

PORTABLE RESTROOM OPERATOR

SHAPING The Future Canadian PRO offers input on regulations Page 12

SWING FOR THE FENCES

Biff's Inc. serves stadium project

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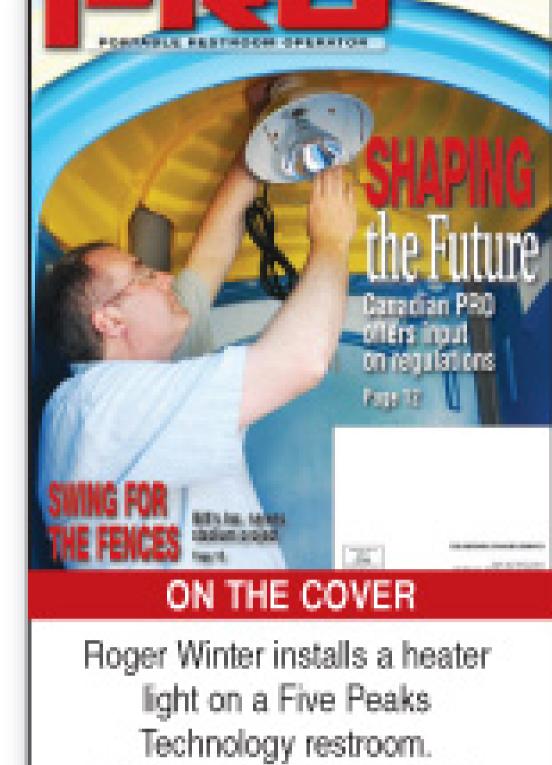
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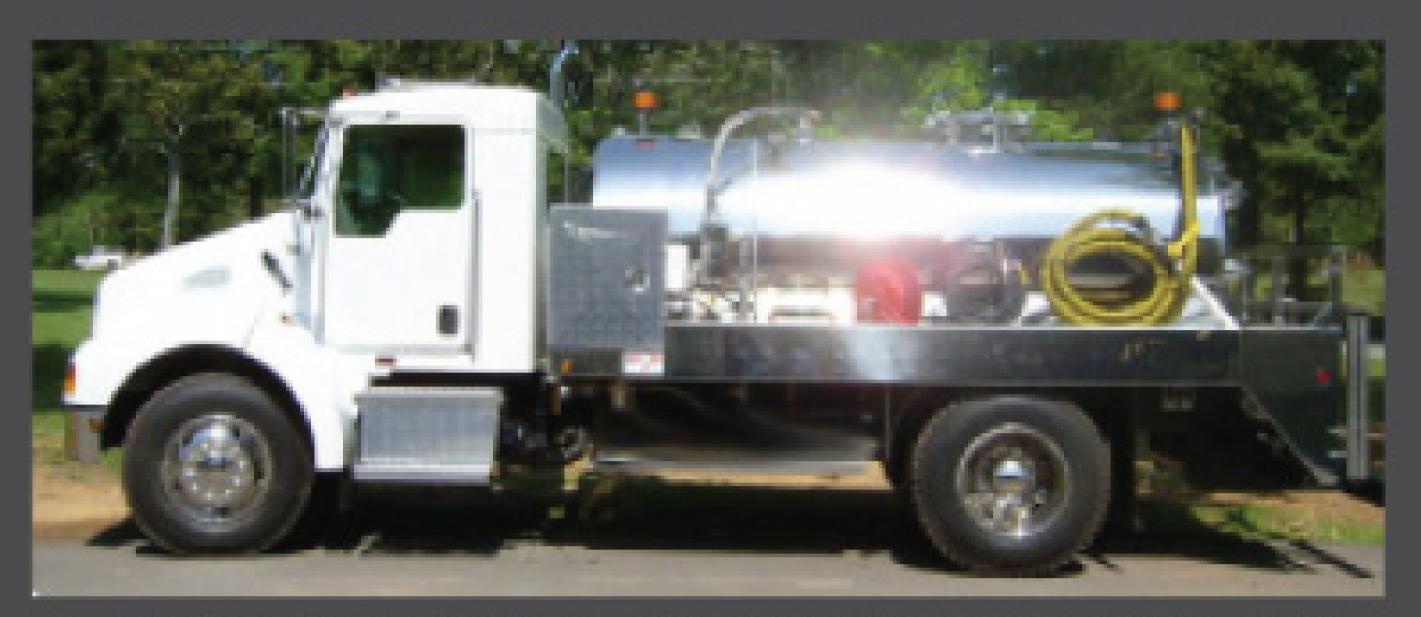
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- 1. In your opinion how does the clutch system compare to a hydraulic system in the following areas.
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- b. Reliability? Fantastic it is a lot friendlier to multiple drivers using the vehicle.
- c. Ease of use? Very easy to use, a simple system with the flip of the switch you are ready to go.
- d. Performance? Works great, much better than even regular angle drive systems.
- 2. When you get ready to purchase your next truck will you use hydraulics or the clutch system? *I* will go with the clutch system again, definitely.
- 3. And why? Because of the ease of use, its driver friendly and the simplicity of it. It's less weight, there are less things to deal with, and less things \same that can go wrong, I like it.

Matt Musgrove of Tejas Equipment Rentals

Located in McAllen, Texas answered some questions for us on the NEW Clutch System.



- 1. In your opinion how does the clutch system compare to a hydraulic system in the following areas:
- a. Cost? The clutch system costs less, and in this economy that makes a lot of difference.
- b. Reliability? We are putting it into a new territory and route and it is working great.
- c. Ease of use? With being in a new area with a new driver, the training and the explanation on this new clutch system is much easier, and is much easier to use.
- d. Performance? The ease of operation is great. The performance is comparable if not better than the hydraulic system, and it is cheaper.
- 2. When you get ready to purchase your next truck will you use hydraulics or the clutch system? At this point I would say we would buy the clutch system.
- 3. And why? We have not had any problems even though we are used to using hydraulics. The ease of use and the cost savings makes this system very promising and it is holding up very well.



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Prepare for a Flu Outbreak

AS AN INDUSTRY, WE SHOULD TAKE THE LEAD IN PROMOTING BEST SANITATION PRACTICES.

AND CONTRACTORS SHOULD BE READY TO ANSWER THE CALL FOR MORE SINKS AND SANITIZERS.

By Jim Kneiszel

the H1N1 virus, is triggering a greater emphasis on routine handwashing. And I'm sure many of you on the front lines of portable sanitation are seeing the signs of the efforts to stop the transmission of germs.

I received a call from a portable restroom operator recently, and he explained how the specter of a serious flu pandemic has affected his business this year. More customers are ordering hand-wash sinks with their restroom orders. The sinks are running out of water much faster than they used to. Use of hand sanitizers mounted in all of the company's units is up.

The concern has meant stepped-up inspections of equipment on site to make sure the public has the sanitation tools within reach at all times, according to the PRO I talked to. Hauling freshwater and restocking sanitizers is now more critical to customer satisfaction.

It used to be that handwashing wasn't a priority for everyone, the PRO noted. Some restroom users would hit the sinks or sanitizers and others would walk on by. But users don't feel like they can afford an indifferent attitude toward sanitation anymore. If a potential flu outbreak can change the poor sanitation habits of many people, it might be the only bright spot to come from a dreadful illness.

It used to be that handwashing wasn't a priority for everyone ... Some restroom users would hit the sinks or sanitizers and others would walk on by. But users don't feel like they can afford an indifferent attitude toward sanitation anymore.

We as an industry can play an important role in continual improvement of sanitary conditions to help fight off what could be a significant outbreak. Through our diligence on several fronts, we can be part of the solution to a huge public safety dilemma. Because PROs live with the threat of germ transmission every day, you have a strong understanding of the task at hand. And you could say that effective service is a matter of pride more now than ever before.

Here are a few ideas on how to get started with an information campaign and to improve our readiness when customers demand more hand-washing services.

Talk to customers about enhanced needs.

The PRO I mentioned earlier said his company made hand sanitizers standard equipment on every restroom in the mid-1990s. In light of current concerns, that was a forward-thinking decision. If your company has not added sanitizers to every unit, maybe now is the time to consider that move. Sure, it's easier said than done, and sanitizers cost money to install, and constant monitoring and filling the dispensers can cut into your unit profitability. But there are other considerations.

First, can you use the standard sanitizers as a selling point to win contracts over your competitors? If they allow you to get a few more units placed every week, the hand sanitizers will pay for themselves in added revenue. Secondly, can you use the standard sanitizers as a way to raise your fees by a few dollars? Where customers might not have cared to pay a little more for the added service in the past, go back and ask them if sanitizers are a worthwhile idea today as we brace for the flu season.

Add safety signage to your units.

If you're adding hand sanitizers and placing more sinks on construction sites and at special events, boost their effectiveness by adding stickers that remind restroom users to wash or sanitize their hands. These stickers can be a minor cost and provide a valuable public service. And they may enhance the reputation of the portable sanitation industry as a whole. How many people still turn up their noses at the prospect of using a portable restroom? If they see stickers that indicate that units are cleaned and sanitized frequently, and reminding all users to follow basic sanitary rules, these users may feel more assured about their decision to use a portable restroom.

Talk to your employees about heightened awareness.

There's no point in preaching the benefits of careful sanitation to the public if your employees don't reinforce the message through their actions. Now might be a great time to hold a few safety meetings with employees to drive home the point that they are helping themselves, their families, the company and the general public when they follow best cleanliness practices.

If they don't provide their best service on every unit, technicians could be helping to spread sanitation hazards. Review their service procedures, make sure they have adequate protection through gloves, safety goggles and first-aid kits on the truck. Perform spot checks to make sure they're following company safety procedures.

Are you doing enough to safeguard yourself and your employees

from exposure to germs? The PRO I chatted with said he would like to ask others if they've found a way to mount a hand sanitizer inside the service trucks so drivers could immediately clean their hands after a service stop. If you have found a good place to mount a sanitizer for drivers, please e-mail me with the details and I can share it with other contractors here in *PRO*.

Make sure you're well stocked with proper equipment.

Many contractors may say it's a tough time to spend money to build their inventory of equipment, but when customers demand more sanitation services, you need to be able to respond. If the flu outbreak comes, are you adequately stocked with sanitizer units and packs to replenish them? Could you use a few more standalone or in-unit sinks? Is all of your sanitation equipment in good working order? The best time to place an order isn't going to be when a rush of requests come in because many people have fallen ill.

A FINAL WORD

Your experience and advice is incredibly valuable and can help us all deal with this impending health threat. If you have ideas or insights to share about promoting better sanitation to customers, the general public or your workers, send them to me and I'll share them in an upcoming issue of *PRO*. Or go online now at www.promonthly.com and start a conversation at the *PRO Online Discussion Forum*. I'll join you there! ■













INNOVATIVE PRODUCTS ~ KNOWLEDGEABLE PEOPLE



Writer Judy Kneiszel has operated her own small business for a decade and is familiar with the many rewards and challenges of business ownership. Write to her with questions, comments or topic suggestions at thewordhouse@ameritech.net.



Check Your Web Site's Pulse

If you haven't looked at your company's Web site with a critical eye since the day it launched, maybe it's time to schedule an appointment for a checkup

By Judy Kneiszel

Regular maintenance on your company trucks is a necessity, and you probably inspect your restroom units for wear and tear regularly, too. Hopefully you get a checkup once in awhile yourself, and do some maintenance work on the old body to keep it running smoothly.

But what about the health of your company Web site? When's the last time it had a checkup? Schedule regular appointments to assess the health of your Web site, otherwise it could crash, die a slow death or, at the very least, spread headaches to visitors.

WEB SITE CALISTHENTICS

Put your company Web site through its paces to see how smoothly it is operating and how up-to-date it is. The following tests won't take much time, but could reveal problems you weren't aware of:

- 1. Visit the site using several different Web browsers. Some of the most popular browsers are Internet Explorer, Safari, Foxfire and Opera. Check loading speed and appearance. Your site will probably look and act slightly different on each browser.
- 2. Have someone who's new to the Internet or just not very tech-savvy try to navigate the site. This is to ensure that it is as intuitive as possible for people to move around. After a few seconds, ask them to tell you the main message of the home page. Have them find your business location, phone number and e-mail address. If this contact information is a challenge for them to find, the site might benefit from some simplifying.
- 3. Test any forms on the site. Fill one out yourself and send it.
 Make sure it gets to the right place in a timely manner.
- 4. Check all links. Look for broken links or technical problems with the linked sites, such as slow loading.
- **5. Search for yourself.** Use Google, Yahoo! and a few other popular search engines, and search key words for your business to see if the site comes up and how far down the list it is.



- 6. Check competitors' sites. See how they compare as far as appearance, information provided, loading speed, etc. Also, note if they are running any promotions or special pricing for customers who utilize their Web site.
- 7. Look for thieves. Also use Google or Yahoo! to search random phrases from your copy to see if anyone is using your content without permission.
- 8. Search your company name. This way you can see if anyone has posted good or bad reviews of your company anywhere on the Internet.
- 9. Type in your Web address without the "www." It seems like the ultimate in lazy, but a lot of people refuse to type those three letters anymore. If your site doesn't come up without them, contact your hosting company and see if they can fix the problem.

GET THE MOST FROM YOUR HOST

Speaking of your hosting company, you should be getting regular updates from them on site traffic. Check it over carefully. See if there are peaks and valleys in traffic on your site and try to figure out what might be causing them. Maybe they are seasonal — since you are in a seasonal business — or maybe site traffic jumps when you run an ad or send out an e-mail blast. Also, check the amount of time visitors spent on the site and which pages they lingered the most on.

The hosting company report should also indicate how people are finding your site. What search engines are visitors using and what sites are they coming from? Notice which key words are pulling well for you and try to find ways to add more of those words to your site. This is called search engine optimization, or SEO, in the Web world.

The hosting company might even be able to tell you your "conversion" rate; that is, how many of the people who look at your site actually contact you.

If your hosting company is not providing you with any of this information, or seems reluctant to help you with any problems you notice with loading speed, etc., maybe it's time to pull up stakes and find a new company to host your site.

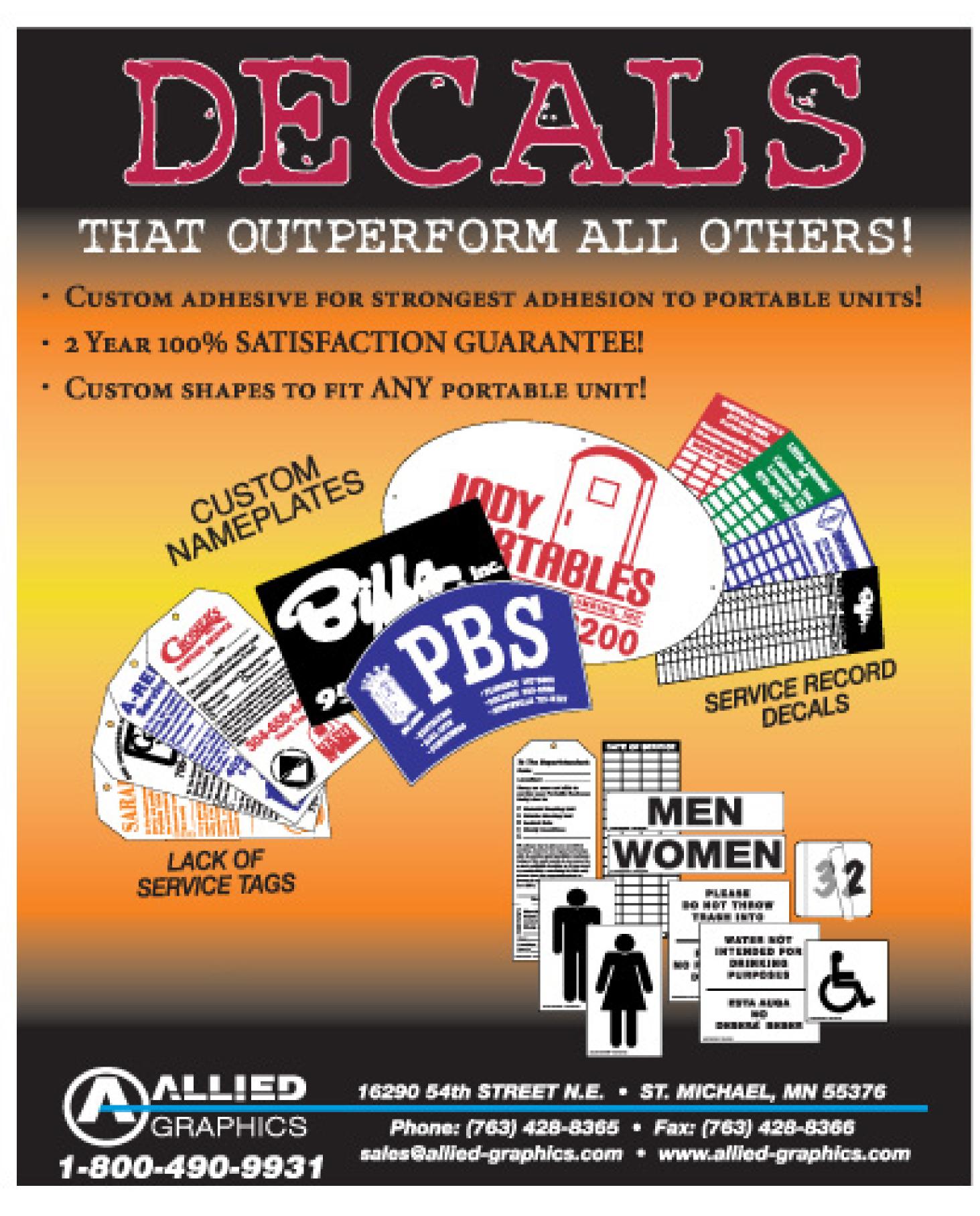
THE LATEST AND GREATEST

Make sure everything on your site is up-to-date. A coupon that expired six months ago will only infuriate potential customers. If all the photos on the site are from events five years ago or more, it looks like the company hasn't done anything of significance since. Keep your site fresh. Not only will it please visitors, but making changes to a site usually gives it a boost on the search engine rankings.

Finally, have a fresh pair of eyes read every word on your site. You may find there's been a typo somewhere the whole time the site has been up. Fix it and move forward.







FREIGH STREET

COVER

STORY

Involvement in trade associations and proposed regulation keeps Canada's K. Winter Sanitation on the cutting-edge of a vital industry

By Peter Kenter

or Ken Winter, participation in trade groups and staying on top of product technology has always been a prerequisite to success in business.

"You're either a leader or a follower," he once told his son, Roger.

"You can get out there and help shape the industry and the regulations that govern it, or you can sit back and be defined by what other people decide."

Ken and Roger are respectively president and vice president of K. Winter Sanitation Inc. of Innisfil, Ontario, Canada, a portable restroom operator located about 50 miles north of Toronto.

The company has successfully navigated its long history as a supplier to the construction industry and special events market by creating and adopting new technology and engaging the industry head-on through participation in industry associations.

Ken Winter (left) and his son Roger are president and vice president, respectively, of K. Winter Sanitation Inc., which started in the 1960s. The company has 20 employees and serves central Ontario and Greater Toronto. (Photos by Robert Burcher)

K. Winter Sanitation Inc.

Innisfil, Ontario, Canada

Owner: The Winter Family

Founded: 1962 Employees: 20

Service area: Central Ontario,

Greater Toronto

Specialties: Portable sanitation; septic service

Affiliations: Portable Sanitation Association International; National Association of Wastewater Transporters Inc.; Ontario Association of Sewage Industry Services; Greater Toronto Home Builders' Association; Council of Ontario Construction Associations; Water Environment Association of Ontario

Web site: www.winsan.on.ca

DIVERSIFIED FROM THE START

The portable restroom operation started out as a multi-pronged company in the 1960s as the Ken Winter Co., offering such diverse services as well digging, water pump repair, onsite system installation, and portable restroom and septic tank pumping service. Under another business name, Winter rented ice-fishing huts during the winter months.

In the early days, inspired by seeing portable restrooms at a local event, Winter took out phone book advertising, offering to rent portable sanitation services. "It was a way of feeling out the market," says Roger Winter. "When a call came through from the Barrie Holiday Inn a few miles away to service someone else's portable toilets, my dad offered to build and rent his own, with a square-tank design that was easier to service."

The company soon began to manufacture its own equipment, producing 500 restroom units in five years. As new units were built, the company expanded its territory, about 60 miles west to Owen Sound, 80 miles north to Huntsville, and south to the Greater Toronto Area.

ONTARIO,

CANADA

When a 500-gallon tank imploded during a vacuum job, Ken designed his own 600-gallon (400-gallon waste/200-gallon freshwater) tank. By 1974, the company concentrated primarily on the more profitable portable restroom business.

On a 1976 trip to Vancouver, British Columbia, Ken Winter was impressed by the design of a fiberglass portable restroom. The company developed its own model and began the tradition of manufacturing fiberglass units in-house. Seeing the need for a rental flush toilet with traps, he developed a design called Sure Flush, which the company still uses today.

"Dad has always had a passion for the portable toilet industry and for inventing things that will help the company differentiate itself from the competition," says Roger Winter.

INDUSTRY INVOLVEMENT

The company became involved in regulatory matters in the early 1990s when the Ontario Ministry of Labour proposed plans requiring all portable restrooms on construction sites to be flush models made of porcelain and connected to sewer lines. "That was their original intent," says Roger Winter. "We worked out the cost at the time to about \$10,000 (Canadian) per unit, including the cost of the permit. If the regulations had gone through as originally proposed, that could have been the end of the portable restroom industry in Ontario, as far as the construction market was concerned."

At the time, Ken Winter was vice president of the Barrie Home Builders Association and sought a position on the association's health and safety board to be part of the discussion on regulations. He also volunteered to sit on the health and safety committee of the Council of Ontario Construction Associations to represent the interests of portable restroom operators. As eventually written, the regulations allowed construction contractors to specify the type of restroom facilities most appropriate to the site.

Roger Winter has emulated his father in getting involved in industry associations. He's the past president of the Ontario Association of Sewage Industry Services and is currently vice president of the U.S.-based National Association of Wastewater Transporters Inc.

"If you don't like the way regulations and important issues are being addressed in your industry, seeking representation on these associations is the best way to help shape them to something you might find more acceptable," Roger Winter says.



K. Winter currently offers about 2,200 restrooms, most from PolyJohn Enterprises Corp. About 200 of the units were purchased from Armal Inc. and 120 were supplied by Five Peaks Technology. The company also offers 200 fiberglass units and 100 larger modular units built at K. Winter. The modulars are constructed from marine-grade plastic and feature porcelain toilets and sinks, a heater, and GFCI electrical outlet.

The company owns a fleet of 20 trucks. Half the fleet consists of Fords ranging from F-350s to F-550s. Four Dodge trucks are also part of the fleet, with models ranging from the 1500 to the 3500. Five flatbeds carry seven restrooms apiece and are outfitted with 300-gallon waste/150-gallon steel tanks.

Ten portable sanitation service trucks are equipped with 600-gallon waste/400-gallon freshwater steel tanks, with five of the vehicles also outfitted with 180-gallon mix tanks. Vacutrux manufactured three of the tanks, with the rest built in-house and by local welding shops. The vac systems utilize pumps from Wallenstein and Conde.

An International fitted with a 2,000-gallon steel Vacutrux tank handles septic services.

The company has 18 employees, not including the elder Winter and his wife, Ruthann, who continue to work part time. Growth has been steady over the past five years.

"My dad and I make tough decisions in planning growth," says the younger Winter. "If we choose not to add an extra 500 units, we might give up one contract, but we won't have hundreds of units sitting unused in the yard

Roger Winter

the rest of the year. We finance our growth on success and never borrow money or lease equipment to expand."

The current economic climate has resulted in a few adjustments to the established business plan. Unlike past years, the company took on new customers during the busy season.

Regulatory challenges also continue to dog the Ontario industry.

"In a lot of North American markets, the portable restroom industry has been consolidated under major players," says Roger Winter. "The regulations in Ontario are so different from America and the rest of Canada that the big players are scared off. So here the industry is still made up of independent operators. In our market, we're competing with ourselves."

DISPOSAL CHALLENGES

The current challenge is finding places to dispose of portable restroom waste. In 2003, provincial regulations killed the practice of land-spreading the concentrated waste. Although not directly related, Winter associates the regulation with an E. coli outbreak that killed seven people in Walkerton, Ontario, in 2000. The cause of that outbreak was traced to farm runoff into a well supplying drinking water to the town.

To further back its spreading ban, Winter says government officials also cited concerns such as feminine hygiene products found in



the waste. The industry continues to negotiate with the Ontario Ministry of the Environment to allow land-spreading.

At the same time, municipal sewage systems are becoming stricter about the waste they accept from portable sanitation contractors. In a perfect world, the waste would be hauled to nearby Barrie.

"They're refusing it because they say the waste would mess up their system," says Winter. "They're saying they don't have the proper screening for paper towels. For the past three years they haven't accepted outside waste from anyone. The problem here is that the engineers are over-engineering. If they talked to us, we could help them to design a system that would work for everyone."

The company has responded to the problem by setting up a 10,000-gallon tank as a transfer station, then hauling the waste to Orillia, Collingwood and Aurora, towns as much as 25 miles away.

Winter says that the Ministry of Labour also unwittingly favors portable restroom operators who don't meet provincial regulations for construction sites. "They require warm-water sinks and flush toilets, but the inspectors aren't enforcing that," he says. "We're being undercut in some markets by operators supplying cold-water sinks and non-flush units."

FORWARD THINKING

The company expects to see more call for its services in the near future as Canadian government infrastructure spending filters through the economy.

going at the full pace required in today's economy, something will have to give. Service will be the deciding factor, and we will continue to provide the best service we can."

Roger Winter

"The supers on some of these projects are getting tighter and tighter sched-

ules and that means our service will be under greater pressure," says Winter. "Many of them call today and want their service yesterday. But with more construction projects, particularly those that tie up roads and major thruways, it will be more difficult to get to those jobsites for service."

Winter says the company has become more efficient after installing cell phones and Garmin GPS systems in all of its vehicles. Trucks are tracked using a fleet monitoring system from Advanced Tracking Technologies Inc. "We can monitor speeding and aggressive driving, or whether a driver is driving too slowly," he says. "If we see a driver is spending more than 10 minutes on a site, we can call them and ask what's wrong — it may be that a pump isn't working or a problem with a hose and we can send backup support."

Some drivers have left the company since the tracking began. "On some of the trucks, we're now saving up to an hour a day," says Winter. "If we lose an employee who had something to hide, I suspect we're not losing a good person."

The company uses custom software

K. Winter Provided Restrooms for Temporary Court Facility

In fall 2000, the provincial courthouse complex in Newmarket, Ontario, north of Toronto, was virtually shut down by an infestation of toxic mold. But the law stops for neither man nor microbe. While the building underwent remediation, judges held court in the parking lot in a series of tents and modular trailers.

"We were one of the contractors providing restroom service to the temporary court facility," says Roger Winter, vice president of K. Winter Sanitation Inc. "The modular trailers had their own toilets but they started to back up and overflow almost immediately due to heavy use."

K. Winter arrived at the scene with a dozen portable restrooms and serviced the modular trailer toilets daily for what stretched into eight months.

"It was still an official court facility, so we had to pass through security checkpoints as we arrived at the job," says Winter. "We had to get in early so that we could be out by eight in the morning when court opened for the day."

As the months wore on, Winter says the company took on greater responsibility for servicing the temporary court.

"The job just wore down our competition," he says. "Every month we were given more and more to do as other contractors were released. By the time the courthouse remediation was finished and ready to occupy the following summer, we had more than 30 units on the site."

The courthouse contract also provided an interesting sociological perspective, notes Winter. "We serviced restrooms for everyone from prisoners to judges. Everyone needs what we offer."

developed in-house to keep on top of client contact information, contracts, rental and service schedules, billing and accounting.

As customers become more demanding

and schedules become tighter, Winter says that some smaller provincial operators may not have the resources to compete successfully.

"If you can't afford to keep going at the full pace required in today's economy, something will have to give," says Winter. "Service will be the deciding factor, and we will continue to provide the best service we can."

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Biff's Inc. concentrates on stellar service providing portable sanitation for construction of the new Minnesota Twins ballpark

By Betty Dageforde

THE TEAM

Having grown up in the family business, Biffs Inc., in Shakopee, Minn., a suburb of Minneapolis, Derek Pauling has done just about every job there is, and now serves as the company's CFO. His father, Mike Pauling, is the CEO, his mother, Diana, is the president, and his sister Heather is the COO. They have 58 employees.

Key workers on the Minnesota Twins baseball stadium project include Greg Downer, logistics manager, who oversees the drivers. Ben Schnackenberg works with the project manager on customer and employee relations. Derek Schultz, quality assurance manager, confirms that units are being serviced correctly, employees are performing properly and dressed to company and construction site standards, and also decides when units need to be changed out. When the labor foreman has requests, he calls Mary Walentiny in customer service. And Mary Lou Denker handles the specialized billing process.

Jim Frisch, winner of the 2008 Portable Sanitation Association International Service Technician of the Year award, is the lead technician, with supplemental help provided by Troy Krueger.



HISTORY

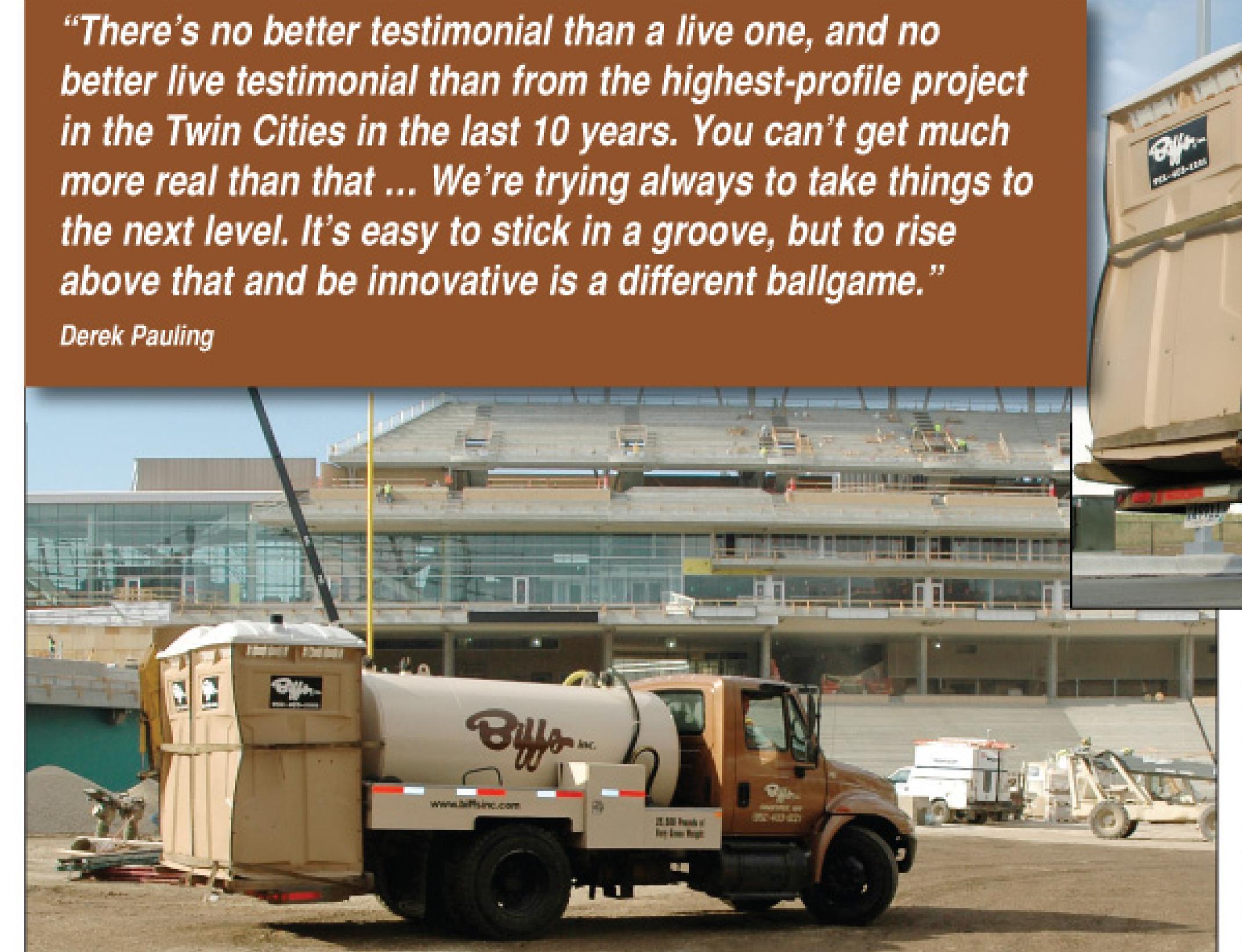
In 1986, Mike and Diana Pauling bought a small portable restroom company called Biff's. They started with 200 units and two trucks and now serve a 50-mile radius of

Minneapolis with over 40 vehicles and several thousand units. Construction accounts are 45 percent of their business.

MAKING CONNECTIONS

When the company learned Mortenson Construction would be the general contractor for the new Minnesota Twins stadium project, Mike Pauling and Schnackenberg began meeting with them in an effort to win the contract. They emphasized service. "It's not all about price on projects like this," says Pauling.

"Sanitation is very important. And when things come up



Jim Frisch secures a load of tan Tufways from Satellite Industries. Because of heavy usage they are frequently switched out with fresh units from the shop.

— and they always do — they know when they call they'll get something done." Mortenson had worked with Biff's on other projects so they were familiar with the company's work ethic.

THE MAIN EVENT

For 27 years, baseball in Minnesota has been an indoor sport. That's about to change with the construction of Target Field, a onemillion-square-foot ballpark in the historic warehouse district of Minneapolis. Groundbreaking was in August 2007, and construction is scheduled to be completed in April 2010. Over \$500 million will be spent on the 40,000-seat stadium, which will also house a Minnesota Baseball Hall of Fame and Museum, retail stores, bars, restaurants, and an interactive area for kids. There will be heated viewing areas and a full roof canopy, one of the largest in baseball. Despite potential weather challenges, fans are excited that the Twins will finally be playing outdoors and on real grass.

BY THE NUMBERS

On May 14, 2007, the company placed two units, one for women, one for men, as construction got under way. Two weeks later, they delivered two more units, and two weeks after that another two. As the project ramped up, so did the number of units in a rule-of-thumb ratio of one restroom per 10 workers on a 40-hour workweek.

At its peak this year, there were over 1,000 construction workers on the site for which the company provided 49 tan Satellite Industries Inc. Tufways, 25 rollaway high-rise units from PolyJohn Enterprises Corp., and four lift units from Satellite. All have hand sanitizers as well as 7- by 12-inch baked enamel steel electric heaters, corner-mounted and connected to a power source.

Deliveries were done using various vehicles in the company's fleet, most of which are Internationals.

KEEPIN' IT CLEAN

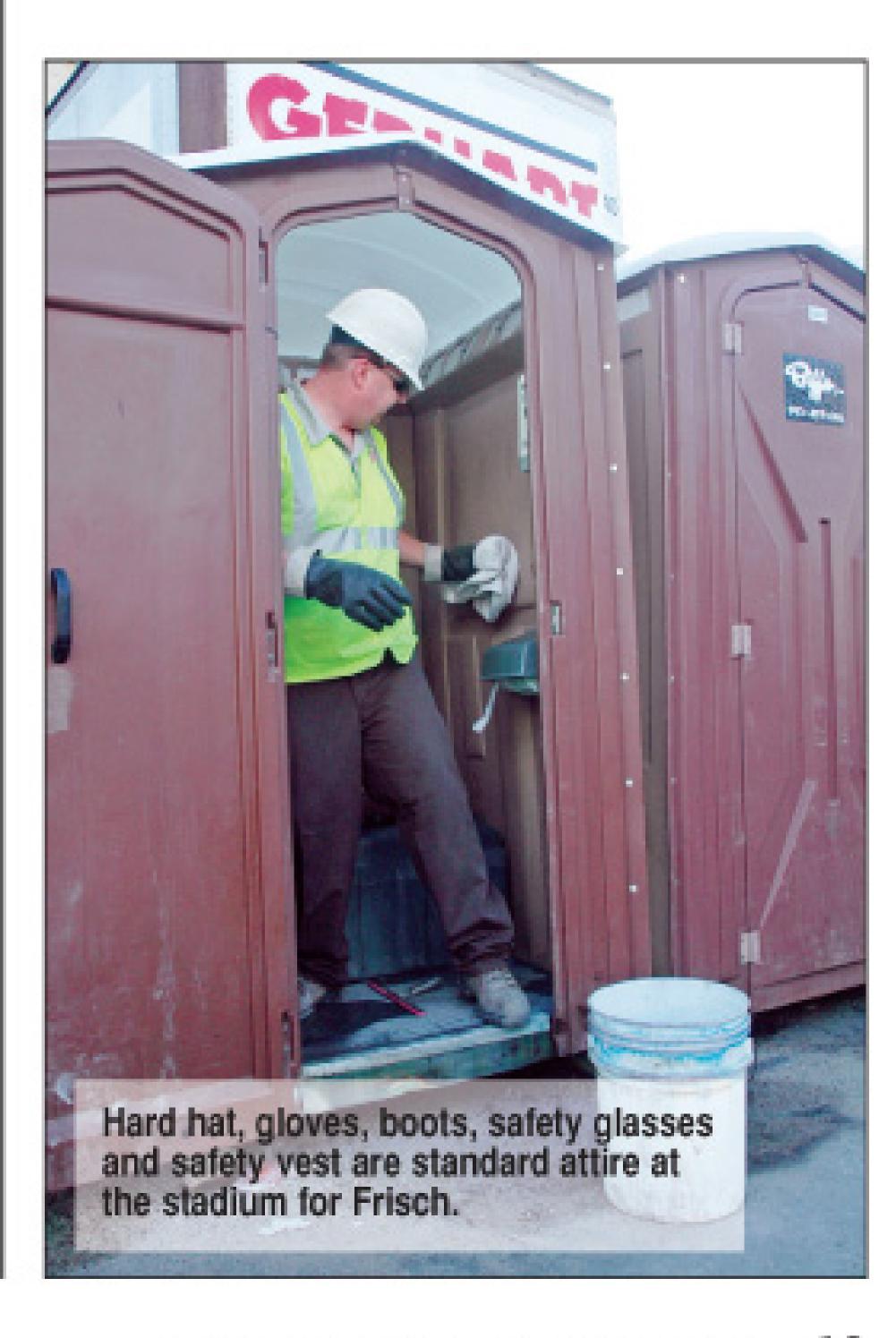
Biff's posts detailed service procedures on its Web site so clients know exactly what to expect every time. Consistency is very important, says Pauling.

During the peak of construction, the company performed 203 services per week at six locations. The Tufways were cleaned five days a week. The rollaway high-rise and lift units were brought down twice a week for servicing. Cleaning starts at 3:30 a.m. and must be finished by 7 a.m.

The technicians wear company uniforms

as well as full safety gear — hard hat, boots, safety glasses, safety vest. They are thoroughly versed on the proper service certified by PSAI. "Our drivers work so hard to make sure things are right," says Pauling.

The service vehicle is a 2004 International 4300 built by Satellite Industries with a Masport pump and a three-compartment steel tank — 750 gallons of waste, 300 gallons of premixed deodorizer, and 200 gallons of freshwater.







Because units get heavy usage, they are frequently switched out with fresh ones and taken back to the shop to be power washed, repaired and checked over.

IT'S A PARTNERSHIP

A long-term, high profile job like this takes a lot of planning, work and service by all parties, says Pauling. The company finds that Mortenson is very organized and gives clear direction. "Our goal is to provide clean sanitation. And our motto is to protect the health, welfare and dignity of our customers," says Pauling. "We treat everybody like that. We respond in an over-the-top manner, even if they just have one unit."

VIDEO MARKETING

In November 2008, Derek Pauling and Schnackenberg attended an all-workforce catered luncheon at the stadium site, celebrating completion of the concrete work. Pauling took the opportunity to make a bold request. "Ben and I asked the project manager to do a video at home plate."

Using nothing more than his 11 megapixel digital camera with video capability, Pauling captured a heartfelt testimonial from the project manager, describing how satisfied they've been with Biff's. Originally posted on YouTube, it can now be viewed directly from the company's Web site, www.biffsinc.com.

"There's no better testimonial than a live

testimonial than from the highestprofile proj-

Satellite Industries Inc. 800/883-1123 www.satelliteindustries.com

ect in the Twin Cities in the last 10 years," says Pauling. "You can't get much more real than that." The video testimonial has been a great success, and the company plans on doing more in the future.

"We're trying always to take things to the next level. It's easy to stick in a groove, but to rise above that and be innovative is a different ballgame."







See You at the Show

By Millicent Carroll

he 2009 PSAI Convention & Trade Show will be held in Ontario, Calif., Nov. 4-7. Why should this concern you and why should you go? Maybe the question you should ask, if you're in the portable sanitation industry, is, "Why am I not going?"

We are in an industry that has made great strides and yet the general public does not respect the service we provide. We work hard to ensure we're providing a service to the best of our ability and yet contractors and special event coordinators turn a blind-eye to employee and public needs. There are minimum regulation requirements and yet some regulators don't and/or won't enforce the law. We offer a good wage and yet we can't get or keep good employees. We "bid" on all these events and yet the job always seems to go to the other company.

Most of us in this industry know these problems all too well. We deal with them on a day-to-day basis. What might be missing is the opportunity to address these issues. Here's your chance to bounce ideas off another operator, listen and learn how similar problems have been solved or get an understanding of how to "market" and "educate" contractors, special event coordinators and enforcement regulators. It's your chance to combine education with viewing products and services for our industry.

Portable sanitation operating companies have been attending PSAI shows for 38 years. These business owners, large and small, have come to understand the importance of attending and bringing their employees. These individuals have taken the opportunity provided by the association for this industry to learn, to network and to succeed.

All it takes is one new idea or one new change implemented in your company that can make the difference between a good year and a great year. The question might then become: "Why didn't I go?"

We have great workshops and roundtable discussions planned for attendees:

Thursday, Nov. 5

9-10 a.m., Managing the Cash Flow Crisis, presented by Gene Siciliano

"I have plenty of business but never enough cash coming in!" Siciliano will show you how to discover the five biggest cash drains on your business and how to fix them, keep late-paying clients from putting you in the red and the five ways to encourage customers to pay on time, stop wasting cash on inventory that moves too slowly, which short-term credit options you should use if you're short on cash, and what to do when you don't have enough to cover payroll.

10-11 a.m., Economy's Slow — Now What? Presented by George Hedley

The 18 shots you must take now! As the economy slows, your same old business model won't work. Are you stuck doing the same things and don't know what to do next? Or, are you ready to profit from today's challenges and opportunities? Learn how to adjust and take advantage of the ever-changing construction market. Identify positive trends and make the necessary changes required to take your business to the next level in any economy. Learn what works now and what doesn't work anymore. Rework your finances and rebuild your profit margin. Re-analyze your equipment, re-energize your people and revolutionize your marketing and sales. Presented by a successful general contractor and popular professional speaker in a fast-paced, fun and enthusiastic style.

Roundtable Discussions

Sessions 1:30-2:15 p.m., 2:15-3 p.m., 3:30-4:30 p.m.

Roundtable topics allow owner/operators, management, service technicians and office personnel to discuss industry-specific issues as they pertain to the day-to-day operation of a portable sanitation business. Informational and/or handout material may be available per individual topic of discussion. Topics include cost of doing business/getting your price, creating a service tech of the year package, holding onto your customers/focus on service, not price, HR requirements: determining layoffs and deciding who, partnership/family owners: how to make them work; safety & injury prevention, sales & marketing, taking advantage of the "green" issue.

Friday, Nov. 6

8-9 a.m., Building Leaders at All Levels, presented by Jodi Walker

Leadership can make or break any organization. Learn skills to inspire greatness and build leaders at all levels. Create the dynamics that enable your team to build on their strengths to tap into creative business solutions. Gain insights for better communication, new ways to build trust and a collaborative team dedicated to excellence.

1-2:30 p.m., Understanding Your True Cost — G & A (Open Workshop), panel discussion moderated by Lee Sola

This is Part 2 in a series on industry cost analysis. The panel discussion will be presented by successful portable sanitation operators outlining the ingredients necessary to fully understand all costs associated with a portable sanitation business. The goal is to give the operator a step-by-step procedure and the "reason" behind expenditure tracking. Cost per service will be discussed and will be part of Cost Analysis Breakdown forms provided.

Saturday, Nov. 7

9-10 a.m., Truck Configuration (Open Workshop), panel discussion moderated by Hank Vanderveen

The workshop is programmed to provide an overall view on the new fuel emissions rule for 2010 trucks. The workshop will incorporate a breakdown of different portable sanitation truck features and options based on company size, state and/or area safety requirements, waste disposal facility requirements, geographic location, etc. The educational workshop will not promote a particular product or manufacturer.

Roundtable Discussion

Session: 3:30-5 p.m.

Roundtable topics allow discussion of industry-specific issues as they pertain to the day-to-day operation of a portable sanitation operation by company size.

A FINAL WORD

We hope to see you in Ontario, Calif. Visit our Web site, www.psai.org, for additional information on PSAI and our upcoming 2009 Ontario Convention & Trade Show.

Millicent Carroll handles industry standards, regulatory and marketing issues for the Portable Sanitation Association International.

PRO BUSINESS

Max Izenberg is a lecturer and nutrition expert. Her new book, Reaching for 100, focuses on good nutrition habits. Call her at 818/276-1299 or go to the Web at www.maxliving.ms.

Yawn ... It's Monday Morning



BUILDING VITALITY THROUGH GOOD NUTRITION AND EXERCISE WILL KEEP EMPLOYEES HEALTHIER AND RAMP UP PRODUCTIVITY FOR YOUR BUSINESS

By Max Izenberg

eith drives a service truck for a portable sanitation company, and although he thoroughly enjoys his job, he has noticed a gripping lack of energy during the workday. This is a recent occurrence in his life, since he has always prided himself on his energetic disposition. As a matter of fact, it was this particular characteristic that enabled him to obtain his last salary increase. Now he wonders what is happening and how he can reverse this lack of enthusiasm that is so troubling.

Keith is certainly not alone in this dilemma. It seems to be a universal problem and, unfortunately, is not always confined to the workplace. Studies indicate almost 45 percent of people complain about a lower level of energy most of the time. Lack of energy, if not addressed, can lead to a lower quality of productivity and decreased motivation — problems that could result in losing a promotion at work or even a job.

TAKING CARE

As an employer, you want to promote good health in your workers. Employees who take care of their nutrition and exercise needs are more productive members of your team, helping your company reach its goals. They also have fewer sick days and will have a positive impact on your company's health insurance costs if you provide that benefit to workers.

Here are some successful approaches to handling the tiresome problem of losing energy. Pass them along to your employees and watch them trim down, perk up and strengthen the business.

Eat a nourishing nutritional breakfast.

Too many people eat breakfast on the run or maybe skip it altogether. This is simply not a good choice since breakfast is the most important meal of the day. It is essential in establishing your frame of mind, both mentally and physically, for the rest of the day. Thus, breakfast should consist of good proteins and carbohydrates such as fruit, an omelet, and whole wheat toast. Skimping on this crucial meal will drag you down by mid-morning.

Make your first break count.

If you have a caffeinated pick-me-up drink or chocolate bar, you may obtain some temporary energy, but by mid-afternoon you will be fighting those yawns. Keep some healthy snacks on hand, such as crackers and cheese or nuts and raisins. These types of foods combine protein and carbohydrates — hence they will aid in your quest for energy and help stave off hunger until lunchtime.

Drink plenty of water.

Many times we think we are hungry or we may feel a headache approaching — both conditions can lead to loss of energy. These symptoms could be due to simple dehydration — lack of enough water in your system. This is especially a risk for your route drivers and technicians, who are on the go all day servicing restrooms during the busy summer season. Encourage these workers to drink 6-8 glasses of water daily to ensure they won't feel the effects of dehydration and will maintain a high energy level.

Stretch out.

If work confines you or your office staff to a desk most of the day, get up every hour and stretch for a couple of minutes. This will revitalize and energize you, make you feel better, and help to relieve those aching muscles in the neck and lower back.

Breath deeply.

If you and your crew are working through a particularly stressful period — planning service for a big special event or dealing with a crisis — you need to make deep breathing part of your day. It's fast, easy and you can even do this while sitting at your desk. Take three very deep breaths consistently during the course of the day to help energize you and feel less stressed.

Walk those extra steps.

Exercise is a proven factor in obtaining more get-up-and-go. And you can enjoy the benefits of regular exercise without making a special trip to the gym. Rather than drive your car or truck to work everyday, can you walk or ride a bike when the weather and your schedule allows? If you drive to work or to run errands, park at the far end of the parking lot and take a few extra steps.

Eat a light, healthy lunch.

Skip the sauces, desserts, and heavier types of meals. Instead opt for a salad with chicken or a tuna fish sandwich on whole wheat bread. And save the soda or alcoholic beverage for another time. The sugar in those drinks will boost your blood sugar levels for a short time and then send them crashing down. Eating a lighter and healthier lunch almost guarantees your body will not have to expend extra energy in the digestion process, which will further deplete those reserves.

Enjoy a few laughs.

It has been proven that humor mitigates stress and that positive thoughts and laughter promote good energy. Start looking at that glass half full and laugh at life's smaller problems rather than taking them to heart. These are both panaceas for your heart and your energy.

Get a good night's sleep.

Sleep has been referred to as a mini-vacation for your body, since your body repairs itself while you rest. Some constructive means to achieve an improved sleep experience are exercise, meditation, yoga, or eating less food in the evening. Waking up in the morning ready to take on the day presents an extremely powerful tool for putting the oomph back in your body.

A FINAL WORD

So if your vitality, or the vitality of your staff is on the wane, and you're ready to call it a day first thing in the morning, try these proven methods. They will help to replenish your tank, and you will be able to call on that newfound energy to carry you through the day.

INDUSTRY NEWS

Engle Fabrication Receives Best of Sauk Award

Engle Fabrication LLC, Sauk Centre, Minn., received the 2009 Best of Sauk Centre Award in the fabricated plate work category from the U.S. Commerce Association. The award recognizes companies that achieve exceptional marketing success in their community and business category, enhancing the image of small business through service to their customers and community. Engle specializes in the design and

construction of stainless steel tanks

and trailers.

Walex Receives Export Achievement Award

Walex Products Co., Wilmington, N.C., received the U.S.

Department of Commerce Export Achievement Award, which recognizes U.S. businesses that achieve competitive success in international markets. Walex has expanded sales of its commercial and consumer waste treatment products into 30 countries.



U.S. Rep. Mike McIntyre (left) presented Bob Williams, Walex CEO, and Bill Williams, Walex president, with the U.S. Department of Commerce Export Achievement Award at the company's North Carolina headquarters.



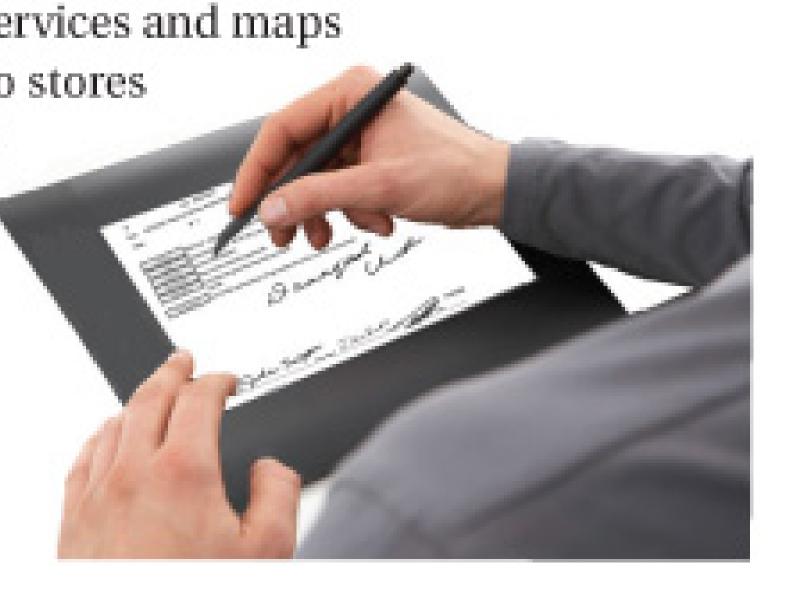


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Gear Up For Safety

KEEP THE RUBBER GLOVES ON WHILE SERVICING RESTROOMS AND KEEP PROTECTIVE EYEWEAR HANDY WHEN THE JOB DEMANDS IT

By Ed Wodalski

WHATEVER RULES YOU ADOPT FOR YOUR OWN COMPANY, THE COMMON SENSE BASICS CAN'T BE EMPHASIZED ENOUGH: WHEN SERVICING UNITS, BE SURE TO WEAR GLOVES, AND WHEN APPLICABLE, UTILIZE SAFETY GOGGLES, EYEWASH AND PROPER FOOT PROTECTION.

Portable Sanitation Association
International's Health and Safety Certification manual is simple and to the point:

"Personnel cleaning units will wear rubber gloves at all times when working."

Yet how often do you see employees grabbing a wand, holding a hose or handling a bucket of deodorizer without a pair of gloves?

And, when applicable, what about those safety goggles? Do you have eyewash in the truck? Are you wearing the proper foot protection? What about donning a hard hat and a reflective vest when working in a construction or heavy-traffic zone?

The PSAI, in its certification standards, doesn't mince words:

"Personnel will be aware of and comply with current OSHA (Occupational Safety and Health Administration) safety regulations and equipment requirements." In short: wear your gloves and goggles.

Millicent Carroll, responsible for PSAI's industry/regulatory standards and marketing, says a safe working environment frequently is just a matter of common sense. If you're

working at a construction site, there likely are strict regulations already in place, such as the need for hard hats or steel-toed boots.

Yet those same requirements don't apply if you're at a special event, Carroll says.

The same for safety goggles: When applicable, they will be utilized, PSAI guidelines state. Like when cleaning and deodorizing a restroom and there's a chance of spillage.

But if you're picking up or delivering a

unit that has been evacuated of waste, there's less chance of anything splashing back on you, Carroll says.

And while some companies and states require wearing safety goggles at all times, there are no national standards, Carroll says.

DOMESTIC VERSUS INDUSTRIAL WASTE

The U.S. Environmental Protection Agency classifies portable restroom septage as domestic rather than industrial or commercial waste, Carroll says. The EPA's Part 503 describes domestic waste as liquid or solid material removed from a septic tank, cesspool, portable restroom, Type II marine sanitation device or a similar system that receives only domestic septage, noncommercial, nonindustrial sewage.

Domestic waste is defined as containing mostly water, sewage, inorganic materials like grit and organic fecal matter. Small amounts of polluting substances normal to household activity can also be present. When analyzed in a laboratory, domestic septage is usually shown to contain low levels of heavy metals and other pollutants.

THE NEED FOR HYGIENE ON THE SITE

But that doesn't mean anything goes in your restroom service routine. On the contrary, contact with portable restroom waste is a serious issue. And so are typical injury risks technicians encounter at worksites. Carroll says that when presenting the PSAI Health and Safety Certification program, she offers up the following scenario:

"You're cleaning a unit, you're servicing it.
You're evacuating the waste. Yet no matter
how cautious you are, there still might be
some backwash. If you drop a pebble in a
pond of water you're going to get stuff that
comes up, right?"

Suppose there's a burp and a backlash? A hose breaks? Or a worker steps on a foreign object? From a portable sanitation company owner's standpoint, there are workman's compensation issues to consider.

Fortunately, there is no risk of contracting the HIV or AIDS virus while servicing a restroom. The deodorizer/additive solutions used in portable units, as well as common household bleach, will kill the HIV virus. For an individual to contract the disease, there must be no deodorizer/additive solution in the holding tank, an HIV infected person must deposit an excessive amount of blood, semen or vaginal secretion into a unit, the fluid must be less than a few minutes old and the waste must enter a fresh puncture in the skin.

While HIV isn't a major concern, you must consider hepatitis viruses that attack the liver. The most relevant is hepatitis A, which is spread from person-to-person through contact with feces from an infected individual. Poor personal hygiene and poor sanitation can contribute to its spread. Drinking water and eating food contaminated with feces can also spread the virus.

"If your hands are covered in dirt and you have grit and crud under your nails, you would not think of picking up a sandwich and eating it," Carroll says. However, it is possible that individuals might get a rag or wipe and wash their hands and say they're good to go, or simply wipe their hands on their shirt or pants. Be aware of what you are putting in your mouth, rubbing in your eye, leaving on the cab of your truck or taking home that might infect others, Carroll says.

TAILOR YOUR RULES

A key focus of the PSAI certification program is to get operators to think about what they do and the consequences of their actions. "Habits are created by something that is repetitive. And we can change that by understanding what can happen: If you don't do



this, here is a list of the diseases you can get. This is what happens if you come down with hepatitis A, or you come down with hepatitis B," Carroll says.

For optimal protection and safety, PSAI recommends rubber gloves be worn at all times while servicing units. When applicable, safety goggles and eyewash should be utilized. Proper footwear is also recommended. OSHA guidelines say employers must determine the proper footwear for a job based on the potential for worker injuries due to falling or rolling objects, objects piercing the sole or electrical hazards.

As for technicians wearing long-sleeved shirts and pants, Carroll says there has been discussion on the subject, but no consensus. It depends on the region and climate you work in and what it is that you are servicing, she says.

Beyond the PSAI recommendations, Carroll says OSHA has some federal guidelines on safety gear. But portable sanitation contractors must be aware of all state and local safety rules, and then tailor their own policies regarding safety equipment to take all of the rules into account. And when they have a policy in place, companies should reinforce those rules and conduct periodic checks to make sure workers are following them.

THE BOTTOM LINE

Whatever rules you adopt for your own company, the common sense basics can't be emphasized enough: When servicing units, be sure to wear gloves, and when applicable, utilize safety goggles, eyewash and proper foot protection. For more information on portable restroom health and safety, contact the PSAI at 800/822-3020, or visit www.psai.org.









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Mary Shafer writes about issues important to PROs. Direct comments or questions to Shafer at thinktank@promonthly.com.



Keep it Safe

EFFECTIVE HEALTH AND SAFETY TRAINING KEEPS 'EM RUNNING DOWN THE ROAD

By Mary Shafer

ou'd be hard-pressed to find anyone who'd tell you health and safety training is their favorite part of work, but few will argue its importance to their jobs and businesses. After all, as the health of employees and management goes, so goes the health of the company.

PROs have additional concerns beyond most small businesses. Since the majority of their work takes place on someone else's property, liability issues are always present. Driving to those sites means transportation safety is a concern. And in addition to the standard physical labor issues, such as protection of the head, hands and feet from heavy or sharp objects, there is the constant exposure of employees to substances that contain bodily fluid-borne pathogens.

Clearly, staying on top of the latest developments in safety knowledge and technology is a top priority for any PRO. But it's where the rubber meets the road that such knowledge is applied. These operators share their training routines that keep employees on the job and trucks rolling, units clean and delivered and a sanitary home facility.





Name: Callie Monson and Mike O'Bar Company: MMG Building & Construction Services LLC Location: Lewisville, Texas Employees: 7 Years in Business: 3

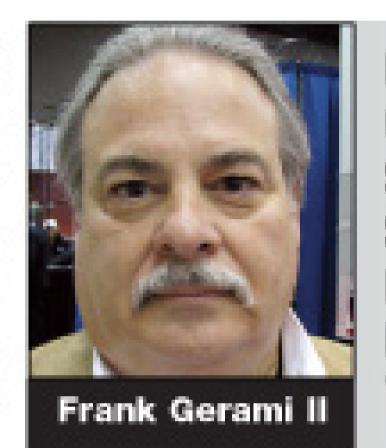
MMG has an ongoing safety program for employees that begins the day a new hire comes on the job. "We give them a copy of our manual, which covers safety information pertaining to each position," explains co-owner Callie Monson. The material is reviewed in a one-on-one session, in which management personnel highlight key points and encourage discussion at length on any questions or feedback. The new employee takes the manual home to read in depth, returning the following day with a signed form attesting that they read and understood the material. At that time, any clarifying questions are answered and training begins on the job.

The company holds bi-weekly safety meetings, during which work positions are broken into tasks. Each task is thoroughly covered concerning any potentially dangerous situations that may be encountered, correct usage of personal protective gear, and correct approaches to tasks. Employees are reminded that the manual evolved out of actual situations, so it should be followed to the letter for everyone's well-being.

Co-owner Mike O'Bar says if there are reminders he finds himself making repeatedly, it's about wearing hard hats in work areas and driving attentively. Each truck is equipped with a fire extinguisher, hard hat, safety vest, goggles and tongs, and first-aid kits. The presence and condition of all these items are monitored via a pre-route checklist, along with more mundane daily checks such as tire pressure and engine fluids.

Lead drivers also perform a weekly once-over on the vehicles to make sure nothing has cracked, fallen off or otherwise failed.

Event Solutions is a newer firm, grown out of the portable sanitation division of its now sister company, Party Central, an events rental business. They train new drivers and technicians on proper setup and cleaning of portable restStaying on top of the latest developments in safety knowledge and technology is a top priority for any PRO. But it's where the rubber meets the road that such knowledge is applied.



Name: Frank Gerami II
Company: Event
Solutions Sanitation
Services
Location: Lafayette, La.
Employees: 16
Years in Business: 3

rooms, covering such things as handling chemicals safely and avoiding getting cleaning solutions in the eyes when spraying overhead surfaces. This is considered Phase 1 of new-hire health and safety training. Phase 2 is for moving crews, covering on-loading and off-loading. This includes safe lifting techniques, wearing of back support belts and proper use of lift dollies.

But what has improved the bottom line for Event Solutions is a new safety incentive program, says owner Frank Gerami II. "We started a program at the end of last year that allows technicians to earn up to \$100 extra per month for avoiding infractions (of safety rules)." The money is earned individually but performance is tallied as a team, so there's a lot of peer pressure not to screw up, he explains. "It's kind of all-or-nothing. If everyone performs well, everyone is rewarded. But if there's one infraction, everyone loses the bonus."

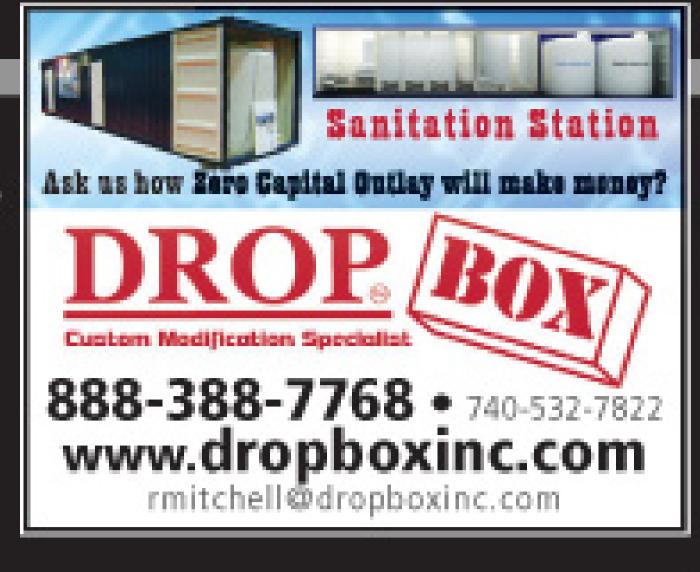
Monetary awards are doled out quarterly, and if a team manages to accrue a perfect safety record over the entire quarter, each member is rewarded with an extra hundred dollars. "It's been a very effective program," says Gerami. "It's a great incentive and has saved us a lot of money. Not just in the safety aspect, but it has eliminated so much downtime. The equipment's not torn up and we haven't had one injury since putting the program in place."

The company struck a balance between what amount was affordable and what would be motivating enough to get consistent results. Along with safety and health issues, the program also enforces other points that employees can control, such as reasonable wear and tear on equipment and satisfactory customer service.

It was critical, Gerami says, to involve employees and management in deciding to implement the program. The rules had to encompass behavior that could actually be realized, equitably applied, and able to achieve desired results. He adds that the peer oversight aspect not only gives employees a real sense of ownership — making it that much more effective — but also a sense of pride in their accomplishments as a team.











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1999 Mitsubishi 600/225, auto, A/C, diesel, 242,000. Ready for service. \$9,300. Located in PA. 800-433-2070. (P10)



Bob Carlson (left) and Jerry Kirkpatrick answer your questions in Truck Corner.

No Muss, No Fuss

DON'T THINK ABOUT DITCHING THE OIL CATCH MUFFLER. IT'S THERE TO PROTECT THE ENVIRONMENT AND YOUR EARS.





QUESTION:

Not very much is written about it, but does an oil catch muffler really do any good?

> Brent Mathews Harlingen, Texas

ANSWER:

You're right. The oil catch muffler gets left out of most stories on vacuum trucks and vacuum systems. But before we discard it and think we're saving money, let's take a closer look at the function of the oil catch muffler.

Just ahead of the oil catch muffler in the vacuum system is the pump. The pump components — the vanes, shaft and bearings — are lubricated by a specific type of oil as recommended by each pump manufacturer. The shaft and vanes rotate typically at 1,100 to 1,400 rpm and it is the oil from the lubricator that makes sure the works don't overheat and burn up. As the shaft and vanes spin, there is an excess of oil that builds up and needs to be removed.

ENVIRONMENTALLY SPEAKING

Generally, these vacuum pumps generate 4 to 10 ounces of excess oil an hour, depending on your pump. If it gets expelled into the open air, you have an environmental problem you don't want to face. More importantly, you've got a spill that you absolutely don't want to pay to clean up.

Generally, these vacuum pumps generate 4 to 10 ounces of excess oil an hour, depending on your pump. If it gets expelled into the open air, you have an environmental problem you don't want to face.



At the end of the line in our vacuum system sits the oil catch muffler. For this moment, we'll focus on the oil catch part. As the pump is running, obviously it needs to exhaust air that comes from the tank as the vacuum is created. Along with the air, the excess oil is "vacuumed" out and runs down the line to the oil catch muffler.

Inside the oil catch muffler is a baffle system that blocks the oil and causes it to drop down while the air is blown out into the atmosphere, preserving the environment. The oil catch muffler has a valve for draining and recovering the oil at a later time. Then it can be dealt with in the appropriate manner, depending on where you live and the regulations of your area. At the end of each work shift, the oil catch muffler should be drained just as a matter of routine.

So we've saved the Earth and we haven't even gotten to the muffler side of this device.

So let's back up again to our vacuum pump and focus for a moment on the bearings that hold the fast-spinning shaft. Anything turning at 1,200 rpm, even with oil lubrication, is going to make some noise. And, depending on the quality of the bearing and the wear and tear on the bearings, the noise will be louder from some pumps than others.

The oil catch muffler doesn't totally muffle the sound, but it does quiet the sound to a tolerable level. If you are ever curious, and you really don't have to try this, separate the hose that leads from your pump to your oil catch muffler. Turn on the system. Now you hear the difference.

So to answer the question, the vacuum pump and system will operate without the oil catch muffler, but let's face it, you need it. It's a must. Not only does it save the environment, but it does wonders for your hearing. And now you can say the oil catch muffler got a fair hearing in print media, too.

PARTING ADVICE

Just a couple of helpful side notes on oil catch mufflers. They have been manufactured using two different designs. One is horizontal, for a low-profile look, and the other is vertical. Choose the design that best fits your truck. The horizontal lays flat and can be tucked away in the proper place, while the vertical appears more like a stack.

One of the things we've learned from experience is that the farther the oil catch muffler is located from the vacuum pump, the quieter the overall system. So take that into consideration when designing your next truck. Move the oil catch muffler to the rear, or at least as far away from the pump as possible. The driver/operator will appreciate it, and you won't be having to say, "Can you hear me now?"

Bob Carlson and Jerry Kirkpatrick of Arizona-based Glendale Welding have over 50 years combined experience dealing with portable sanitation truck issues. Fax questions to them, addressed to Truck Corner, at 623/937-3688, or send Bob and Jerry an e-mail at truckcorner@promonthly.com. ■



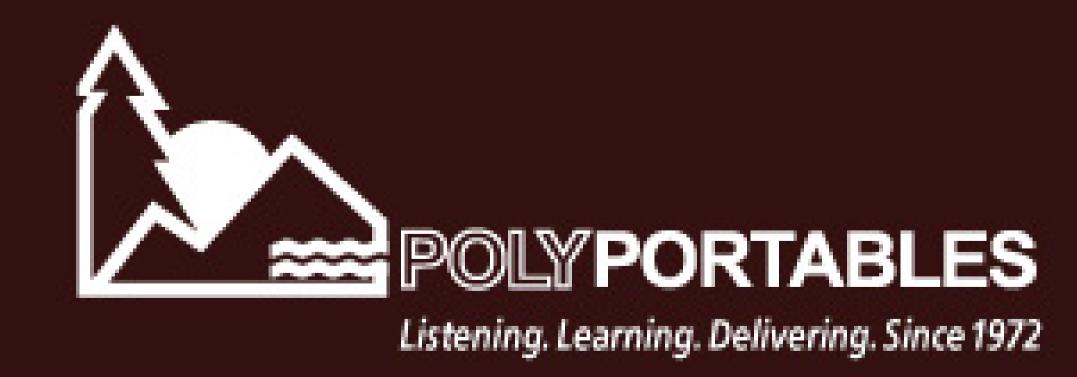
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