

FADRA

NEWS



FADRA Members Receive Industry Overview at 2016 Convention

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NMVTIS Compliance

pg. 15

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FADRA NEWS Issue 3, 2016

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PRESIDENT'S MESSAGE

By Shan McMillon, Cocoa Auto Salvage



Shan McMillon,
Cocoa Auto Salvage

As I was growing up, I always remember my mom telling me that time goes by faster as you get older...and as I get older I understand more and more exactly what she meant. There are a lot of things that I dismissed as a younger person that I relate to and appreciate more as I get older. Having just ended our 2016 convention in Orlando, It's hard to believe that

a year has passed since FADRA's 40th anniversary celebration in 2015. Although the year we marked our 40th year as an association was also the year I turned 40, this year's convention was especially meaningful to me.

On Saturday afternoon, I was sworn in as the President of FADRA. I am the third female president in our 40-year history, and I am truly honored and grateful.

In 2011, I was nominated to become a director for FADRA, and over the last five years there has been a continual conversation amongst the Board members to seek out members who will be willing to serve on the Board. This is a tough spot for us as an association. Everyone is busy with their businesses and day-to-day personal responsibilities, so inviting someone to make a time commitment as a Board member to the association isn't always as well received as you might think. Even asking members of the association to participate in FADRA sponsored events, like Legislative Days, is a challenge.

Our industry has changed rapidly over the last decade and many of those that were either unwilling or unable to adapt to the new game fell to the wayside and are now gone. This hurts us as an association in different ways. Of course, our membership has declined since there are fewer recyclers out there to recruit. The Executive Director, Kim O'Dell, and her staff do an outstanding job to reach out to recyclers across Florida and even the Southeast United States, but even with all their efforts we saw a significant decline in attendance at this year's convention and a slight decline in membership.

In my opinion, the greatest benefit to being a member of FADRA is the representation that you – yes, you! – and I have in Tallahassee. As individual business owners it is an insurmountable task to think that any one of us could monitor the legislation that is on the agenda in

Tallahassee. We are very fortunate to have Steve Holland lead FADRA's Legislative Committee. He works closely with FADRA's lobbyist representative in Tallahassee to monitor those things that are happening that might affect our industry and in reality each of our businesses.

Of course, this professional representation for our industry costs us and when our membership and attendance is down it hurts our budget for legislative expenses, such as paying our lobbyist and supporting Legislative Days. Steve donates his time--literally hundreds of hours each year--and for that we are very thankful.

We are going to continue to reach out and invite recyclers to join us and we need you, our association members, to do the same. But we also need you to participate! Along with funds it takes to have the representation in Tallahassee it also takes bodies – the more the better when we are meeting with our legislators. They remember all the “green shirts” and in turn remember how many of us took over their offices, cramming in, asking for their vote to help us – help save jobs, help save a tax base, help protect the consumer – yes, we recyclers protect the consumer! Can you imagine if there were no used auto parts? What if laws were passed that did not allow used parts to be sold – you do know that some of the large car manufacturers have already sent that notice out to body shops? They say used parts aren't safe – we know they are – and the parts are their parts we are selling! So what's going on? Easy right...if there isn't a used alternative, then new is the only answer and again they have control of the customer. And then the customer loses and SO DO WE!

Please consider attending the 2017 Legislative Days with FADRA. The dates are March 21-22. If you would like more information about it please contact either Kim at kim@fadra.org or myself at shanlathem@gmail.com.

Don't let another year fly without becoming involved! Continue being a member, recruit new members, and participate. It is important.

Thank you for allowing me the honor of serving for you as President. I am looking forward to working together, with you, for our association and our futures.



BEHIND THE WHEEL

By Kim O'Dell, CMP, Executive Director



Kim O'Dell, CMP
FADRA Executive Director

The end of the FADRA Convention always brings a sense of accomplishment, as we have culminated a year's worth of work and putting all the pieces together that go into the meeting. Afterwards, we look at things we could have done better, what speakers and events seemed most pleasing to attendees, do all the follow-up billing and communications so we can move on to the next thing.

FADRA has wonderful people involved, members who are serious about their work and work extremely hard, but also have a sense of fun and warmth. I'm always amazed at the creativity of members, how their different situations lead them to try different things and improve their processes. The people who join and stay with FADRA have a real commitment to the industry as a whole and are good partners with their competitors. I have developed a lot of friendships I treasure.

I will say, however, that I would like to see more widespread participation by the membership in planning and attending the convention, attending Legislative Days, even getting auction items that support our legislative and scholarship funds. I know it is hard for owners and managers to get away for a day or three, but it is a volunteer-driven organization and sometimes just an hour or day of your time can make a big impact. I don't know why every member doesn't spend at least a day at the annual convention, for the fellowship and information sharing, making new contacts, and education. I can't tell you how many times people have told me that

they never wanted to come to Legislative Days, or they had never come to a FADRA Convention, but when they did their eyes were opened and that they enjoyed themselves. New members always say how nice it is to "put a face to a name" when they show up at the convention, meeting for the first time people they have done business with for years. Experienced members say they always come away with at least a new idea or two that they didn't know before.

An association is a network of peers who compete with each other but also help each other. Our members buy parts from one another, refer customers to one another, share ideas about ways to improve how they do things. Working with fellow members, talking with them at a convention event, sharing food and fun, all help create a level of trust and comradeship that makes your business stronger. And, as Jim Seamans always like to point out, your FADRA dues are an insurance policy that gives the organization the resources it needs to work with the Legislature, law enforcement, the DMV, and other regulators who can suddenly make your life very difficult. The more people who join FADRA, come to our convention, take a day to come to Tallahassee, and solicit other members to join, your network will only be stronger.

I'd like to challenge everyone to give a little bit more to your professional association this year. Many people work behind the scenes to give back to the industry, but that number can be expanded. We'll never ask you to do too much, but everyone can do a little bit. I look forward to a great year working with Shan McMillon as our new president and a new Board. Thank you for being a member of FADRA and helping with the work of the group.

Visit your association Website!
www.FADRA.org

Find more useful information from
your Professional Association,
including procedures for applying
for the Salvage Dealers License.

Calendar

October 26-28, 2016

ARA 73rd Annual Convention
Baltimore Convention Center

March 21-22, 2017

FADRA Legislative Days
Hilton Garden Inn
Tallahassee, FL

July 19-23, 2017

FADRA Annual Convention
Sheraton Sand Key
Clearwater Beach, FL



Past President Steve Lathem Passes

At press time, we learned the sad news that Steve Lathem of Cocoa Auto Salvage, President of FADRA in 2006-08, died unexpectedly early in the morning of August 28. He was 47. We will do a full story in the next

issue of FADRA News.

New Life Member



At its July 29, 2016 meeting, the FADRA Board of Directors voted to grant Life Membership to Bob Eubanks of Rusty Acres Automotive in Jacksonville. Bob came on the Board in 1987 as the SELL Line representative. He became a full Board Director in 1990, replacing Jerry Buehler. Bob has served as FADRA President in 1994-96 and as ARA Representative.

Bob is also one of two Floridians who is an honorary lifetime member of ARA.

In Memoriam

George Gardner of Gardner's Auto Parts in Pompano Beach announced that his wife of 46 years, Dolores, died of bone cancer on July 8. She was 61. The service was held at All County Funeral Home & Crematory, Lake Worth, FL.

Chemotherapy and experimental treatments were unable to stop the spread of cancer, George said. "She worked from home and did our bookkeeping, NMVTIS reporting, dealing with vendors. She could sit on the phone for hours fighting over a bill when it was necessary; she's just wear them down until she got her way," George said. The couple met as teenagers and married when she was 15 and George was 19. She went on to get her high school diploma and worked with George while raising their family.

Comings and Goings

In what qualifies as the end of an era, **Chad Damron** has resigned from **LKQ Crystal River** and has left the industry. The son of industry legend Lenny Damron and FADRA Secretary/Treasurer has decided to enjoy life on his new yacht and move on to greener pastures.

Another long-time FADRA member, **Mark Oliver** of Insurance Auto Auctions, has been promoted to Director of Corporate Accounts. Mark will travel to the Northeast a lot in his new position. **Mark Woods** has replaced him as Southeast Regional Manager.

Steve Underwood, long-time manager of **Pasco Auto Salvage**, has joined **AllPro Auto Parts** as an Outside Sales Manager and he said he's loving it.

New Members

The following new members applied to join FADRA and will be voted upon at the next Board meeting.

Branif Enterprises

Alfredo Cao, Jr.
Eduardo Rodriguez, Jr.
3641 NW 46th St
Miami FL 33142-3942
305-638-9956
branif@yahoo.com

Branif is a family business founded in Miami in 1954 as the oldest operating salvage yard in Miami. Alfredo and Eduardo bought it 14 years ago and have loved the industry. They also have a Melbourne location to serve customers.

Duncan Refining & Recycling

David Nichols, President
1450 Boren Blvd
Duncan OK 73533
580-786-4277
dnichols@duncan-refining.com
www.duncan-refining.com

Founded in 2012 in Duncan, Oklahoma by three long-time friends, DR2 has brought the first of its kind smelter to North America, designed by Tetronics of Swindon, England. This smelter utilizes a gas-plasma, uses a tenth of the electricity of a traditional smelter and has no hazardous by-products.

Continued next page

MEMBER NEWS

Edge Metals Recycling

Tim Henderson
5120 36th Ave S
Tampa FL 33619
813-248-6000
tim@edgemetalsrecycling.com
www.edgemetalsrecycling.com

Edge Metals Recycling is a Auto Core Buyer and Supplier of Auto Electric Parts and Automotive Scrap Metal. They operate a fleet of trucks that allows the company to service customers with a roll-off container program or full semi truck load service. Edge Metals specializes in Automotive Cores, Starter Cores, Alternator Cores, A/C Compressor Cores. They are also worldwide exporters of Automotive Engines, Alternators Core, Starters Cores and A/C Cores.

EZ-Route

Jim McKinney
PO Box 605
Shelby OH 44875
419-747-0127
jimmckinney@outlook.com

EZ-Route offers a Cloud-based software system that plans and tracks your local deliveries. EZ integrates with your YMS and grabs all the day's deliveries and suggests the most efficient route, saving time and money.

Fresh Path, LLC

Steven Li
7811 N Shepherd Dr
Houston TX 77088
281-448-3333
steven@thefreshpath.com
www.thefreshpath.com

Fresh Path is a new core-buying company that purchases automotive assembly/parts on a large scale and pays quickly, smoothly, and competitively.

Multimetco, Inc.

Billy Galligan
1610 Frank Akers Rd
Anniston AL 36201
256-831-8300
billy@multimetco.com
www.multimetco.com

As one of the original refining facilities for auto catalyst recycling, Multimetco has grown into one of the world's largest precious metal recyclers. Corporate offices and main manufacturing facilities are based in Anniston, Alabama, and Multimetco operates purchasing facilities in Tampa, Houston, Memphis, Los Angeles, Pittsburgh, Boston, and Buffalo.

Transcor Recycling

Candice Agosto
1921 N 53rd St
Tampa FL 33619
813-579-1069
Candice@transcorllc.com
www.transcorrecycling.com

Transcor Recycling, LLC is owned by the parent company of Tampa-based Kimmins Contracting Corp., which began in 1917 doing specialty construction on projects all over the country. Transcor spun off on its own in 2013 and buys auto scrap metal from auto recyclers as one of its many services.



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2016 FADRA CONVENTION *A Magical Event*

By Bobby Davis, Editor

FADRA members journeyed to the Magic Kingdom area this year, as our host hotel, the Lake Buena Vista Hilton, stands in walking distance to the newly renovated Disney Springs entertainment and restaurant complex. Members who attended were able to hit the Disney attractions with their families while also enjoying top-notch industry speakers. In addition to seminars that appealed to owners, Saturday's schedule provided education for dismantlers and sales people, including a forklift training session with Paul Secker of SAS forks, a primer on efficient dismantling with Brian Schell of Fenix Recycling, Mike Kunkel's Sales School, and Joe Ferrazzo of Hollander discussing the finer points of Internet sales. Several members brought their employees, particularly Quarno's and Cocoa Auto Salvage, who also got to enjoy the tradeshow between sessions.

Despite what seemed to be a prime location and schedule, attendance was down somewhat this year. The Board and staff want to hear from members if they prefer beach locations to central Florida, or if the meeting takes too much time from work. Perhaps it was just an aberration. The meeting was held a week or two later than usual, which might have conflicted with vacation and other plans.

We did get some surprise guests, such as Bill Rutherford of Budget Auto Parts, past presidents Keith Leblanc and Gerry Vertucci, and two new South Florida members, Alfredo Cao and Eduardo Rodriguez, from Branif Enterprises in Miami. Bill Weaver, founder of the IT show and Weaver Industrial Equipment, came down to enjoy his old mates. After suffering a stroke last year, he moved to St. Petersburg and he was able to come and enjoy old friends. Illness has not dimmed his fire, as he was anxious to share a few beers and tell stories with his mates.

Those who attended received great value, as always. Tony Quarno brought several of his employees for the Saturday sessions and trade show. "I really



FADRA President Tim McMillon, M&K Used Auto Parts, at opening reception



Bob Eubanks, Rusty Acres Automotive, was granted Life Membership by the FADRA Board of Directors



Phil Riffel, AllPro Auto Parts, with Julie Cain, Buddy Automotive.



Jeff Zupec, Insurance Auto Auctions (I) with Mike Gagel, Gagel's Auto Parts.



Mike James, James Environmental, speaks with attendees after a session.

Jerry Vertucci (in blue) emphatically explaining something to Mike James and Gary Coln of Raceway Auto Salvage.



liked Saturday morning's seminar on dismantling processes and safety, and so did all of my guys," Tony said. "I got really good feedback from my entire crew. I felt like it has really motivated them to work harder and be better. As a matter of fact, a few guys (not in sales) stuck around for the Sales School seminar. I thought it was a very good show this year."

Paul Secker was very happy with the response from FADRA members. "I was happy to see the large group attend my session," he said. "I did get a number of people who added comments and questions during the presentation. It was one of the best attendances I've had for the safety presentation!"

Steve Holland noted that he went in to hear the session mostly as a show of support, but found that he was probably using the wrong size forklifts in his yard. It's a great example of how even an experienced owner can learn something new at the convention.

"I was impressed with this year's FADRA Convention," Steve said. "Several sessions were very informative such as the OSHA information that Mike James shared about details that every business owner and manager should have heard--how to avoid severe OSHA fines by looking in the facility and how to make minor corrections before serious violations. Paul Secker taught the Forklift Training session and I learned why it is so important to know the proper forklift for your business to use and their requirements for lifting and turning. I also enjoyed hearing Brian Shell explain how they created the growth of Go Auto Parts and the importance of the dismantling process feeding the business with parts."

This year's tradeshow filled 34 booths, with long-term exhibitors and several new companies coming in this year. With hours of non-conflict time, food and refreshments in the hall, and prize giveaways, FADRA tries to enhance the experience of attendees and enable suppliers to talk with as many members as possible.

"I always learn so much at the convention every year, but this year there were two vendors specifically that I walked away from feeling excited about the new opportunities and possibilities for my business as it relates to using/implementing their products



Katrina Hall, Rebuilders Automotive Supply, with Bobby Davis, FADRA staff.



Jennifer Lee, James Environmental, talks with Kim Reed, American Auto & Truck Salvage.



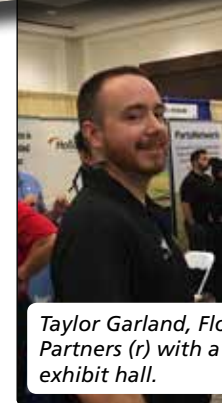
David Lee of Fresh Path, LLC, a new exhibitor from Houston, TX, talks with trade show attendees.



Justin Cipriano, Florida Auto (l) chats with Jason Cox, C



Joe Ferrazzo, Hollander (center) spoke about online sales to FADRA members.



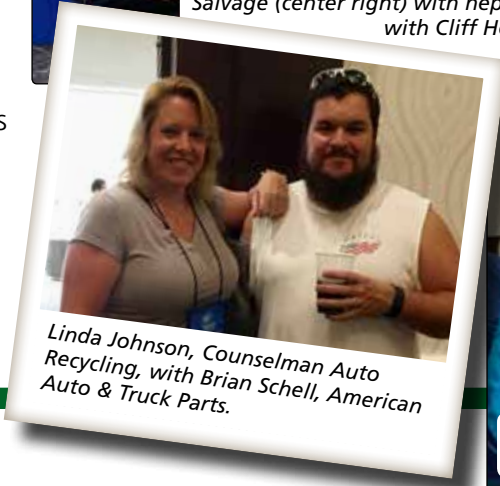
Taylor Garland, Florida Partners (r) with a exhibit hall.



Tony Quarno of Quarno and Sons Auto Salvage (center right) with nephew Anthony with Cliff Hope (right) of PMR, Inc.



Hal Hill (center), from McKee Auto



Linda Johnson, Counselman Auto Recycling, with Brian Schell, American Auto & Truck Parts.



Dan Ulrich of U Pull & Pay, flanked by Senior (l) and Junior (r) of Ace Pick a P



Jim Butler (l) and Lance Liles of Butler Auto Recycling, who came all the way from Pensacola in west Florida.

in my day-to-day operations," said Shan McMillon of Cocoa Auto Salvage. "I have already started laying the groundwork on one and the other is on my short-term goal list. Everything takes time. These two are going to be big for us. There are others, too, vendors that I already work with that have new services that I was unaware of prior to the convention and I have already signed up for those services, which should be another great addition to my business operations. I love leaving the convention feeling excited and motivated to come back and get to work making it happen!"



to Recycling Partners TV, of Moultrie, GA.



Steve Bentley, West Coast RestoRides (l) with surprise guest Bill Weaver of Weaver Industrial Equipment (r), who is recovering well from a stroke.

Despite the temptations of Disney and the attractions, the meeting rooms were full as keynote speaker Sandy Blalock and fellow experts Mike Kunkel, Joe Ferrazzo, Mike James, Brian Shell, and Paul Secker explored in-depth how to improve processes in the auto recycling business. These sessions spurred discussion afterwards among attendees as well. One new member and attendee spoke about his experience.



Florida Auto Recycling vendor in the



Greg Weaver, owner of Florida Auto Recycling Partners, flanked by Barbara Holland (l) and Andrea Holland (r) of Brandon Auto Salvage.

"I enjoyed the convention a lot," said Alfredo Cao, Jr. of Branif Enterprises in Miami. "We just bought a yard in Melbourne last September, and guys from Quarto's and Cocoa Auto Salvage told us about the convention. We know every owner here in Miami; my partner Eduardo Rodriguez, Jr. is an engineer and he handles all the permitting, and has helped many yards here with their permitting processes. We want to help get members involved in FADRA. We spoke to Steve Holland for awhile about getting more involved in Tallahassee. We also spoke to Jim Seamans about visiting yards here to tell them about the association.



the Man in Black Wrecker.



Mike and Francine Ingui of Florida Dial-A-Part.

"We went to the Saturday seminars, and there was some interesting stuff," he said. "One of the gentlemen, Brian Shell of GO Auto Recycling, was talking about compensation using pay for performance and I wanted to pick his brain. We want to institute some of that down here and I think it will work well. It's hard to get good employees here that I can put on the payroll.



Gary Lindros of



Ryan Carrafiello (r) and Cliff Hope of PMR, a Canadian catalytic converter firm.

"Our yard was the first licensed yard in Miami, but we bought it 14 years ago. At the convention, I was able to put a lot of voices to faces on the phone. We kind of live in our own little bubble here in South Florida, and it has taken us a long time to establish trust with yards north of here. I've worked hard on building relationships with other yards. I give everybody a good deal, and I just ask that you tell others that we are honest."

Our banquet had its usual fun and games. We did a Decades party this year, including a costume contest enabling members to flash some crazy costumes from the days of their youth. One man had a candy stripe jacket and boater hat identifying him as barbershop quartet singer from the 1920s, while Tim and Shan McMillon and Rachel Rigsby Lare brought back the '50s with their outfits. Rachel's son Andy was a bang-up pirate and won the kid's costume contest. Members enjoyed the Decades trivia contest, with four teams answering questions about autos and auto racing, music, movies, and history that evoked highlights of the past 60 years. Bob Eubanks and Hall Hill of McKee Wrecking & Salvage took their teams to the wire before Bob's team won out. Each team had a child member as well, and they acquitted themselves well.

We also held our annual auction to benefit our scholarship and legislative programs. While some items were put in the Silent Auction, Bo Wroten and Kent Martindale provided a lively repartee as members bid on household items, gift baskets, funny signs, and various memorabilia to bring in more than \$13,000 this year. For the first time, we had no employees or their family members apply for the scholarship this year. As a result, we gave \$1000 each to two schools that train auto technicians, who are desperate for even basic tools, materials, and auto parts to work on. Eugene Deyo of Daytona State College and Grant Karvonen of the Franklin Peterson Academies of Technology spoke in heartfelt manner of the benefits even this modest contribution has for their program, and the way young technicians can benefit the auto recycling industry.

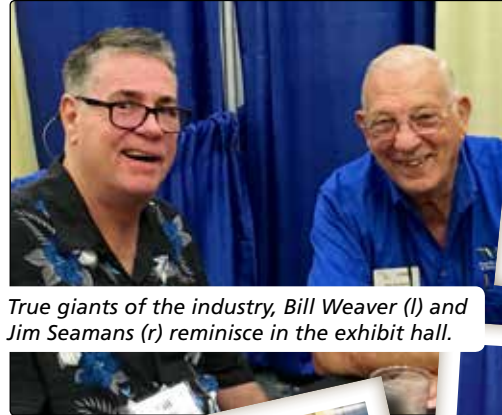
The FADRA Convention culminates a year of planning from the Convention Committee and staff, with input from the Board and members. If anyone has a topic about which they want to learn more, a speaker who opened their eyes, or if you want to take part in a panel discussion or speak on your own, please inform the incoming chair, Tim McMillon of M&K. We will start up again late this year with initial discussions. We will return to the Sheraton Sand Key in Clearwater next year.



Tim Berube, United Catalyst Corp. (l) with Mark Carr, ACEIMCI Commodities.



Maegan Quinn and Don Porter of URG



True giants of the industry, Bill Weaver (l) and Jim Seamans (r) reminisce in the exhibit hall.



Taimar Bajwa of All Pro Auto Parts (l) with Randy Cox, CTV, Joe Wright of Dorman Products pokes his head in between.



Brad Rutherford, Budget Auto Parts, shares information with Ken Weiss of Parts Trader.



Julie Cain, Buddy Automotive Innovations (l) with Eduardo Rodriguez, Branif Enterprises.



Hall Hill, McKee Auto Wrecker, flanked by Katrina Hall and Mark DeLauro, Rebuilders Automotive Supply.



FADRA Board member Tony Quarno talking with an exhibitor.



The team at Insurance Auto Auctions, a Silver Sponsor of this year's convention.



Installation of the FADRA Board of Directors.



The period costume contest for the Decades Party at the closing banquet.



The FADRA Feud trivia game at the closing banquet.



Bob Eubanks, staying' alive after all these years.



Kids proved surprisingly strong players during the FADRA Feud.



From left: Leo Dartz, U Pull & Pay; Gary Lindros, Sr., Ace Pick a Part; Dan Ulrich, U Pull & Pay; Gary Lindros, Jr., Ace Pick a Part.



Brad (r) and Bill Rutherford (center left) of Budget Auto Parts with the next generation of Rutherfords.

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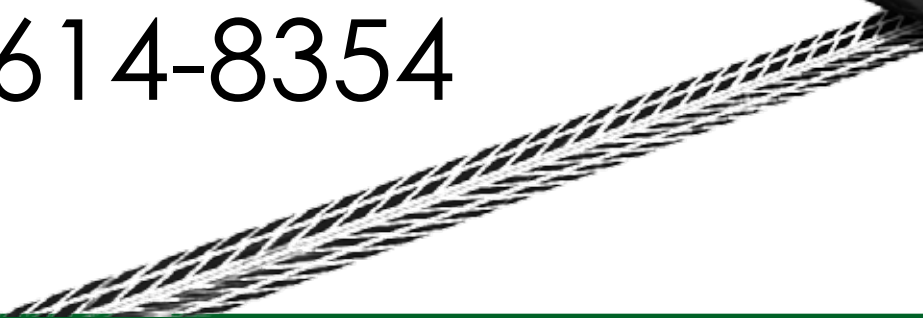
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NMVTIS Compliance: Imposition of Fines Now Occurring!

States are Adopting NMVTIS Reporting at a State Level

By Jay Svendsen, Auto Data Direct

For those in the salvage industry, it seems that information on enforcement of NMVTIS requirements is slow in coming and low-key when it is released. As most of you know, I have been at conferences and tradeshows all around the country since the NMVTIS program started in March of 2009. I have tried to help keep the affected industry members informed of activities and requirements pertinent to their business, and tried to explain why the information is needed and how it is being used. I can't tell you how many times I get asked, "When will DOJ start enforcing the NMVTIS rule?" Up to this point, I've been able to share that I knew the department was looking into compliance and had identified some violators. Now, however, I can share some specific information on DOJ enforcement activities and how you can keep current with the status of its ongoing efforts.



In early May, the DOJ asked AAMVA to post on the official NMVTIS website the penalties it has imposed on companies for failure to report to NMVTIS properly and promptly. At this point, eight companies have settled on fines to be imposed with those fines totaling over \$2.1 million. All of the fines imposed to date have been settled out of court. More information regarding the fines levied is available at www.vehiclehistory.gov. My understanding is that DOJ is also continuing to review ways it can better enforce NMVTIS compliance.

Because of the impact NMVTIS information has had on identifying unsafe vehicles, more and more states are looking at incorporating NMVTIS reporting at a state level. Beginning July 1, 2016, auto dismantlers, auto recyclers, shredders, and secondary metal recyclers in Tennessee will have to report the salvage vehicles, within 24 hours of purchase, to the state. Auto Data Direct is the sole provider of this service and the affected businesses will need to report through ADD. By reporting through ADD, the affected businesses will complete their state requirements and all required NMVTIS reports will be made on behalf of the reporting businesses.

The good news for industry members is that this service is being provided at no cost to the reporting entity. The reporting businesses will need to provide a little more information than they had been required to, compared to the standard NMVTIS reporting; but with this system they will satisfy both their state and federal requirements and it's free! If a company is a rebuilder, or reseller of salvage vehicles, they may need to complete an additional report, but these reports can be made through the same process.

As part of the Tennessee law, the reported vehicles will be checked to verify they are not stolen and if a stolen vehicle is reported, the reporting business will be notified. Also with the law change businesses in Tennessee can purchase vehicles without title if they are at least 12 years old or older and they complete the Title Substitution Form, report it, and keep it on file. Georgia has had a similar process active since July of 2012 and thanks to help from your associations and their members, more and more states are looking at similar programs.

With all the issues around salvage vehicles like VIN cloning, states want information on these vehicles faster than the federally required 30-day reporting. The models in Georgia and Tennessee help the states clean up records; help law enforcement find problem vehicles; make more information available to consumers on vehicles; and simplify the reporting demands on affected businesses while helping with some of the costs of ensuring compliance with state and federal laws.

Ron Sturgeon's Tools for Success

Have a Sense of Urgency

By Ron Sturgeon, Auto Salvage Consultant



There is no substitute for an EXTREME sense of urgency. Don't wait to do it, do it now! Delegate it! Make it happen! You know already intuitively that no matter how fast you move in the world of business it's not fast enough. Practice the urgency every day. Every week. Every month. Be tireless; make sure everyone around you knows that

you always wanted it yesterday. Their sense of urgency leverages on yours. Why wait months to get a new marketing design? Do it this week. Why wait to shake down the reason for high expenses in your service department? Do it today, get started, ask someone for all the metrics and reports for your review by this Thursday!

Make sure that you delegate effectively, as there are many tasks that you may not need to do at all, or have others gather information so you can make a decision. One item that speeds innovation and improvement is a weekly meeting with all the main stakeholders in your organization. (That article is #15, and upcoming in a few months, so watch for it. It was important enough, like delegation that it warranted a separate article.)

Many of you want better profits. The path to profits requires a big sense of urgency to achieve it and stay ahead of your competitors. How do you do that? It's simple; insist on your preliminary financial statements absolutely no later than the 10th. Ignore those who tell you it's not possible; we had to close the books and publish them by the 5th, regardless of weekends and holidays!

Why? Because AS SOON AS YOU GET IT, on THAT morning, study it. Make sure it shows the prior 12 months (so it covers 13 months, including the same month last year). Study it for changes, comparing to the prior month and same month last year. Shine your mental "flashlight" on several items that are either up or down, and MARCH right out of your office to that department. Get details. Ask the accounting dept. to explain why utility bills doubled last month, and why brokered parts sales are off 30% for the last 3 months. Schedule a meeting TOMORROW with the sale staff to discuss how to get brokered parts sales up. Figure out who is leaving all the

fans on in the shop, install thermostats on the HVAC system that cuts it off at night. (We use Nest thermostats). Now smile and go back to work. You have had an impact on THIS month's sales, the month right after the statement you studies.

If you don't get your statement until later in the month, or even the next month and then delay reviewing it, then procrastinate on taking steps, it's easy to see that you won't impact things for many months, so will make a difference maybe 3 times per year. Imagine how fast things will change if you shine that flashlight on just two items per month. That's 24 initiatives per month. One of my favorite sayings is, where you check and shine your flashlight is where you get improvement.

Do you have a way to track the efficacy of your buyer's purchases? Metrics that measure how quickly the inventory turns? DO you know that it has been proven over and over that purchases that do the best in the first month do the best in the long term? Getting in front of bad purchasing is one of the quickest ways to increase cash flow and profits. Put the system in place now and start meeting with the buyer regularly, at least monthly. DO IT TODAY.

Bad employee? Get to work moving them out. Do everything sooner rather than later. It can be exhausting for your staff, but they also will respect what you are and do; employees love being part of success.

Remember only you can make business great!

Ron Sturgeon, Mr. Mission Possible, has been a successful business owner for more than 35 years. As a small business consultant, he can deliver wisdom and advice gleaned from an enviable business career that started when he opened a VW repair business as a homeless 17-year-old and culminated in the sale of several businesses he built to Fortune 500 companies.

To inquire about consulting or keynote speaking, contact Ron at 817-834-3625, ext. 232, rons@MrMissionPossible.com, 5940 Eden, Haltom City, TX 76117.



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