



**LEADERSHIP AND INNOVATION
IN THE POST-COVID
BUSINESS ENVIRONMENT**



TRSA 107TH ANNUAL CONFERENCE



OCTOBER 20–22, 2020

THE WESTIN OLD TOWN ALEXANDRIA
ALEXANDRIA, VA

**World-Class Keynotes • Leadership Development
Break Outs • Industry-Leading Audience •
Networking and Volunteer Leadership Interaction**



WHO SHOULD ATTEND

Independent
Owners-Operators

Executive
Management

General Managers,
Plant Management

EMI/PMI Graduates

Member Associates

REGISTER TODAY!

www.trsa.org/annualconference • [#TRSAAnnual](https://twitter.com/TRSAAnnual)



TRSA 107TH ANNUAL CONFERENCE

Gather with your industry peers and colleagues to discuss and share experiences of survival and thriving in the emerging post-COVID business environment. Gain insight into leveraging communications and leadership to refresh and build skills and return to your organization ready to face emerging industry challenges with new ideas and renewed energy.

Connect with Industry Leaders

Network with colleagues and make new connections with fellow TRSA members: North America's leading linen, uniform and facility services companies, accounting for more than 90% of market share; independents and nationals covering the industrial/uniform, healthcare, F&B and hospitality market-sectors.

- Participate in professional development sessions together
- Strengthen your professional network
- Socialize in a relaxed setting
- Enjoy interactive group activities

Be Inspired with World-Class Keynotes

Receive the insight and inspiration needed to lead your company to a higher level:

- Mike Paton, Visionary, Author and Speaker, Entrepreneurial Operating System (EOS) Worldwide
- General Lori Robinson, Commander, NORAD (May 2016-May 2018), Commander, US NORTHCOM, Commander, Pacific Air Forces (Oct. 2014-May 2016)
- Chris Stirewalt, Politics Editor, Fox News

Get News Affecting the Industry

- **Linen, Uniform and Facility Services Industry Market Trends**, Andrew Wittmann, CFA, Director, Senior Research Analyst, Robert W. Baird Facility & Industrial Services Research Team
- **Post-Corona, Post-Elections: How Smart Leaders Are Leveraging the New Political, Economic and Tech Issues in a New World** with Gene Marks, President and CEO, the Marks Group, PC
- **Selecting Employees Who Stay** with Sherri Merbach, Managing Director, C-Suite Analytics, Consultant and Certified Executive Coach
- **Growing Your Business After COVID-19** with Eric Kurjan, Owner, Six Disciplines Consulting

Celebrate Industry Achievements

- **TRSA Industry Awards Dinner** recognizing your colleagues' commitments to diversity, safety, service and more (rescheduled from March 2020)
- **TRSA Chair Reception and Annual Awards Dinner** including presentation of the coveted Operator and Maglin-Biggie Associate Lifetime Achievement Awards

Make New Friends, Renew Old Acquaintances

- Committee Meetings and Facilitated Interactive Volunteer Leadership Industry Strategic Direction Brainstorming Session
- Networking receptions
- Spouse/Partner Activities
- Post-Conference Excursions

TRSA Committee Meetings and Volunteer Leadership Interactive Industry Strategic Direction Brainstorming Session

Participation on TRSA Committees connects members with colleagues through the sharing of information and ideas on specific issues and markets. Committee meetings include a 30-minute open discussion roundtable on industry-related issues. Committee meetings are open to all TRSA members and Conference attendees; see list on page 4. Registration for committee meetings can be stand alone and includes lunch, *Volunteer Leadership Interactive Industry Strategic Direction Brainstorming Session*, opening reception and the Industry Awards banquet, or is included with the full Annual Conference experience. See page 11.

The Annual Conference is the single opportunity

for the entire industry to learn new and network

with the best operators and supplier partners.

—Ken Dowdy, Ecolab

TRSA 107TH ANNUAL CONFERENCE AGENDA

TUESDAY, OCTOBER 20

8 am–12 Noon	Committee Meetings Education • Environmental • F&B • Healthcare • Hospitality • Human Resources • Marketing & Sales • Safety
11:30 am–12:30 pm	Lunch
12:30–4:30 pm	Volunteer Leadership Interactive Industry Strategic Direction Brainstorming Session (Facilitated Committee Member Group Exercise) Eric Kurjan, EMI Session IV Faculty Head and Instructor, President, Six Disciplines Consulting
3:45–4:30 pm	Spouse/Partner Meet and Greet
5–6 pm	Reception
6:30–9 pm	TRSA Industry Awards Dinner

WEDNESDAY, OCTOBER 21

6:30–7:45 am	Spouse/Partner Old Town Alexandria Walk (Waterfront)/Light Breakfast
7–8 am	Next Generation Executives Breakfast
7–8 am	General Breakfast
8–9:30 am	KEYNOTE: Get A Grip on Your Business Six Keys to Getting What You Want from Your Entrepreneurial Company Mike Paton, Visionary at EOS Worldwide, Certified EOS Implementer™ at Achieve Traction, Author, Speaker
9:30–10 am	Break Book signing with Mike Paton
10:30 am–4:30 pm	Spouse/Partner Activity: Hands-On Cooking
10–11 am	CONCURRENT BREAKOUT SESSIONS Growing Your Business After COVID-19 Eric Kurjan, EMI Session IV Faculty Head and Instructor, President, Six Disciplines Consulting Selecting People Who Stay Sherri Merbach, Managing Director, C-Suite Analytics, Consultant and Certified Executive Coach
11:15 am–12:30 pm	CONCURRENT BREAKOUT SESSIONS Managing Difficult People in the Workplace H. Kent Baker, PhD, University Professor of Finance, Kogod College of Business Administration, American University and Dean of TRSA's EMI and EMI Session I Instructor Post-Corona, Post-Elections: How Smart Leaders Are Leveraging the New Political, Economic and Tech Issues in a New World Gene Marks, President and CEO, The Marks Group
12:30–1:30 pm	Lunch Presentation at 12:30 pm: TRSA Legislative Update Kevin Schwalb, Vice President of Government Relations, TRSA

WEDNESDAY, OCTOBER 21, CONT.

1:30–3:00 pm	CONCURRENT BREAKOUT SESSIONS The Power of Vulnerability-Based Leadership James H. Underwood, Senior Consultant, Currier Consulting Group and TRSA's EMI Session III Instructor Technology, Experience, and the Future of Textile Services Joyce Gioia, CMC, CSP, CEO, The Herman Group of Companies and Futurist
3:00–3:30 pm	Break
3:30–4:45 pm	Facilitated Small Group Discussions
5–7 pm	Welcome Reception

THURSDAY, OCTOBER 22

6:30–7:45 am	Spouse/Partner Old Town Alexandria Walk (Masonic Temple)/Light Breakfast
7–8 am	Women in Textile Services Breakfast
7–8 am	General Breakfast
8–8:45 am	TRSA State of the Association and Annual Membership Meeting Treasurers Report and Elections Jim Buik, Chairman and Joseph Ricci, President & CEO
8:45–9:45 am	KEYNOTE: The State of US National Security in our Airspace General Lori Robinson, Commander, NORAD (May 2016-May 2018), Commander, US NORTHCOM, Commander, Pacific Air Forces (Oct 2014-May 2016)
9:45–10:15 am	Break/Meet & Greet
10:15–11:15 am	Textile Services Bottom-Line Performance Andrew Wittmann, CFA, Director, Senior Research Analyst, Robert W. Baird Facility & Industrial Services Research Team
11:20 am–12:30 pm	KEYNOTE: Political Update Chris Stirewalt, Politics Editor, Fox News
12:30–4:30 pm	Interactive Group Activity
6–7 pm	Chair's Reception
7–9 pm	Awards Dinner

FRIDAY, OCTOBER 23

Optional Excursions	Historic Trolley Tour of Old Town Alexandria or George Washington's Mount Vernon
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Earn CPLM Continuing Education (CE) Credits
Individuals who have earned TRSA's Certified Professional Laundry Manager (CPLM) credential may earn **up to 18 Continuing Education (CE) credits** towards recertification with participation in this event.

TUESDAY, OCTOBER 20



8 am–12 noon

TRSA Committee Meetings

Participating on TRSA Committees allows for the sharing of information and ideas on specific issues and markets. TRSA Committee members help develop educational content for conferences and programs. All Committee meetings include a 30-minute open discussion roundtable on industry-related issues. Committee meetings are open to all TRSA members and Conference attendees. Registration can be for October 20 only, or as part of the full Annual Conference package. See page 11.

- Education
- Environment & Sustainability
- F&B/Restaurant
- Healthcare
- Hospitality
- Human Resources
- Marketing & Sales
- Safety



12:30–4:30 pm

Volunteer Leadership Interactive Industry Strategic Direction Brainstorming Session

(Facilitated Committee Member Group Exercise)

Eric Kurjan, EMI Session IV Faculty Head and Instructor, President, Six Disciplines Consulting

As businesses begin to re-start following the COVID-19 pandemic, they are faced with a new and evolving landscape to navigate. During this facilitated session, TRSA committee members are invited to attend and examine the “Challenges” and the “Opportunities” through a series of facilitated exercises. The session will assist the industry in preparing for future growth and help us shape the future strategic direction of TRSA, the Board and the Strategic Planning Committee. Thank you for your valuable contribution.

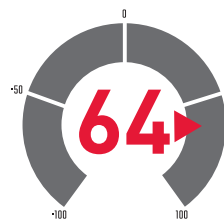


5–9 pm

Opening Reception and Industry Awards Dinner

Greet old friends and make new ones at the opening reception. Immediately following the reception is your chance to celebrate and recognize industry creativity and excellence with your attendance at the **TRSA Annual Industry Awards Dinner**. Recognition of exemplary efforts of employees and leaders of member companies will highlight the evening in the presentation of these awards:

- **PLANTS OF THE YEAR AWARD** NEW
- **ABOVE AND BEYOND SERVICE AWARD**
- **CLEAN GREEN INNOVATION AWARD**
- **COMPANY COMMUNITY SERVICE AWARD**
- **DIVERSITY RECOGNITION AWARD**
- **SAFETRSA SAFETY EXCELLENCE AWARD**
- **YEARS OF SERVICE AWARDS**
- **VOLUNTEER LEADERSHIP AWARD**



THE TRSA 106TH ANNUAL CONFERENCE NET PROMOTER SCORE

NPS measures attendee willingness to recommend this event; 50 is “excellent.”

“TRSA’s Annual Conference is an excellent opportunity

to catch up with old friends, make new connections

in the industry, celebrate those who have contributed

to our industry and learn about new best practices.”

—Mark Kowalski, Enviser Partners LLC



8–9:30 am

FEATURED KEYNOTE: *Get a Grip on Your Business: Six Ways to Getting What You Want from Your Entrepreneurial Company*

Mike Paton, Visionary at Entrepreneurial Operating System® (EOS) Worldwide, Certified EOS Implementer™ at Achieve Traction, Speaker, and Co-author of the Bestseller, *TRACTION: Get a Grip on Your Business*

- Discover EOS—a practical, holistic method for achieving the business success you have always envisioned
- TRACTION provides the secrets of strengthening six key components of your business
- Empower yourself and your leadership team with more focus, more growth and more enjoyment



CONCURRENT BREAKOUT SESSIONS

10–11 am

Growing Your Business After COVID-19



Eric Kurjan, EMI Session IV Faculty Head & Instructor and President, Six Disciplines Consulting

Although most organizations are still thinking about how to “re-start” their businesses following the complete or partial shutdowns of customers and even your own operations, getting beyond the operational plan and back

to a strategic plan is critical for long-term viability. This session will focus on:

- Thinking through the steps of strategic re-focus, potential expansion and growth protection
- Using tools to help examine the week spots in your operation along with those of your competitors
- Learning how you can stand-out in your markets to grow and protect your future

Selecting People Who Stay



Sherri Merbach, Managing Director, C-Suite Analytics, Consultant and Certified Executive Coach

Are you hiring the right people that are qualified, fit with your culture, and stay? Do you have multiple proactive approaches to build your candidate pipeline? Is your selection process consistently followed by all hiring

leaders? Takeaways from this breakout include:

- Identify your employee value proposition
- Discover proactive recruiting approaches to expand your recruiting pipeline
- Learn to implement proven selection practices that improve new hire retention

Wednesday's concurrent breakout sessions continue on next page →



CLOSING GENERAL SESSION

3:30–4:45 pm

Facilitated Small Group Peer-to-Peer Round Tables

Cap off the afternoon discussing your most pressing issues and rehash the day's events with colleagues.



NETWORKING

5–7 pm

Welcome Reception

Relax, unwind and compare impressions of the day while enjoying locally sourced hors d'oeuvres and cocktails during the TRSA welcome reception.



CONCURRENT BREAKOUT SESSIONS, CONT.

11:15 am–12:30 pm

Managing Difficult People in the Workplace



H. Kent Baker, PhD, University Professor of Finance, Kogod College of Business Administration, American University and Dean of TRSA's EMI and EMI Session I Instructor

Managing others can be both a pleasure and a pain. Most of us have had to deal with difficult coworkers or employees. Successful managers

- Learn to shift their style to work with different types of people
- Equip themselves with the skills necessary to deal effectively with different people and situations.

This practical and interactive session offers

- A five-step plan for dealing with difficult or irritating people in the workplace
- Identifies different types of such individuals and offers useful tips for managing each type
- Perspective: look in the mirror to understand whether you could be unknowingly causing some of the behaviors you've found to be difficult

Post-Corona, Post-Elections: How Smart Leaders Are Leveraging the New Political, Economic and Tech Issues in a New World



Gene Marks, President and CEO, The Marks Group

The Coronavirus pandemic has had an enormous effect on the economy and will perhaps change the way we do business for the foreseeable future. What can we expect in this new normal? Discuss:

- What leaders have learned from the pandemic as it relates to cash and operational management
- Protecting your company from the potential economic threats—inflation, interest and deficits—that may impact the industry in the next few years
- Getting back to normal employment levels and the actions to take in order to keep your employees productive and profitable
- How new initiatives from the next administration—including taxes, budget and labor—will impact your business
- The best places to spend your technology investments for the future...and more

1:30–3 pm

The Power of Vulnerability-Based Leadership



James H. Underwood, Senior Consultant, Currier Consulting Group and TRSA's EMI Session III Instructor

Explore how leaders can broaden skills to move beyond old paradigms of what makes a powerful and effective leader

(one who is always right, never admits to a sense of fear, always appears in control and 'strong.') Emerging research tells us that leaders that are limited to this old and only way of leading are ultimately less effective and productive. Topics discussed include:

- Knowing how and when to project certitude and strength
- Knowing how and when to publicly acknowledge not knowing and admitting vulnerabilities and weaknesses
- Exploring the concept of becoming 'a true transformational leader.'

Technology, Experience, and the Future of Textile Services



Joyce Gioia, CMC, CSP, CEO, The Herman Group of Companies and Futurist

Take a deep dive into current realities and visions in this fast-paced and interactive look at the future of textile services.

- Discover what functions are likely to become further automated
- Consider the value and role of human labor as automation advances
- Review specific actions to take now to ensure your laundry's future success

THURSDAY, OCTOBER 22

8–8:45 am

TRSA State of the Association and Annual Membership Meeting



James Buik, Chairman and **Joseph Ricci**, President and CEO, TRSA

Get an update on the direction and initiatives of TRSA. This is your chance

to ask questions and get engaged; this meeting also includes a presentation on Association finances from TRSA Treasurer Jim Kearns and the election of TRSA Officers and its Board of Directors.

10:15–11:15 am

Textile Services Bottom-Line Performance



Andrew Wittmann, CFA, Director, Senior Research Analyst, Robert W. Baird Facility and Industrial Services Research Team

Identify the latest economic tailwinds contributing to the industry's momentum as well as the headwinds working against it as Baird's specialist on facility and industrial services examines market and employment trends. Andy will report Baird, industry and government data, including the TRSA Industry Performance Report to profile the competitive landscape in the linen, uniform and facilities services industry.



8:45–9:45 am

FEATURED KEYNOTE: *The State of U.S. National Security in our Airspace*



General Lori Robinson, Commander, NORAD (May 2016-May 2018), Commander, US NORTHCOM, Commander, Pacific Air Forces (Oct 2014-May 2016)

Drawing on her 36 years in the U.S. Air Force, Lori Robinson offers her insight on the state of U.S. National

Security. As the Commander of North American Aerospace Defense Command (NORAD) and U.S. Northern Command (NORTHCOM), she reported directly to the President of the United States and the Prime Minister of Canada. General Robinson was responsible for early warning and engagement of air and space threats to the United States and Canada, including the ballistic missile threats from North Korea. She guides audiences through her experiences to reflect on U.S. national security today.



11:20 am–12:30 pm

FEATURED KEYNOTE: *Political Update*



Chris Stirewalt, Politics Editor, Fox News Channel; Fox News Halftime Report

Considered one of the freshest voices in politics today, Chris brings a unique perspective, incredible wit and a deep understanding of Capitol Hill to his reporting, writing and speeches.

I enjoy the presentations and especially look forward to

Andrew Wittmann's review of the industry each year.

—Douglas Waldman, President, Superior Linen Service

NETWORKING AND SOCIAL ACTIVITIES

The following social activities are included with paid event registration for all attendees/spouses/partners. Please indicate your attendance on the Conference registration form, page 11.



**Tuesday, October 20
5–6 pm**

Networking Reception

Unwind and share the day's experiences over your favorite beverage. You'll form new friendships and renew old ones while enjoying delicious, locally sourced hors d'oeuvres and cocktails.



**Tuesday, October 20
6–8 pm**

Industry Awards Dinner

Celebrate and recognize industry creativity and excellence by attending the TRSA Annual Industry Awards Dinner. Recognition of exemplary efforts of employees and leaders of member companies will highlight the evening.



Wednesday, October 21 • 5–7 pm

Welcome Reception

Get the official Old Town welcome when you gather for cocktails and an array of hors d'oeuvres at the one and only Carlyle Club, a unique Old Town venue conveniently located across from the Westin. Be transported back in time in this supper club, where you'll marvel at the art deco furnishings and décor of a century before.

Thursday, October 22 • 12:30–4:30 pm

Interactive Social Event

Choose from these entertaining events sure to build memories:



Historic Alexandria Pub Crawl

Enjoy beverages of any type in Old Town's favorite pubs and restaurants while hearing tales of historic scandals, parties and drinking inspired events. (Tip: Bring comfortable walking shoes; Old Town is an old city with brick sidewalks.)



Old Town Escape Room Adventure

Become an active participant in a story where you and your team must put your wits together and work to solve unique puzzles and problems to escape the room or unravel a plot before time is up!

Thursday, October 22 • 6–9 pm



Chair's Reception and Awards Dinner

Celebrate the industry with TRSA's top awards that recognize the volunteer contributions of both operator and associate members: The 2020 Operator Lifetime Achievement award and the Maglin/Biggie TRSA Lifetime Achievement award (associate member) winners are peer-selected and represent individuals who have made a positive impact on both the industry and on the association.

- **TRSA Operator Lifetime Achievement Award:** The highest honor bestowed upon an industry professional. The award recognized exceptional personal service to both the linen, uniform and facility services industry and TRSA.
- **Maglin/Biggie TRSA Associate Lifetime Achievement Award:** Like the TRSA Lifetime Achievement Award for operators, candidates for this highest Associate honor will have served TRSA in ways that have improved the association and industry.

SPOUSE/PARTNER ACTIVITIES

These activities are included with spouse/partner registration. (Spouse/partner is defined as any guest who is not affiliated with the industry.) Please indicate attendance on the Conference registration form, page 11.



Wednesday, October 21 6:30–7:45 am **Waterfront Walk and Light Breakfast**

A short walk to the waterfront will let you take in the city's history and envision it as the port city it once was. Enjoy breathtaking views of the Potomac River, the National Harbor, and in the distance, the Washington Monument. (Tip: Bring comfortable walking shoes; Old Town is an old city with brick sidewalks.)



Wednesday, October 21 10:30 am–4:30 pm **Hands-on Cooking Class**

Participate in a hands-on cooking class. Groups will work with a chef to prepare delicious food from scratch in a fun and engaging setting. You'll enjoy the meal you've created in a private dining room. Bring your appetite for adventure and good food! Cooking experience is not necessary.



Thursday, October 22 • 6:30–7:45 am **George Washington Masonic National Memorial Walk and Light Breakfast**

Experience autumn in Old Town with a short uphill walk to a beloved Old Town landmark known to locals as "The Masonic Temple." This magnificent nine-story neoclassical structure has been erected and maintained by the Freemasons of the United States in memory of George Washington, his history with the Masonic fraternity, and to preserve the history and heritage of American Freemasonry. From this vantage point you'll overlook Old Town and see airplane traffic from National Airport. (Tip: Bring comfortable walking shoes; Old Town is an old city with brick sidewalks.)

FRIDAY, OCTOBER 23

POST EVENT ACTIVITIES (\$)

Take advantage of unique Alexandria-area outings prior to your return home. These excursions are offered as an add on to your registration fee and include admissions, transportation, taxes and gratuities.



Historic Old Town Trolley Tour

Hop on/hop off for shopping, dining, history. Discover the charm and energy that is unique to this city, founded in 1749.



George Washington's Mount Vernon

Just a few miles away, no visit to Alexandria is complete without touring the spectacular home and grounds of Mount Vernon. Learn about the homelife, leadership and legacy of our first U.S. President while exploring life in the 18th century.

THANK YOU TO OUR SPONSORS

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ECOLAB®





THE GARY SINESE FOUNDATION

Selected by TRSA Chairman Jim Buik, The Gary Sinese Foundation (www.garysinefoundation.org), a tax-exempt public charity that honors United States' defenders, veterans, first responders, their families, and those in need. The Gary Sinese Foundation creates and supports unique programs designed to entertain, educate, inspire, strengthen and build communities. Their ratings in Charity Navigator are 4/4 and 100/100 under all measured categories, and 90.3% goes directly to its supported programs. Please honor Chairman Buik's commitment to TRSA through your donation to this cause.

DONATE AT
www.trsa.org/donate

OR Return this pledge form with your Conference Registration Form to TRSA (see p. 11)

☐ **YES!** I wish to join TRSA Chairman Jim Buik in supporting the Gary Sinese Foundation. Enclosed is my tax-deductible donation of:

- | | |
|---|-------------------------------|
| <input type="checkbox"/> \$100 | <input type="checkbox"/> \$50 |
| <input type="checkbox"/> \$75 | <input type="checkbox"/> \$25 |
| <input type="checkbox"/> Other \$ _____ | |

☐ Check enclosed (payable to TRSA)

☐ Charge To:

- | | |
|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> Visa | <input type="checkbox"/> AmEx |
| <input type="checkbox"/> MasterCard | <input type="checkbox"/> Discover |

Name on Card

Signature

Card Number

Exp. Date

CVV



HOTEL RESERVATIONS

The Westin Old Town Alexandria

400 Courthouse Square, Alexandria, VA 22314

Attendees must call The Westin, Alexandria Old Town at 866.837.4210 to reserve a room. All individual reservations must be guaranteed with a major credit card at time of reservation. After the due date of September 18, 2020, if a guaranteed room is not canceled 72 hours prior to arrival, payment for the full rate on that room will be charged.

Room Rate/Group Code: Use the code TRSA to get the TRSA room rate of \$259 before September 18, 2020. Limited availability. After the September 18, 2020, deadline, regular room rates will apply.

Enjoy these Westin Old Town Alexandria amenities:

- Benefit from convenient location to two international airports (Ronald Reagan Washington National (DCA) and Dulles International (IAD) Airports)
- Relax in luxuriously appointed contemporary rooms
- Enjoy 24-hour room service and an on-site restaurant serving American cuisine
- Explore historic Old Town Alexandria, home to specialty shops, boutiques and dining from around the world

Location/Airport

The Westin Old Town Alexandria is located 4.4 miles from Ronald Reagan Washington National Airport and 30 miles from Dulles International Airport

Dress Code

- **Business casual:** meetings, welcome reception, social activities
- **Business:** Chairman's Reception and Dinner

Operator Member Registration Discounts

Early savings—register by Friday, September 4, 2020

Multi-discount savings: each additional operator from the same company will save an additional \$100 on the registration fee.

Spouse/Partner Registration Policy: Spouse/Partner is defined as any guest who is not an employee or owner of a TRSA member company.

TRSA 107TH ANNUAL CONFERENCE

October 20–22, 2020 • The Westin Alexandria Old Town • Alexandria, VA

4 Easy Ways To Register:

Online: www.trsa.org/annual-conference
Mail: 1800 Diagonal Rd, Suite 200, Alexandria, VA 22314

Email: registration@trsa.org
Fax: 703.519.0026

Questions?
877.770.9274

Registrant Information

Name _____
Nickname (for badge) _____
Company _____
Title _____
Address _____
City/State/Zip _____
Telephone _____
Email (required) _____

- ☐ Please check if you are a previous TRSA conference attendee.
☐ Please check if you require special assistance or have special dietary requirements to fully participate.

What are your top three management issues?: _____

Your Organization Level (select one)*:

- ☐ Chairman/CEO/Owner/President
☐ Vice President/COO/CFO
☐ Director
☐ General Manager
☐ Manager/Supervisor
☐ Professional/Staff

Your Job Function (select one)*:

- ☐ Customer Service
☐ Engineering
☐ Environmental
☐ Executive
☐ Finance
☐ General Manager
☐ Health and Safety
☐ Human Resources
☐ Info Systems Mngt./IT
☐ Legal
☐ Logistics and Transportation/Routes
☐ Marketing
☐ Production
☐ Purchasing
☐ Sales
☐ Training
(*required)

☐ TRSA 107th Annual Conference Full Participation: Oct. 20–22

	Operator Member	Operator Non Member	Associate Member
Early (by Sept. 4)	<input type="checkbox"/> \$1,995	<input type="checkbox"/> \$3,195	<input type="checkbox"/> \$2,195
Regular (after Sept. 4)	<input type="checkbox"/> \$2,095	<input type="checkbox"/> \$3,295	<input type="checkbox"/> \$2,295

All functions from October 20 through October 22 are included with the cost of your registration. Please RSVP below.

I will attend:

- ☐ Tuesday, October 20, 8 am–12 pm: Committee Meetings (choose committee)
☐ Education
☐ Environmental/Sustainability
☐ F&B/Restaurant
☐ Healthcare
☐ Hospitality
☐ Human Resources
☐ Marketing & Sales
☐ Safety
☐ Tuesday, October 20, 11:30 am–12:30 pm: Lunch
☐ Tuesday, October 20, 12:30–4:30 pm: Volunteer Leadership Session
☐ Tuesday, October 20, 5–6 pm: Networking Reception
☐ Tuesday, October 20, 6:30–9 pm: Awards Dinner
☐ Wednesday, October 21, 7–8 am: Next Generation Executives Breakfast
☐ Wednesday, October 21, 5–7 pm: Welcome Reception
☐ Thursday, October 22, 7–8 am: Women in Textile Services Breakfast
☐ Thursday, October 22, 12:30–4:30 pm: Choice of one:
☐ Old Town Pub Crawl OR ☐ Escape Room Experience
☐ Thursday, October 22, 6–7 pm: Chair's Reception
☐ Thursday, October 22, 7–9 pm: Awards Dinner

Optional Excursions (\$) Open to All

- ☐ Historic Trolley Tour of Old Town Alexandria: \$100 per person—# of Tickets _____
☐ Mount Vernon Mansion and Gardens Tour: \$100 per person—# of Tickets _____

☐ TRSA Committee Meetings and October 20 Events ONLY

Operator Member	Associate Member
<input type="checkbox"/> \$125	<input type="checkbox"/> \$175

I will attend:

- ☐ Tuesday, October 20, 8 am–12 pm: Committee Meetings (choose committee)
☐ Education
☐ Environmental/Sustainability
☐ F&B/Restaurant
☐ Healthcare
☐ Hospitality
☐ Human Resources
☐ Marketing & Sales
☐ Safety
☐ Tuesday, October 20, 11:30 am–12:30 pm: Lunch
☐ Tuesday, October 20, 12:30–4:30 pm: Volunteer Leadership Session
☐ Tuesday, October 20, 5–6 pm: Networking Reception
☐ Tuesday, October 20, 6:30–9 pm: Awards Dinner

☐ Spouse/Partner Registration

Full Conference		October 20 Activities Only
Before Sept. 4	After Sept. 4	
<input type="checkbox"/> \$895	<input type="checkbox"/> \$995	<input type="checkbox"/> \$75

Spouse/Partner Name _____

Spouse/Partner Nickname (for badge) _____

Spouse/Partner will attend:

- ☐ Tuesday, October 20, 11:30 am–12:30 pm: Lunch
☐ Tuesday, October 20, 5–6 pm: Networking Reception
☐ Tuesday, October 20, 6:30–9 pm: Awards Dinner
☐ Wednesday, October 21, 6:30–7:45 am: Old Town Waterfront Walk w/Breakfast
☐ Wednesday, October 21, 10:30 am–4:30 pm: Hands-On Cooking in Old Town
☐ Wednesday, October 21, 5–7 pm: Welcome Reception
☐ Thursday, October 22, 6:30–7:45 am Old Town Walk to Masonic Temple w/Breakfast
☐ Thursday, October 22, 12:30–4:30 pm: Choice of one:
☐ Old Town Pub Crawl OR ☐ Escape Room Experience
☐ Thursday, October 22, 6–7 pm: Chair's Reception
☐ Thursday, October 22, 7–9 pm: Awards Dinner

Payment

Total \$ _____
☐ Check Enclosed
☐ Charge To: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover
Name on Card _____
Signature _____
Card Number _____
Exp. Date _____ Security Code _____

WHO SHOULD ATTEND

Independent Owners-Operators

Executive Management

**General Managers, Plant
Management**

EMI/PMI Graduates

Member Associates

TRSA 107TH ANNUAL CONFERENCE

OCTOBER 20–22, 2020

THE WESTIN OLD TOWN ALEXANDRIA • ALEXANDRIA, VA

**LEADERSHIP AND INNOVATION IN THE
POST-COVID BUSINESS ENVIRONMENT**

**World-Class Keynotes • Leadership Development
Break Outs • Industry-Leading Audience •
Networking and Volunteer Leadership Interaction**

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REGISTER TODAY!

www.trsa.org/annualconference • [#TRSAAnnual](https://twitter.com/TRSAAnnual)

