



Thank You, ABCO, Daikin & USI

Sponsors of the Amazing
Islander's Game on February 26!

See photos on pages 23 & 24

MEMBERSHIP MEETING APRIL 4
TOPIC: HEALTH CARE
See page 6 for details

**COMPRESSOR MAINTENANCE
& REPAIR - APRIL 27**
See page 7 for details

INSIDE THIS ISSUE:

- ✓ Spotlight
- ✓ April Events
- ✓ News Clips



NEW! PROJECT SHOWCASE



PLAN AHEAD!

**SPECIAL MEMBER'S EVENT:
COCKTAIL PARTY - MAY 9**

Mark your calendar!



From the President

I am very proud to announce that we have established an annual scholarship program! The goal of this program is to help students with interests in the Mechanical/HVAC Industry attain a higher level of education. High School and

Jimmy Moyer
First Choice Mechanical

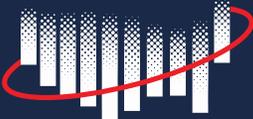
College students are eligible for the award. These students must be either the child or grandchild of a current MACC member, or the child or grandchild of an employee who is employed by a MACC member. This scholarship is a great opportunity to encourage young people to explore a career in the trades. According to the U.S. Bureau of Labor Statistics (BLS), the nation's need for workers in the skilled trades is increasing much faster than the growth of employment overall. We hope that this scholarship will not only encourage more students to get involved in the HVAC industry, but also help those students who are currently on their path to a career in the industry. Please visit our website for more information!

MACC recently hosted its first event of the year, an Islanders Game at the Nassau Coliseum. The night was graciously sponsored by Daikin, ABCO, and USI Insurance Services. The sold out event was a great way to start off the new year! Attendees enjoyed VIP access to the Grant Thornton Lounge and a complimentary Islanders jersey. Thank you to everyone who attended!

In this issue, we have a great spotlight on one of our Past Presidents, John Ottaviano, who is retiring. For more than two decades, John has played a crucial role in the growth and success of this organization. Be sure to read his spotlight!

Don't forget about the great technical training workshops that we offer throughout the year. These workshops are listed on our website. Some of the topics include, air conditioning maintenance, compressor maintenance, and trouble shooting gas heating. Space is limited in these workshops, so reserve your spots today!

Sincerely,
Jimmy Moyer



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SPOTLIGHT

John Ottaviano Sells Air Ideal... and Retires -- For Now!



John and wife, Linda chill out in Iceland

After 36 years in the HVAC industry, John Ottaviano has announced the sale of Air Ideal and his retirement from the company founded by his grandfather, Lawrence Ottaviano in 1927.

Back in 1980, when John graduated from Union College, he never dreamed of joining the family business. "Although I had worked summers in high school and college as an installer and tech, I had decided that the family business wasn't for me," said John.

With a degree in Industrial Engineering, John was hired by General Electric, where he worked for two years. Things changed quickly in John's life when in late 1982 his grandfather suffered a stroke and, at his father's request, he joined Air Ideal. Little did he know that five years later, the untimely and sudden death of his father would leave him at the helm of the company. "Five years after leaving a promising career at GE, I was faced with the reality of my inadequacies, a business in the midst of financial difficulties and responsibility for the well being of my mother, three younger sisters, my wife and a newborn baby girl. I needed to learn how to turn things around quickly or walk away and find a new career!" exclaims John.

John credits Air Ideal's survival in the early years, and ultimate success, on lessons learned from those with far greater experience. John joined the Greater NY Chapter of The Air Conditioning Contractors of America (ACCA). Within two years of joining ACCA, John was serving on the board ... after five years he was President... and he remained on the Board until last year.

"I wanted to repay the debt and gratitude I felt towards others in the industry who had mentored me. This, in my mind, will always be the primary benefit of belonging to a contracting business association like MACC," emphasizes John. "The learning and networking opportunities that come from your association with experienced and successful business owners and managers, will be a key to your survival and growth. Creating friendly relationships with good competitors will inevitably leave you with more opportunities than you otherwise might have had. Were it not for the fellow contractors I met through our associations, I may not have been able to cull together the exit strategy that ultimately made it possible for me to move on. In another ACCA/MACC parallel, the sale of Air Ideal came about through relationships made at our meetings." Through ACCA, John would also meet Tony and Judy Cutaia, who would remain his partners for 25 years.

"You can't choose the right time to retire, you have to let it choose you," concludes John. "Anyone who wants to retire in this industry needs to be working on doing so three to five years before they are ready, because it will take at least that long to position your company and yourself for a sale and transition."

Air Ideal has been sold and John Ottaviano is retired – for now, that is. "I probably won't be back in the contracting business again, but that doesn't mean I will stay out of the HVAC industry. I plan to take a year to decompress, travel, relocate and unwind. Then we will see what opportunities present themselves. I'm no longer a man with a grand plan."

Linda & John relax at the lake



Goodbye luncheon, L to R - Scott Berger (Arista), Anthony Carbone (Systematic Control), & John Ottaviano



Warming up in Naples, Florida



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MACC News is printed monthly by the Metropolitan Air Conditioning Contractors of New York. Questions should be directed to the appropriate director or committee member for assistance. While this newsletter is designed to provide accurate and authoritative information on the subjects covered, the Association is not engaged in rendering legal, accounting, or other professional or technical advice. Accordingly, the Association cannot warrant the accuracy of the information contained in this newsletter and disclaims any and all liability which may result from publication of or reliance on the information provided herein. If legal advice or other expert assistance or advice is required, the services of a competent, professional person should be sought.

Editor's Notes

By Anthony N. Carbone

MACC events are priceless for contractor owners to meet and discuss pertinent issues that impact each of us and the industry at large.

The most recent event was the New York Islanders hockey game at the newly renovated Nassau Coliseum. For me, it was a great opportunity to see the enhancements made to this iconic Long Island venue.

We started off in the Grant Thornton VIP lounge at 4:30-5:30 and stayed there to network. There were gourmet food choices and drinks. At 6:15 many began heading to their seats. The Islanders have limited games at the Nassau Coliseum this year as they are also playing at the Barclay's Center in Brooklyn.

Association Development Services, headed up by John DeLillo Jr. and his staff, were able to secure a large amount of tickets in a specific area to try and keep our group together. This Islanders' MACC game also provided us with New York Islander jerseys that night.

Between the game and the networking that is experienced at our MACC events, I believe they are priceless from many points of view. They are prime events created by our leading HVAC industry organization. This makes us unique and accessible to valuable information and top-class entertainment: golf outings, cocktail parties, Night at the Mets, New York Knicks, Casino Night, inspirational speakers, industry presentations, all here in our metro New York area.

I encourage you to join us for these unique opportunities to talk to counterparts in our industry. Enjoy the comradery and advice of peers from our metro New York HVAC industry.

The fast changing pace and exchange of time saving and money saving information can put you ahead of the pack!

In the meantime, can you afford not to join us and be ready for the next summer season? ? ?

If you have suggestions or want to discuss our next event, please contact me at anthony@systematiccontrol.com.

- Anthony N. Carbone



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Spring into Action!

Mark Your Calendar for These Informative & Important April Events...

Membership Meeting - Thursday, April 4, 2019

Topic: "Health Care" presented by John R. Klimchak, CFP, Economic Evaluation Group

Location: Trattoria 35, Bayside

Time: 6:00 - 8:00 PM



Health care is a hot topic these days. From the ongoing debate surrounding the Affordable Care Act (ACA) ... to the many challenges facing our healthcare system, the medical sector is very much in the headlines.

As part of our April Membership Meeting, we are excited to bring you our speaker for the evening, John Klimchak, an accomplished healthcare benefits consultant. John comes to us with 30+ years of experience specializing in driving down medical costs, streamlining administration, ensuring compliance, and discussing what's changing ... what's staying the same ... and what you can expect in terms of your health insurance for 2019.

John has a great evening planned for us. Whether you're well-versed on current health insurance issues, or unclear about what's happened and what will happen in 2019, you're certainly in the right place. His interactive presentation extends from ACA updates, individual mandates, and senior coverage to Medicare entitlements, supplemental coverage, premium tax credits, and other key health care topics.

In partnership with his team, John Klimchak has created a best in class support system that understands the needs of both the client and their respective employee culture. His informative and highly sought-after presentation will increase your insurance knowledge, maximize your plan benefits and possibly reduce your company's expenses!

Compressor Maintenance & Repair (8 Hour Course) Saturday, April 27, 8:00 AM to 4:00 PM

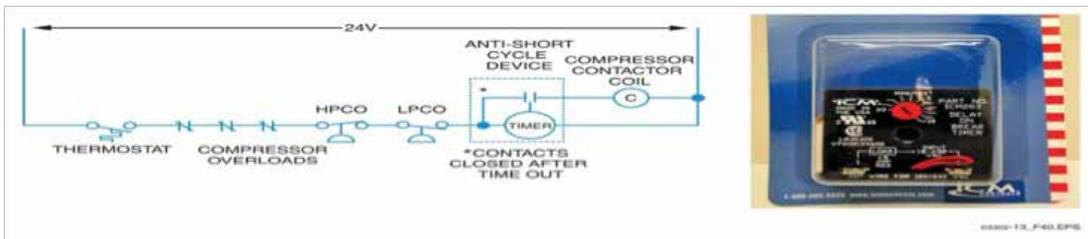
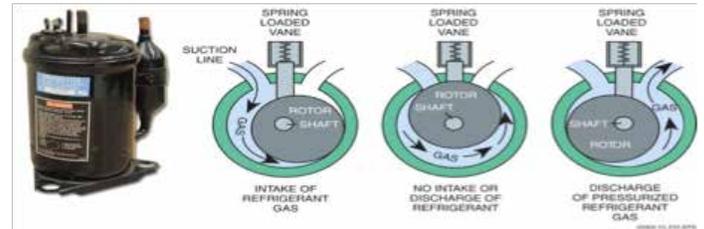
**Electrical Training Center
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Cost: MACC Members: \$199/ Non-Members: \$299

Students, bring your hand tools and get ready to learn all about how to service and troubleshoot compressors. Improper servicing can result in serious damage to the compressor, and incorrect problem diagnosis can result in unnecessary replacement tasks.

With this in mind, you will learn how to identify and describe the operation of various compressor types, various approaches to compressor capacity control and how to describe common compressor failures. You will also learn to identify and explain the operation of various compressor protection devices and explain how to analyze and evaluate the operation of an operable compressor.

Why is this class so important? Because the compressor is considered to be the heart of the HVAC system. And as we are all well aware, learning how to properly maintain and repair the 'heart' of any system translates to optimal performance and longer life!



Mark your calendar and sign up today.

Visit www.maccny.org for more information on all of our 2019 events.

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NEWS CLIPS**Danfoss and Nelumbo, a Surface Modification Technology Start-Up, Enter Strategic Partnership****Agreement will bring to market new line of surface-enhanced Danfoss Microchannel heat exchangers**

Nelumbo and Danfoss have established a strategic partnership to deploy Nelumbo's surface modification technology platform with Danfoss' Microchannel heat exchanger business.

Danfoss Microchannel heat exchangers are all-aluminum, high efficiency products for use in air conditioning and refrigeration systems, with a 30 percent less refrigerant charge compared to other heat exchangers. Nelumbo surface modification technology improves operational performance, corrosion resistance and frost mitigation in challenging environments. The strategic partnership will add significant differentiation in a competitive market.

The companies have been working together since 2017 and in 2018 Danfoss participated in Nelumbo's Series A financing. Together the companies plan to develop and produce advanced, customized solutions for the HVAC market.

"The demand for this technology is growing, and we are excited about the potential," says Lars Rasmussen, Vice President, Danfoss Cooling Heat Exchangers, and continues: "with this strategic partnership we take the next step in bringing the technology to market, and ensure that we have all the necessary agreements in place to be able to expand the collaboration with Nelumbo."

"Danfoss' scale, customer access, and leading market knowledge combined with Nelumbo's unique technology and expertise yields a mutually compelling new business and further demonstrates that our materials technology is a major differentiator," said Liam Berryman, Nelumbo's CEO. "Our business model is to develop strategic partnerships with leaders in markets of interest to us and we are delighted that our first one is with Danfoss."

YORK® YZ Magnetic Bearing Centrifugal Chiller is First Chiller Optimized for Ultimate Performance with New, Low-GWP Refrigerant**New chiller delivers up to 35 percent annual energy savings, reduced maintenance costs and widest operating envelope in industry**

Johnson Controls introduces the YORK® YZ Magnetic Bearing Centrifugal Chiller, the first chiller fully optimized for ultimate performance with a next generation low-global warming potential (GWP) refrigerant—R-1233zd(E). Chosen for its efficiency, safety, availability, low environmental impact and cost, nonflammable R-1233zd(E) has an ultra-low GWP of 1 and is readily available from refrigerant manufacturers.

"We have long led the industry in delivering chiller innovations," said Laura Wand, vice president, Chiller Solutions, Building Technologies & Solutions at Johnson Controls. "With the new YORK® YZ, we have engineered the world's most efficient low-GWP line of centrifugal chillers. Our broad range cooling capacity will serve our customers' many diverse application needs."

Johnson Controls used a holistic approach to system design and engineering, optimizing every component around a carefully selected next generation refrigerant for ultimate performance. The YORK® YZ chiller uses an integral, variable speed drive and advanced magnetic bearing technology that features a single moving assembly suspended in a magnetic field that does not require lubrication. This technology requires 80 percent fewer moving parts than traditional oil- or refrigerant-lubricated drivelines. The result is enhanced reliability, reduced maintenance and improved efficiency. Compared to traditional fixed-speed oil-bearing chillers, the YZ delivers up to 35 percent annual energy savings.

Statement from Stuart S. Zisholtz, Esq.

Never Let Your Lien Time Run Out! Part 4 - Materials Should Be Delivered to the Jobsite

The concept behind a Mechanic's Lien is that the materials and labor must be done for the construction and improvement of a particular piece of property. This means that you cannot deliver your materials and do your work at "Project A" and lien "Project B". Your materials and labor must be identified as going into "Project A" so that you can lien "Project A".

Occasionally, a contractor or owner will contract a materialman to prepare and fabricate materials and deliver them in bulk to a storage area so that the owner or contractor can utilize the materials as needed. This is called "warehousing".

The minute the materials go into the storage area under the control of the owner or contractor, those materials lose their identity as being earmarked for "Project A", even if those materials are specifically manufactured for "Project A". There are questions as to whether or not this material could be liened if it is separately packaged, separately identified, separately labeled and stored in a particular area away from everything else. Why get involved, however, in a situation of that kind? The bindings can be snapped, the materials co-mingled and the labels ripped off, etc., all of which is beyond the control of the materialman. To be on the safe side, materials should be delivered to the job site. Sidewalk delivery is acceptable.

Never let your lien time run out!

For a free copy of our pamphlet pertaining to payment bond claims and mechanic's liens, kindly contact me or the Association.



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NEWS CLIPS

Mitsubishi Electric Trane HVAC USLLC Introduces CITY MULTI® N-Generation Outdoor Units, a Big Advancement in VRF systems in a Smaller Package.

The new N-Generation high performance outdoor units deliver better energy efficiency and personalized comfort control to commercial building applications. The N-Generation features a footprint up to 30 percent smaller than previous models and offers more design flexibility due to improvements in vertical piping limits. The units include a four-sided heat exchanger delivering increased heating capacity within the reduced footprint. Quieter than ever before, the units feature an improved compressor and fan design with five airflow settings that vary the unit's noise output.

N-Generation offers expanded system design options with vertical piping limits increased from 164 feet to 295 feet, and units available in 6- to 32-ton capacities. N-Generation heat recovery systems also feature new Branch Circuit (BC) controllers that allow connection of up to 11 sub-BC controllers connected to one main BC controller, greatly increasing system design possibilities. The new BC controllers also feature a height reduction and the incorporation of service access from the bottom.

(Continued on page 15)



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Project Showcase

We've added a whole new section to MACC News called Project Showcase. In selected issues throughout the year, we will present a variety of HVAC installations from MACC members. In this month's edition, Project Showcase is pleased to feature Passive House installations from All HVAC Services.

Passive Houses: All HVAC Enhances Comfort & Efficiency in Brooklyn Townhouses

In the summer of 2014, All HVAC Services began installing Mitsubishi VRF mini split systems and Zehnder Energy Recovery Ventilators (ERVs) in Brooklyn townhouses which were being built according to Passive House standards and requirements.

"We started our first Passive House in 2014," reports Peter Arbeeny, Owner and President of All HVAC. "As a company that strives to be ahead of trends, All HVAC engaged in the Passive House movement as a way to stay ahead. We were the first to install VRF systems in high-end residences 10 to 15 years ago. Then, five years ago, we positioned ourselves as pioneers in Passive Houses. Judging from the progressive parties elected to office in recent times, we just recognized that Passive Houses were going to propagate in New York and did not hesitate to start learning."



Two 4-ton Mitsubishi VRF condensing units heat and cool this 7,500 sq ft Brooklyn Heights Passive House. A conventionally built home this size would need at least twice the amount of cooling and heating.



New UL-Approved Zehnder ComfoFlex 3" diameter supply and extract air ducts. These ducts course above the ceilings and behind the walls of passive homes to ventilation registers.

Passive Houses (PH) encompass some of the most stringent standards in energy efficiency today. To be designated a Passive House, a building must embody a set of specific standards that seal it from outside temperatures while maintaining a stable inside temperature and high air quality.

"The three major requirements for a building to meet PH standards are airtightness, heating and cooling requirements, and primary energy demand," reports Harry Liu, Engineer and Certified Passive House Designer with All HVAC. "To achieve PH standards, common features include heavily insulated exterior walls, windows and doors

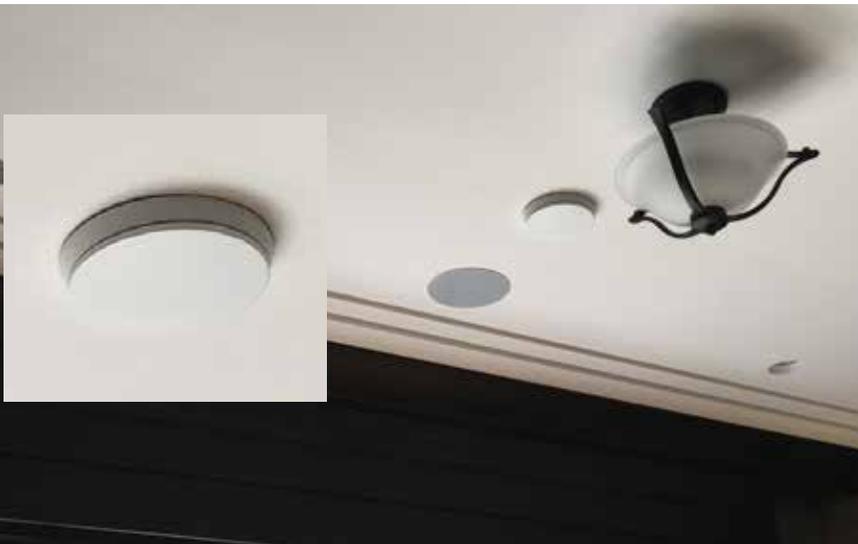
specially engineered to minimize thermal bridges, the use of triple-pane noble gas-filled glazing and special sealings. These standards are quantifiable and must be verified for certification.”

Because of the demand for extreme airtightness, Passive Houses require forced mechanical ventilation. Air in a PH is constantly being circulated and filtered. Energy recovery ventilators (ERVs) are an essential part of a Passive Home’s HVAC system. An ERV recovers (or absorbs) heat from outgoing stale indoor air to temper incoming fresh outdoor air. The result is a home with virtually no air drafts, minimal temperature variations from ceiling to floor, and minimum exterior noise.

Zehnder ComfoAir 550 installation-in-progress. Sheetmetal ducts distribute air to and from manifolds on the interior side, and out to the roof on the exterior side.



A Zehnder ERV fresh air supply diffuser on the ceiling located among lights, smoke detectors, sprinklers, and a speaker. 25 or 30 CFM of constant fresh air supply is sufficient for a large room.



Fresh outdoor air intake around the clock can quickly clog up air filters. ERV filters must be changed regularly to ensure proper ventilation of passive homes.

“Zehnder America makes the most popular and effective ERV equipment for residential Passive Houses,” reports Harry Liu. “Its origin is European and the company has Passive House certification for all of their equipment.” Zehnder ERVs are comprised of a central air-to-air heat exchanger with two or more manifolds that connect to diffusers which are strategically located around the house. Three-inch round flexible air ducts are located throughout the house exhausting stale air from bathrooms, kitchens, and secondary spaces, while fresh air is supplied to bedrooms and primary living spaces.

Implementing PH techniques make a home 80 percent more energy efficient than the average house. Though more and more buildings are being constructed using Passive House “measures”, not all homes opt for recognized PH certification. “Clearly, the ultimate goal of a Passive House is a home that is more comfortable, healthy, and with lower operating costs than a conventionally built home,” concludes Harry.



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NEWS CLIPS (Continued from page 11)

“The N-Generation was developed to be a more effective and efficient heating and cooling solution for virtually any commercial application,” says Kevin Miskewicz, director, commercial product planning, Mitsubishi Electric Trane HVAC US. “With its operational and design flexibility improvements, building owners, facility managers and commercial specifiers will be pleased with the occupant comfort and energy efficiency achieved by incorporating CITY MULTI into HVAC designs.”

N-Generation offers significant efficiency improvements. The combination of the new heat exchanger, compressor and fan design improve both nominal and seasonal efficiency levels by up to 27 percent over prior generations, even at part-load conditions. The unique flat tube aluminum heat exchanger ensures maximum heat transfer.

Flash injection compressor technology is now standard in N-Generation high efficiency models, offering up to 78 percent of rated heating capacity down to -13 degrees Fahrenheit outdoor ambient temperature. Plus, the N-Generation offers simplified and faster troubleshooting and maintenance for HVAC contractors with built-in data storage, accessible via USB and easily downloaded onto Maintenance Tool, that stores up to five days of operational data.

For more information about CITY MULTI N-Generation, visit NextGenVRF.com.



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NEWS CLIPS**Rheem® Showcases Sustainable Air and Water Innovations at 2019 AHR Expo**

At the 2019 AHR Expo, Rheem® announced a new sustainability initiative and showcased a wide range of high-efficiency innovations that play a key role in supporting the environmentally responsible effort. At the start of the show, held in Rheem's hometown of Atlanta, GA, Chris Peel, president and chief executive officer of Rheem Manufacturing announced the company's commitment to achieve zero manufacturing waste. Following the announcement, expert product managers and engineers across Rheem's family of brands introduced attending industry professionals to the advanced technology behind key products within the company's air and water offerings, spanning both residential and commercial applications.

According to a survey Rheem recently conducted, 70 percent of HVAC contractors report that their customers frequently and proactively request sustainable and energy-efficient HVAC systems. And contractors rank energy efficiency and related endorsements, such as HERS scores and ENERGY STAR® certifications, as the most important factors when selecting a system.

(Continued on page 16)

As a leading insurance provider for HVAC Contractors in the New York Metro area, USI's Long Island office brings over 35 years of industry experience to your team. Our dedicated Construction Insurance Specialists provide top quality risk management with bottom line benefits to deliver individualized solutions.

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Editor's Notes

By Jason Staiano

Industry Associations

I am in several industry related associations and organizations, and obviously since I am in them, I find them to be beneficial. Surprisingly, when I talk to people about the benefits of being involved, I find a common question usually seems to be, "Why would you want to be in an organization with your competitors?" I can understand the concern behind the question, but do not look at it as being an organization filled with competitors, look at it as being about your industry.

So, what are the benefits? For starters, it's great networking. It's always good to be able to meet more people in your industry, competitor or not, they most likely have or have had the same obstacles you have faced. It's also good to get your name out there, and have people associate you with your business. Another positive to being involved in an industry related group is the exposure to trends in your industry. Some organizations offer group purchasing or discounts on certain company's products or services. Another benefit, the meetings and events can be fun, and it's always good to be able to do something that is good for your company and have a little fun doing it!

A lot of you reading this are MACC members, but the ones that are not should really consider being a part of MACC.. The benefits are certainly there, as Anthony Carbone stated in this edition in his editorial..."can you afford not to join us...?"

NEWS CLIPS (Continued from page 16)

"These insights from industry professionals reinforce the importance of committing to environmentally responsible processes, people and products to deliver sought-after solutions for our valued industry partners," said Peel. "We're looking forward to an ongoing dialogue around how the industry can reduce its environmental impact and sharing our latest advancements in high-efficiency equipment."

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People & The Workplace

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How Management Can Address Personal Hygiene Issues In The Workplace

There are few situations that are as uncomfortable for an employer or manager to deal with than an employee's personal hygiene issues. However, although the topic is uncomfortable to address it is important for employers to know how to appropriately respond when presented with these situations. Not only can an employee's poor hygiene negatively impact clients and other employees, but even worse a poor response from management may lead to discrimination claims and costly lawsuits. Hence, management must learn to handle these delicate matters seriously. Here are some helpful tips for management when dealing with workplace personal hygiene matters.

Employers must adopt and implement a dress code policy. This policy should set clear expectations concerning employees' grooming and personal hygiene, which may help avoid the uncomfortable conversations having to address these issues. It is a good idea to provide examples of the company's expectations and to be as specific as possible. When there is a clear policy stating the level of hygiene that is expected of all employees, your employees will be put on notice of what is expected of them. When new employees are hired, management or HR should go through the employee handbook and highlight these areas.

If there is a situation involving an employee's personal hygiene, management must identify the issue for themselves. Prior to having any conversation with an employee regarding his or her personal hygiene, a manager or HR personnel should have first-hand knowledge of the situation. Whoever is planning to speak with the employee should personally gather information regarding the issue. This will allow for an open and honest discussion instead of needing to involve other employees and make the situation more awkward for everyone involved.

It must be understood that not all personal hygiene issues are the same and employers should never assume they know the cause of the problem. There are a variety of causes for things like one's unkempt appearance, body odor, or clothing. For example, a hairstyle may be attributed to one's religious or cultural customs. An employee's cultural heritage may include cooking with strong scented spices that leave his or her hair or clothing with a strong odor. Deodorant may be against an employee's religion. An employee may also be dealing with medical issues that may be the cause of the odor. A medical treatment could be affecting the employee's odor or appearance. Or the employee's medications or treatments

that result in sensitive skin, rashes, loss of hair, etc., may make frequent bathing difficult or painful. An employee's tattered clothes might be due to financial issues. Emotional distress may also cause an employee to disregard his or her self-care.

Employers need to understand what protections employees are afforded when it comes to his or her personal appearance. Title VII of the Civil Rights Act protects your employees' religious beliefs and the Americans with Disabilities Act (ADA) provides protections for individuals with disabilities.

If management has verified that a personal hygiene issue exists, a manager or HR representative should have a conversation with that employee in private. It is important that the manager or HR representative approach the conversation with delicacy and with respect. They must do their best to be respectful of the employee's privacy; hence the conversation should be had in private areas where other employees cannot hear what is being said. Keep the conversation as direct and to the point as possible. Communicate the issue in plain terms without any tone of judgment and be sensitive, since it will be very uncomfortable for the employee to have this conversation with his or her manager or HR representative. The employee should also be afforded an opportunity to respond. The employee may explain that his or her religious practices or beliefs conflicts with the dress code and grooming policy and you might try to come up with an effective reasonable accommodation. Or the employee may indicate the cause of the personal hygiene issue is due to his or her disability. If that is the case, the employer is responsible to initiate an interactive process to determine if the ADA is applicable and whether there are accommodations the employer could make to resolve the problem.

At the end of the discussion with the employee, it is a good idea to agree upon set expectations to resolve the issue and communicate the next steps to be taken. If the employee is responsible to take corrective action, the manager or HR representative should document any potential consequences of the employee's failure to rectify the issue and should set a time line to follow-up with the employee. If the conversation has led to a reasonable accommodation as the solution, be sure to document all specifics involved regarding the employee's need for the accommodation, any possible alternatives, and how the employee and employer will implement the accommodation.



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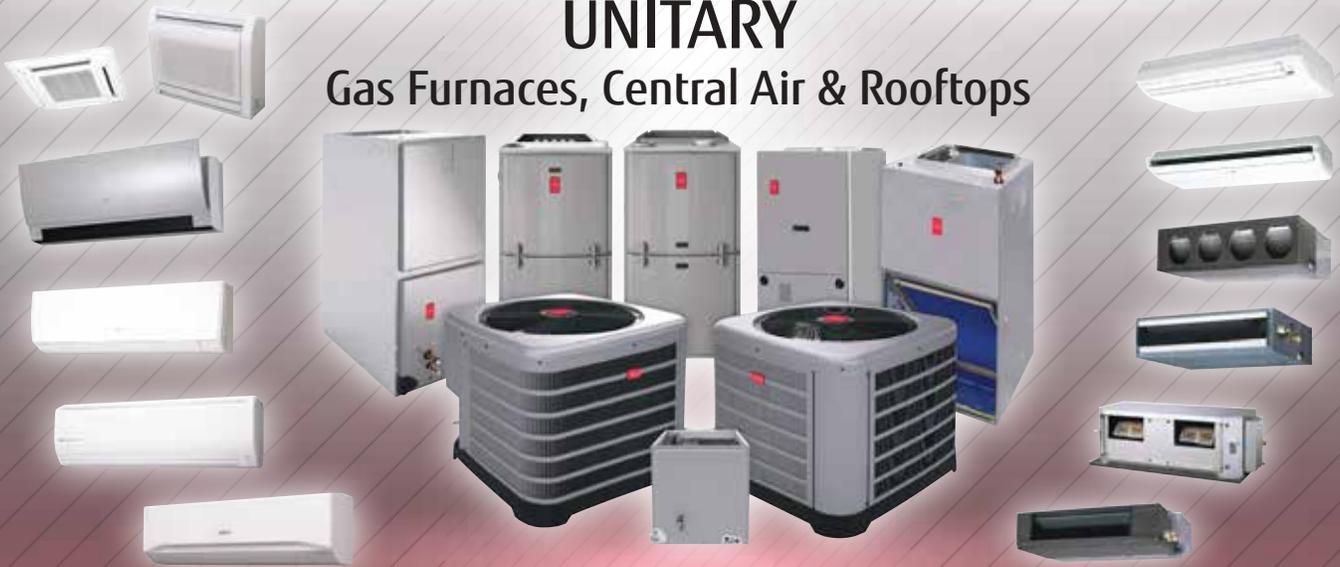


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