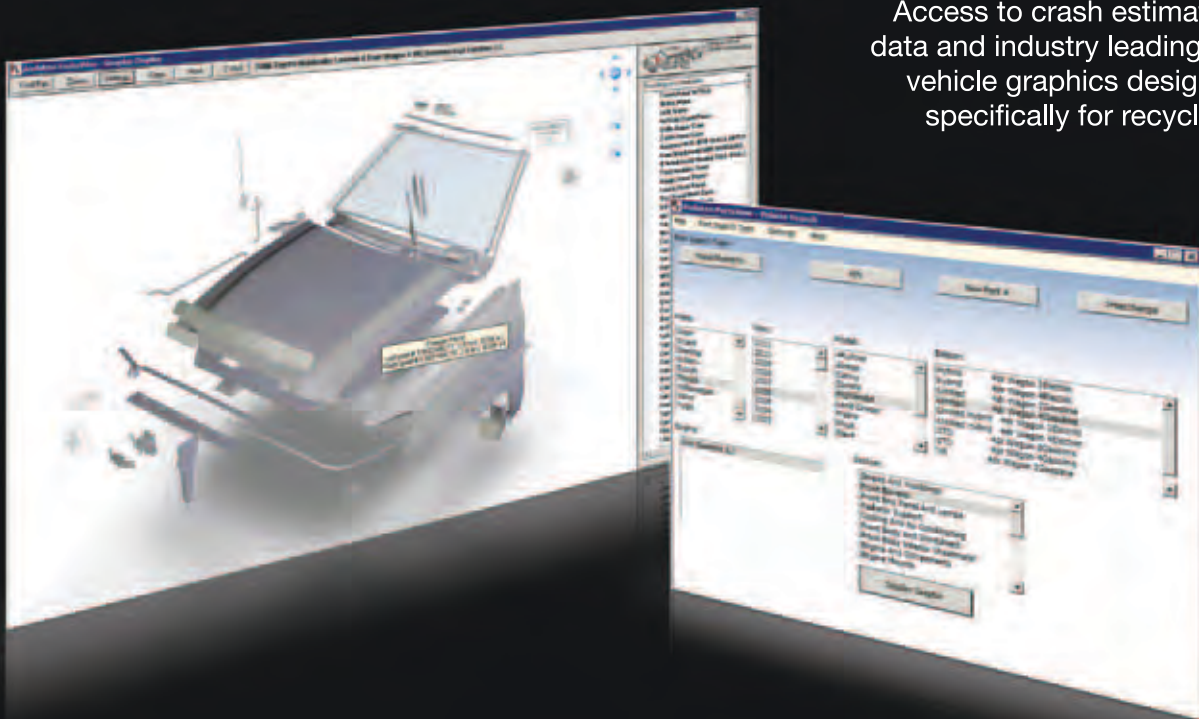


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