

# Customer Profile

# Linen & Laundry



“Our partnership with Rappahannock Goodwill Industries is far more than a business venture. Working with this remarkable agency to empower disabled workers with careers and opportunity has been particularly rewarding. RGI proves that talent and skill, regardless of physical limitation, can accomplish wonders.”

Tom Mara, Sr.  
President, Victor Kramer Company



**Victor Kramer Company**  
A Division of Crothall Laundry Services

A pioneering innovator in linen and laundry management since 1939, Victor Kramer Company joined Crothall Laundry Services in 2002. Now in combination with Crothall the blended organization operates 30 laundries, serving dozens of hospitals, clinics and hotels, and processing over 220 million pounds a year. Victor Kramer, under the direction of its President, Tom Mara Sr. provides consulting and design/construction services throughout the country.

## Enabling Enterprise

Crothall's Victor Kramer Division partners with Goodwill Industries to design-build new plant for disabled workers

In opening an ultramodern, multi-million dollar laundry plant for long-standing consulting client, **Rappahannock Goodwill Industries, Inc.** ("RGI"), Crothall Laundry Services' Victor Kramer Division reinforces both a business relationship and an important social commitment.

RGI opened its new Victor Kramer-designed laundry facility in May, 2003 following nearly 18 months of planning and construction. The 24,000 square foot plant, which was designed to accommodate the special requirements of RGI's disabled workforce, is located on a 2.9 acre lot within the Fredericksburg Battlefield Industrial Park. With the completion of the new facility, at a cost of approximately \$3.2 million, RGI smoothly relocated its laundry operations from its downtown Fredericksburg, Virginia location to the Industrial Park.

Rappahannock Goodwill Industries, Inc. is a private, not-for-profit, 501 (c)3 Virginia Corporation governed by a volunteer Board of Directors which is responsible for formulating and overseeing corporate policy. The corporate mission of RGI is to provide employment to people with barriers to employment—especially those with disabilities—and to offer an array of quality vocational and educational services so that they can work and live independently. For more than 30 years, RGI has developed programs and offered services in the Fredericksburg area that not only serve the people who participate in them, but enrich the community as a whole. Under the direction of **Woody Van Valkenburgh**, President and CEO, RGI currently operates five on-site and off-site business lines, including: commercial laundering; commercial custodial cleaning; retail thrift stores; packaging & assembly operations; and work force development.

RGI entered the laundry processing business in 1996 in a move to diversify its business operations and provide its most severely disabled employees alternative work settings. RGI purchased the assets and contracts of Dominion Towel Supply Company, and under the provisions of the Javits-Wagner-O'Day Federal set-aside law, RGI was able to extend services to such customers as the FBI Training Center, the Quantico Marine Corps Base, Dewitt Army Hospital and Fredericksburg Imaging Center. Recently, RGI expanded its health care segment with the addition of a new customer, the Prince William Hospital. By 2002, the laundry processed over 2 million pounds employing 70 associates with barriers to employment

such as mental retardation, learning disabilities, mental illness, and sight and hearing impairments, among other disabilities.

Victor Kramer has partnered with RGI since 1996, when it was retained to conduct a market appraisal of the Dominion Towel laundry, its equipment and contracts. The VKCo study ultimately led to the acquisition and RGI's entry into the laundry industry. Following the acquisition, VKCo remained as consultants to assist with marketing and sales; management training; and all aspects of operational support.

**Ben Feldman**, Senior Consultant with VKCo, praises RGI for having "transitioned a laundry business that initially experienced operating losses to one that is now profitable—more remarkable given RGI's commitment to train and support its disabled workforce."

With a well-earned reputation for quality, a swelling customer base and increasing profitability, **Woody Van Valkenburgh** and Plant General Manager, **Jimmy Crews** were able to convince the RGI Board

of Directors to support a bold plan to build a modern plant with expanded capacity and to assume the required debt associated with its construction.

In planning and erecting the new laundry, **Scott Clark**, Vice President of Engineering at VKCo, who has designed over 100 laundry facilities throughout the world, worked closely with RGI's administration and staff, Jimmy Crews and construction contractor, Thos. J. Wack Co. The new laundry, now open, doubles the capacity of the previous plant, permitting RGI to seek additional customers, and—critical to its primary mission—to increase its work force. Mr. Van Valkenburgh also successfully negotiated with the Fredericksburg Regional Transit to have its buses stop twice per day at the new building, an appreciated convenience for the many RGI employees who rely on the bus system for transportation. The RGI 2002 annual report concludes with justified satisfaction, "expansion of our operation...translates to empowerment of more of our region's people with disabilities and other barriers to employment!"



Jimmy Crews  
General Manager, RGI Laundry

Woody Van Valkenburgh  
President and CEO, RGI

## About Rappahannock Goodwill Industries

In 1968 RGI opened its doors as "Opportunities Unlimited," providing the Fredericksburg, Virginia region its first Day Program for adults with disabilities. Following the adoption of its vocational mission in 1970 RGI began its first production effort under a contract with a local firm. In the early 1980's the organization broadened its reach to bring work opportunities to anyone who wanted to work, but who faced barriers to competitive employment, such as education or economic disadvantages. Later, in 1991, the agency affiliated with Goodwill Industries and changed its name to Rappahannock Goodwill Industries.

Today, RGI serves and employs 1,250 people, triple the number just three years ago. Of that number, 230 are direct employees, including workers in assembly, custodial, laundry, employment services and retail, most of whom have disabilities or other barriers to employment. Those not directly employed, but facing employment barriers—including welfare, homelessness, illiteracy, English-as-a-second language, former incarceration, substance abuse, or poor work history—are offered counseling, training and placement assistance. Impressively, from its five business lines RGI generates 99.8% of its annual budget.