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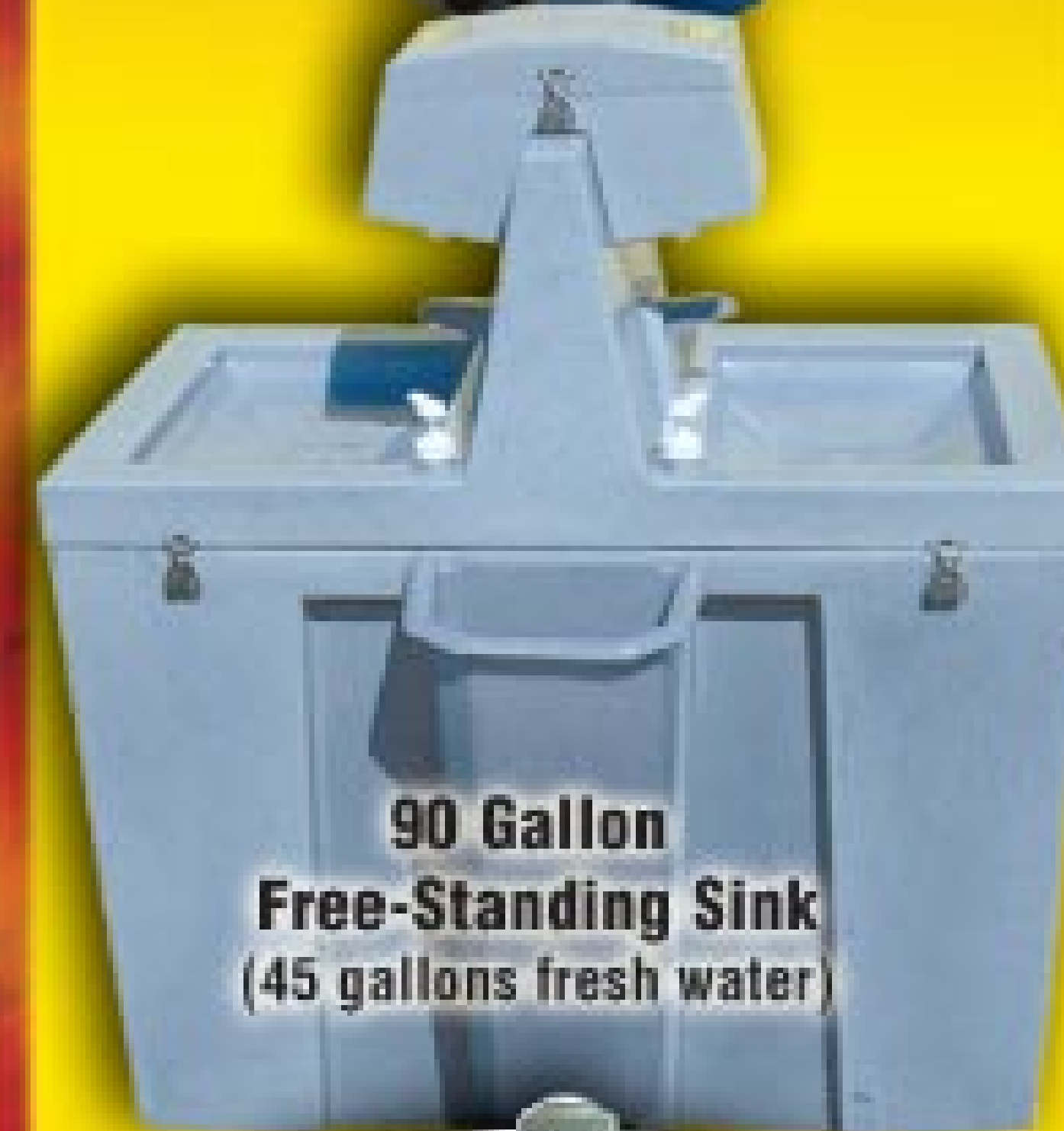
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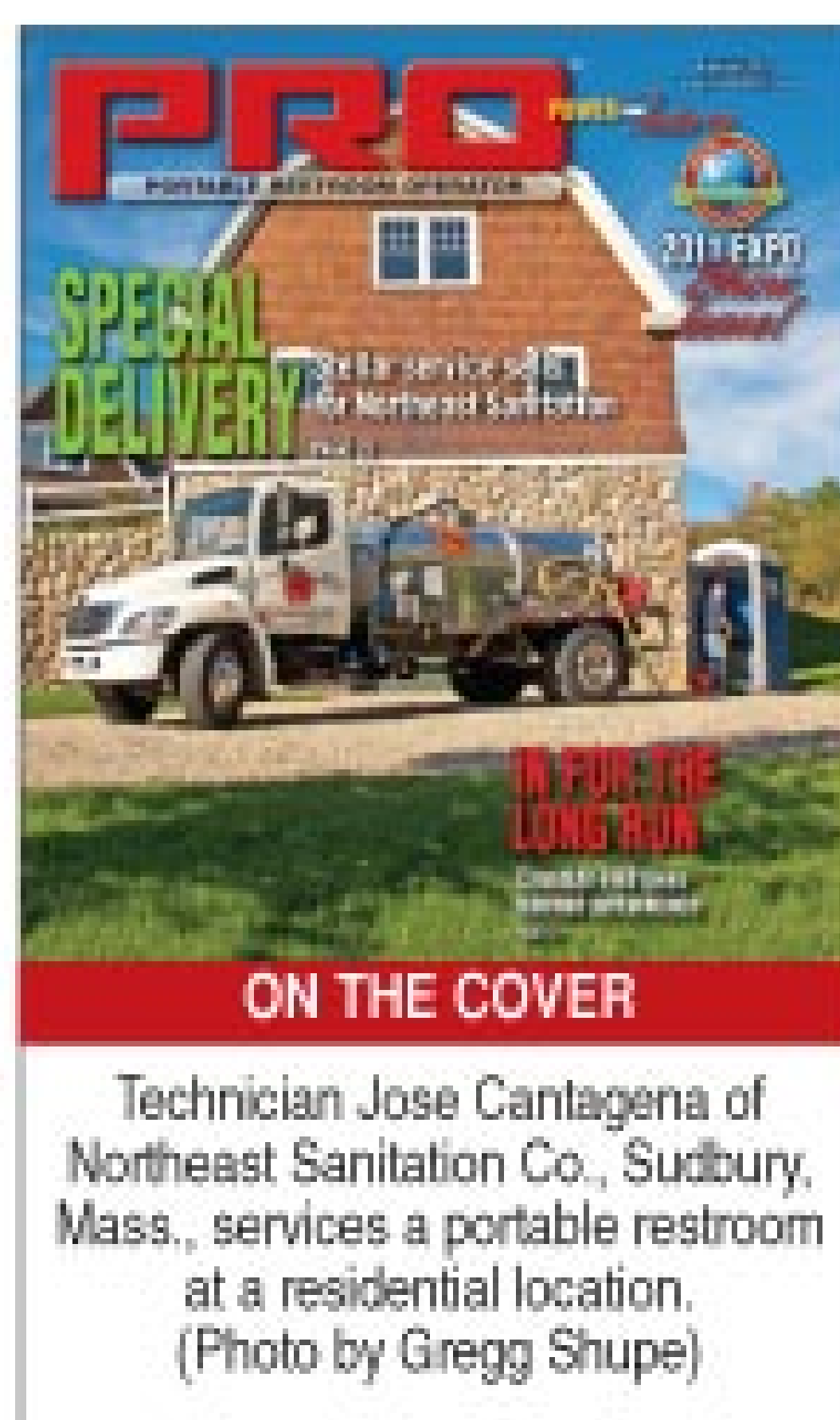
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PRO

PORTABLE RESTROOM OPERATOR

www.promonthly.com

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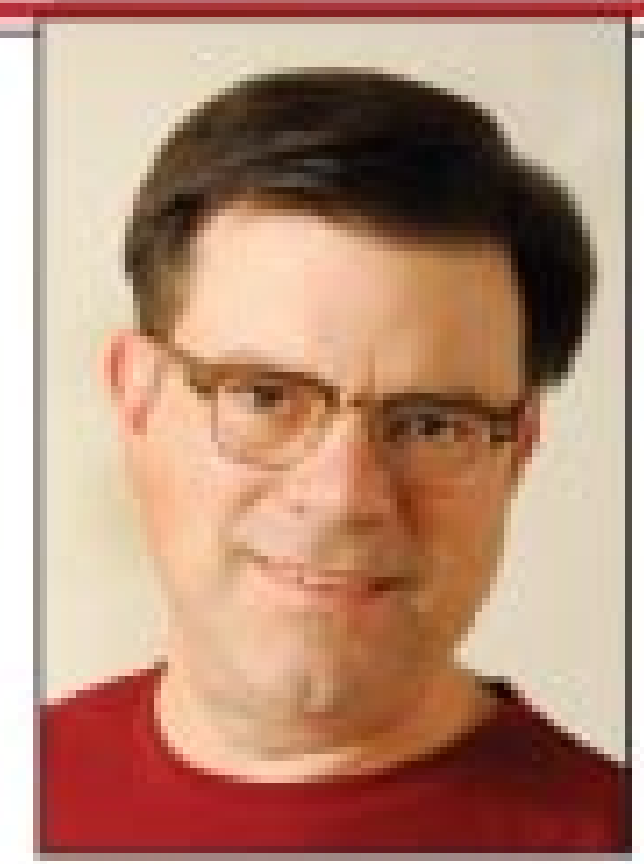
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Opportunity Knocks

WILL YOU OPEN THE DOOR TO NEW POSSIBILITIES AT THE PUMPER & CLEANER EXPO?

By Jim Kneiszel

The last 28 months have been an economic roller coaster for everyone, and PROs haven't escaped the white-knuckle ride through recession, corporate bailouts, stimulus packages and political upheaval.

We've been hanging on for dear life — trying to tend to business and keep putting food on the table — but sometimes it seems like the economic rules we've lived by our whole lives were turned on their ear. One day you may be busy and hopeful you'll come out of the downturn in good shape. The next day, you might find it's difficult to borrow money for needed new equipment.

That said, I'm seeing signs the economy is coming around, and I hope you are too. First off is what seems like a stronger showing from corporate America. If you have a retirement account with money invested in the market — through mutual funds or a stock portfolio — you may be pleasantly surprised with recent monthly statements.

YOU MAY COME TO LOUISVILLE TO CHOOSE A NEW TRUCK OR PLACE AN ORDER FOR RESTROOMS, ONLY TO COME AWAY FROM THE KENTUCKY EXPOSITION CENTER WITH AN IDEA FOR A WHOLE NEW REVENUE STREAM FOR YOUR COMPANY.

WHAT'S YOUR SITUATION?

After the breathtaking market collapse in the fall of 2008, I was fearful every time I saw that retirement account statement arrive in the mail. But I've been looking lately, and am encouraged by how far my investments have come back. There are certainly challenges ahead, but most of the companies I own stock in are recovering nicely and issuing better earnings reports.

Along with the market climb, I've gotten a more positive outlook from PROs. Many contractors I've talked to in recent months say they're righting the ship, slowly but surely. Economic realities forced them to take a fresh look at the business plan, and maybe they've learned to do more with less — particularly as they've adjusted to a slowing construction trade. I know you're working long hours and are busy serving customers from the difficult time I've had reaching some of you. Hopefully that's an indicator that work is on the upswing.

How do these rumblings of economic recovery figure in to your plans for the Pumper & Cleaner Environmental Expo International March 2-5 in Louisville, Ky.? If you're planning on coming, that's great news. If you still haven't made up your mind about attending the Expo, I have a few questions to ponder that might help you decide to participate in the world's largest liquid waste industry trade show.

What does the economy look like in your corner of the world?

If your outlook is brighter now than it's been in a few years, there may be more work on the horizon. Rather than ask yourself if you can afford to attend the Expo, ask if you can afford to miss it. You know that

if more opportunities emerge to bid on projects, competition will also become keener. Other service providers will look for an advantage in the marketplace. And time and time again, PROs have told me new product information and educational opportunities found at the Expo give them the upper hand when they get back home.

Is your equipment getting a little long in the tooth?

Duct tape and baling wire will only keep your equipment going for so long before you need to upgrade to serve customers during an economic recovery. The longer you wait to replace older service trucks, the more likely you'll be to find yourself in a jam when one of them unexpectedly dies on a route. The same goes for restrooms. As you shift aging inventory to construction sites, inevitably you'll be caught short of clean, new units to place at a backyard party or special event.

The Expo is your opportunity to kick some tires and slam some restroom doors. You'll see all the latest trucks and portable sanitation products under one roof. If you think you'll need some upgrades after a long dormant period of buying, the Expo is the way to make the most informed choices on products and the vendors you'll want to work with.

Do you need some fresh ideas about new services to provide?

A few years back it was hand-wash stations. Another year it was high-rise construction restrooms. It seems each year Expo exhibitors bring a new product focus for portable sanitation providers. You may come to Louisville to choose a new truck or place an order for restrooms, only to come away from the Kentucky Exposition Center with an idea for a whole new revenue stream for your company. And that's important in a time when diversification might be your best answer for expansion.

Are you and your staff up to speed with technology advances?

Though thousands of contractors now attend Expo Education Day, I still consider the wide array of seminars given the Wednesday before the show floor opens as the industry's best-kept secret. When I hear some of the speakers give vital information on service techniques, new technologies and better small-business marketing, I can't help but think about the lost opportunities for contractors who stayed home.

I don't think I'm overstating the case when I say Education Day attendance is a make-or-break proposition for some PROs. I've talked to contractors who've told me what they learn in those sessions has set their companies up for success. And for every PRO who's equipped for building business, there's another who's about to lose some customers.

A BIG HELLO

If you're looking forward to the Expo or you're reading this show issue on the floor of the Kentucky Exposition Center, I want to welcome you aboard. We're happy you could make it. Be sure to stop by the COLE Publishing editors' booth and introduce yourself. I'd love to learn more about your business and how we can serve you in the pages of *PRO*. ■

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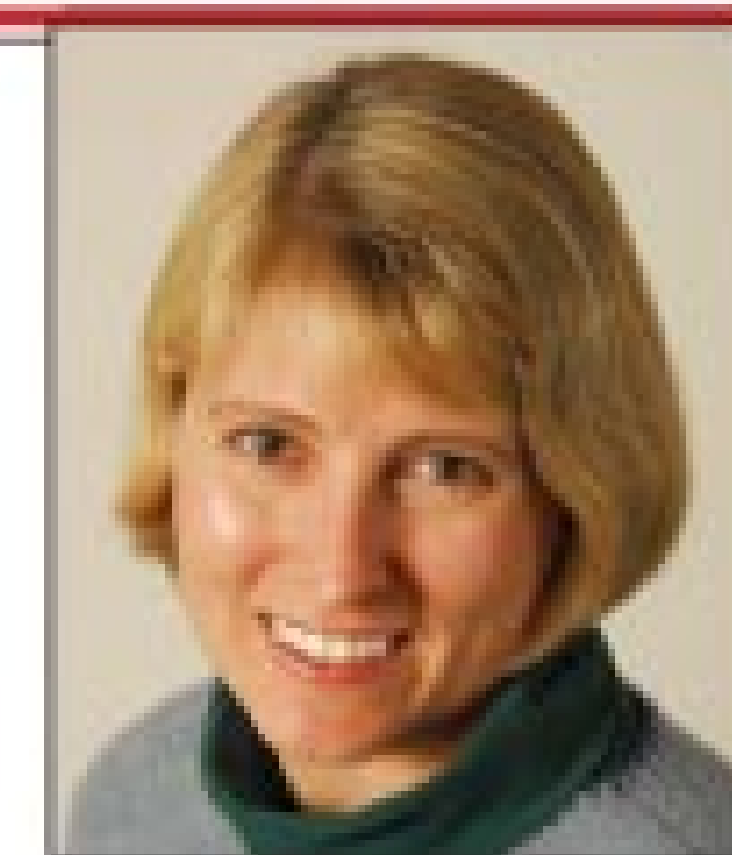


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Strive to Be a Top Workplace

What can your portable restroom company have in common with Google, Qualcomm, Dreamworks Animation, Edward Jones and Domino's Pizza? It can be on somebody's "top workplaces" list.

By Judy Kneiszel

Newspapers and magazines seem to have determined the American reading public loves lists, from the *U.S. News & World Report* "Best Colleges" to *People* magazine's "Celebrity Hot List."

One attention-grabbing list published annually in newspapers and business magazines is a list of top workplaces in a particular region, state or in the entire country. Some lists also break this down into categories such as "top workplaces for women," "top workplaces for the disabled," "top workplaces for minorities," etc.

I assume people find these lists fun to read because they like to see if their workplace made the cut and, if not, where the grass is greener. The lists are valuable not only because they sell newspapers and magazines but because they provide a benchmark for all employers.

For these yearly lists of top workplaces to be valuable tools, employers can't just skim the company names, but rather read all the comments made by workers whose participation made the list possible. These comments offer insights as to why certain companies made the list and what every employer can do to make things better for their own employees.

But why should employee satisfaction be a priority for your company? In today's economy workers should just be happy to have a job, right? Maybe. But in today's economy, or any economy, employers should strive to have happy employees for a number of reasons.

Through extensive surveys, The Gallup Organization has found that highly satisfied groups of employees often equate to above-average levels of:

- Customer loyalty
- Productivity
- Employee retention
- Workplace safety
- Profitability

Conversely, unhappy employees are less productive, have higher absence rates and probably won't stick around long, which means frequent recruiting and training of new employees.

EMPLOYEE WISH LIST

So, without further ado, here's my list of factors that contribute to employee satisfaction, compiled from countless "top places to work" articles:

A challenge. Employees reported being more satisfied when they were challenged at work every day and encouraged to do their best.

A common goal. Employees are happier when they feel like they are part of a team and everyone is striving for the same outcome. Workers enjoy collaboration and appreciate knowing exactly how they contribute to the achievement of the overall goal.

Recognition. Not praise for praise sake, but honest recognition when someone has gone above and beyond goes a long way toward employee satisfaction.

UNHAPPY EMPLOYEES ARE LESS PRODUCTIVE, HAVE HIGHER ABSENCE RATES AND PROBABLY WON'T STICK AROUND LONG, WHICH MEANS FREQUENT RECRUITING AND TRAINING OF NEW EMPLOYEES.

Work/life balance. All work and no play makes employees resentful of their employer. Well-rested employees who have time to enjoy leisure activities away from work, on the other hand, tend to be more productive. Allowing flexible scheduling so parents can attend school functions and workers with elderly parents can take them to appointments was frequently mentioned as a common practice at top workplaces.

A feeling of importance. Employees are more satisfied if they know their opinion matters and that management and co-workers will listen to their ideas. They also appreciate the freedom to explore new ideas and ways of doing things.

A family atmosphere. Things like the lunchtime pot luck, birthday celebrations, and secret Santa may seem like trivial time-wasters on the surface, but when workers get to know one another, know about each others' families and outside lives, they come to care about one another, tend to be happier, and are therefore more productive and more likely to stay long-term.

Leading by example. Employees like to see managers "in the trenches." Those who won't ask employees to do anything they themselves wouldn't do are frequently mentioned as the best bosses.

Positive atmosphere. Happiness is contagious. So is negativity. In workplaces where the glass is half full, workers report more satisfaction. This has a snowball effect.

Ethics. It makes people nervous and unhappy to carry around the knowledge that their employer is less than honest. Employees are happiest when they know everyone in the company conducts business in an ethical manner.

Quality. Workers whose companies provide top-quality products and services take more pride in their work, which creates a better workplace.

THE BEST YOU CAN BE

Your company may already have all of the characteristics of a "top workplace" and still never make an official list in a newspaper or magazine. That's OK. You would reap the rewards from being really, really sexy without ever being named to *People* magazine's "Sexiest Men Alive" list too. The point of striving to be a "top workplace" is not to be on some list, but to have a more positive and productive company. If, by chance, your company has made this type of list in a local newspaper, let us know at *PRO*, and we'll share your achievement with our readers. ■



THE TEAM

Northern Disposal & Sanitation is located in Katrine, Ontario, Canada, about 150 miles north of Toronto. Serving clients in Northern Ontario and the District of Muskoka resort region, the company provides a range of services, including portable restrooms, waste

In for the LONG RUN

Ontario's Northern Disposal & Sanitation is up to the endurance challenge of the 70-mile Subaru Ironman Muskoka race

By Peter Kenter

disposal and septic service within a 40-mile radius. The company has three employees, including husband-and-wife owners Katy and David McGregor.

COMPANY HISTORY

The company was founded in 2006 as a disposal service offering roll-off containers to local businesses and contractors. Northern Disposal purchased a septic service business in 2007 and added portable restrooms to its offerings later that summer.

BY THE NUMBERS

The company offers more than 100 rest-

rooms from PolyJohn Canada, the majority of which are PJN3 models, with additional Fleet Series and Comfort Inn wheelchair-accessible units rounding out the stock. The company has two vacuum trucks, one for septic and one for portables. The septic truck is a 1997 GMC TopKick outfitted with a 2,200-gallon steel tank from Vacutrux Limited with a Wallenstein pump (Elmira Machine Industries Inc.). The restroom truck is a Ford F-550 with a flatbed-mounted 350-gallon waste/200-gallon freshwater steel PickupTanx 550 galvanized Vacutrux tank and Wallenstein 151HRVO pump. The flatbed trailer also transports roll-off waste bins and can carry up to six restroom units.



David McGregor places a row of restrooms for use during the Ironman Muskoka race in September 2010. (Photos by Cody Storm Cooper and Northern Disposal & Sanitation)

ON LOCATION

THE JOB: Subaru Ironman 70.3 Muskoka

LOCATION: Huntsville, Ontario, Canada

THE PRO: Northern Disposal & Sanitation, Katrine, Ontario, Canada



David McGregor offloads restrooms to serve the Ironman event (left). Below, McGregor reviews details of the job with his wife, Katy McGregor.

“I REALIZE THAT THE RESTROOM CONTRACT IS ONLY A SMALL PART OF WHAT IT TAKES TO MAKE THE IRONMAN A SUCCESSFUL EVENT. BUT WHEN OUR SERVICES ARE PERFORMED WELL, THE EVENT ORGANIZERS ARE FREE TO LOOK AFTER THE MAIN EVENT, AND THAT INSPIRES CONFIDENCE IN OUR COMPANY TO DELIVER.”

Katy McGregor



THE MAIN EVENT

The 2010 Subaru Ironman 70.3 Muskoka was held Sept. 12, 2010, in Huntsville, Ontario. The event attracts as many as 1,300 contestants and 3,000 spectators. As the event title suggests, the grueling race spans 70.3 miles, starting and ending at the Deerhurst Resort. The race includes a 1.2-mile swim, a 56-mile bike ride and a 13.1-mile run.

THE BID

As a former sales coordinator for the Deerhurst Resort, Katy McGregor had her eye on providing roll-off bin and portable restroom service to some of the higher profile events hosted there. The company had already worked on dozens of smaller contracts including local fairs, golf courses and weddings.

Through her contacts at Deerhurst, McGregor heard about plans to host an Ironman event in the area. She quickly called Mitch Fraser, series director of Trisport Promotions Inc., the company responsible for staging the Subaru Triathlon Series.

“You can put an ad in the newspaper or in the Yellow Pages, but we’ve always felt that face-to-face contact helps us to prove ourselves and keep us ahead of the competition,” McGregor says.

Fraser told McGregor that he would be happy to meet with her at Deerhurst in Janu-

ary 2008 while he discussed plans for the race event with the resort owners. Coincidentally, the meeting took place at the same time as the 2008 Canadian Pond Hockey Championships hosted at the resort.

“We’d won the restroom contract for 10 portable toilets for the hockey championships, so this was the perfect way to show Trisport that we could handle a larger event,” McGregor says. “After meeting Mitch, we were invited to submit a proposal, but we found it was a lot of work to prepare the bid, considering the route of the event hadn’t been settled yet.”

Because of the size of the contract, Northern Disposal proposed a three-year agreement comprising restroom services and waste disposal service, which Trisport accepted.

WORKING THE FIRST IRONMAN

The Ironman contract involves the main event and one small event, held in July and requiring about a dozen restrooms. For the main event in September 2008, Northern Disposal supplied 50 units, 30 located at Deerhurst. Additional units would be located in Baysville, Dwight and Dorset, other towns on the route. Some restrooms would be stationed at rest stops along the highway, with two units per stop.

“I drove around with Mitch and his crew in August for a two- or three-hour tour of the

race route,” McGregor says. “They weren’t yet sure where they would locate the rest stops, so I would make suggestions to choose a flatter spot, or to move it away from the highway where it would be safer.”

McGregor recalls facing the first race with considerable anxiety. “We were ready, but I spent so many hours looking at the map and making sure everything was prepared, because you have only one chance to shine after the race starts,” she says.

FAST FORWARD TO 2010

At the 2010 Subaru Ironman 70.3 Muskoka, the McGregors continued to follow the successful template they’d developed to cover the events in 2008 and 2009. “The only difference in 2010 is that we also purchased a dedicated Explorer Toilet Transporter from McKee Technologies, through our restroom supplier, PolyJohn Canada,” McGregor explains. “It’s a three-axle, 20-unit vehicle that we can hook onto our extra Chevy pickup truck. You require a special license to drive the flatbed, but anyone with a regular license can drive a pickup, so I can make deliveries on my own when it’s necessary.”

The team also must handle additional engagements, which, during last year’s Ironman event included a local fair, two weddings and multiple highway construction contracts



McGregor, with daughter Nikki, 4, prepares for the Ironman race, which attracts as many as 1,300 contestants and 3,000 spectators.

RAPID TEARDOWN

During the race, the company has little contact with the event. When the McGregors get the call that the last racers are completing the course, rapid-fire removal of the restroom units begins.

“MY SKILLS DEVELOPED IN THE HOTEL BUSINESS WERE REALLY HELPFUL ON AN EVENT LIKE THIS. THE PARAMETERS OF EVENTS CHANGE AND YOU HAVE TO PREPARE AND ADAPT. NOTHING’S WRITTEN IN STONE THE NIGHT BEFORE THE EVENT.”

Katy McGregor

“We have only 18 hours to remove everything, so our main initial focus is targeting the highways, getting as many of those units out of the way as the roads re-open,” McGregor says. “I get inside the units, remove the paper and garbage, then Dave pumps them out.”

The event generates less than 700 gallons of waste, which is disposed of at a transfer station in Huntsville before the rest of the units are retrieved.

“Some people at Deerhurst linger after the event, so we need to keep some of those units in place until they leave,” McGregor says. “The resort wants to see all of the restrooms removed from their parking lot by the start of the next business day, so we take all of those next.”

The team then moves back to the race route, working into the night. Only a few restroom units located in sheltered and safe ar-

reas, such as municipal parking lots, are left for pickup the following morning.

THE FINAL ANALYSIS

“I realize that the restroom contract is only a small part of what it takes to make the Ironman a successful event,” McGregor says. “But when our services are performed well, the event organizers are free to look after the main event, and that inspires confidence in our company to deliver.” ■

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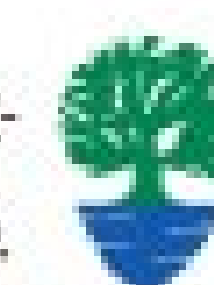


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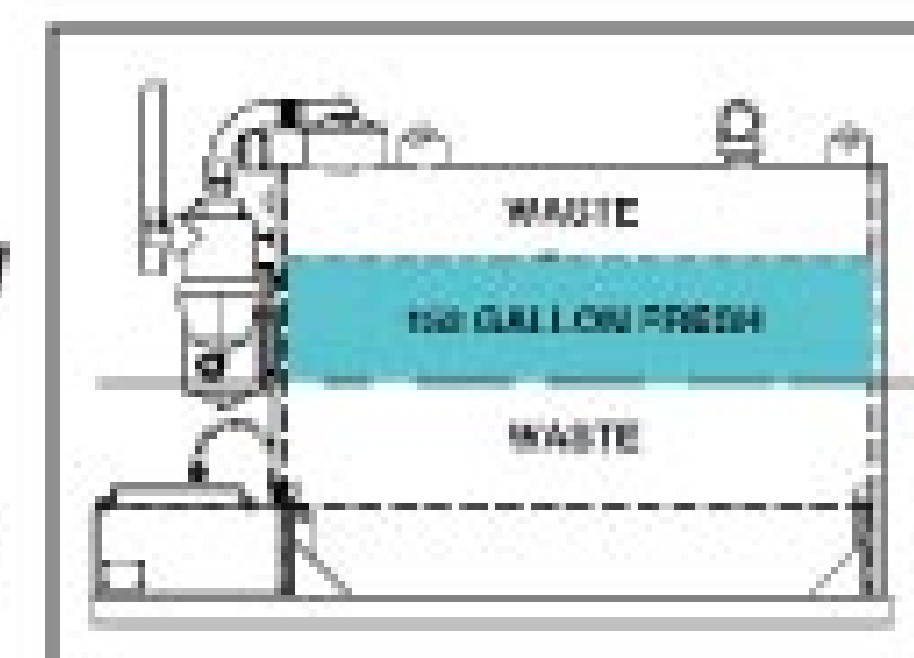
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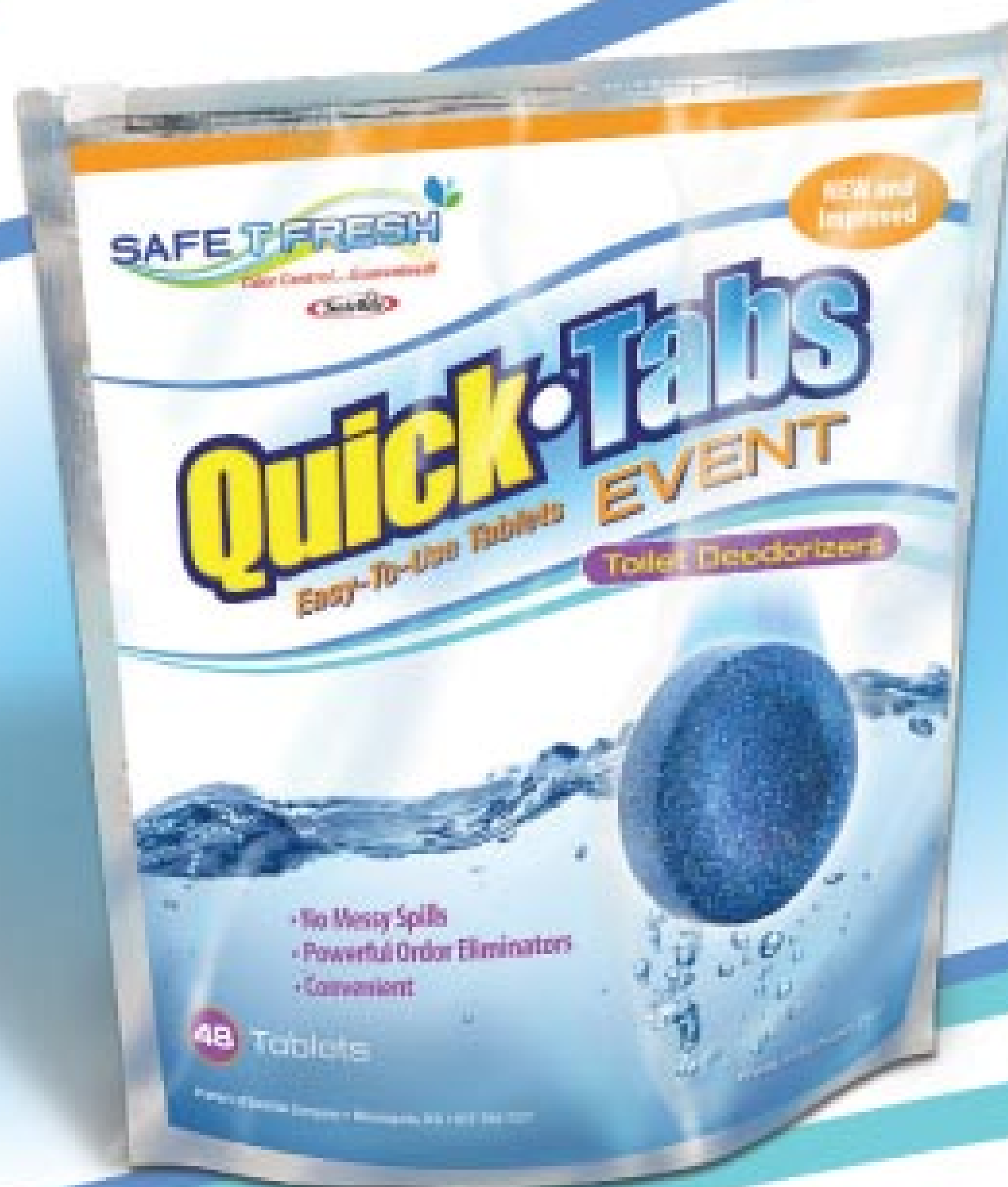
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PARTY with DIERKS

Red-hot country performer — and one-time pumper — Dierks Bentley will rock the house in Louisville

By Jim Kneiszel

How's this for the hottest ticket in town: The Pumper & Cleaner Environmental Expo International and Dierks Bentley.

The *can't miss* trade show for environmental services professionals collides with the *can't miss* country music performer of the past year. When Bentley takes the stage at Louisville's Freedom Hall March 5 to entertain Expo attendees, he will have just learned the fate of his three nominations from the 2010 Grammy Awards.

Bentley has had numerous No.1 hits on the country charts since his 2003 debut album, but last year's bluegrass-influenced record, *Up On The Ridge*, catapulted his career to a new level. Recording with an ensemble of the hottest new stars — Punch Brothers, Miranda Lambert and Jamey Johnson — Bentley produced the contemporary country

music that built his career, but using the acoustic instrumentation that fueled his love of country music in the first place.

"I had a blast making this record. It was the most fun I've really ever had making a record. Bluegrass music is what really first got me turned on to country," Bentley said in an interview with *Pumper*. "I don't think I'm a traditionalist. I love country music and putting my own stamp on it. And using (acoustic) instruments is a big part of the formula; I want to push the boundaries of what you can do with them."

A PUMPING PAST

While Bentley's music is sure to be a big hit at the Saturday Evening Jam, there's another reason Expo attendees will enjoy the down-to-earth, 35-year-old performer: He's been a pumper. One of the many jobs Bentley

had before landing a contract in Music City was pumping out holding tanks on houseboats at Lake Powell in his home state of Arizona.

"I loved the lake and I loved being up there," Bentley explained. "In the mornings, I'd go down and show the customers how to drive the boats, 35- to 60-foot houseboats. When the boats came back, we'd clean them from top to bottom, scrub the roofs, the decks, pump out the tanks, and get them ready to go the next morning."

Boats typically had 250-gallon holding tanks, and that waste was pumped through a pipe system installed at the marina, Bentley recalled. Careful evacuation of the tanks and constant cleaning on the boats is vital because Lake Powell provides a freshwater supply for an expansive desert territory in the Southwest.

Bentley says he's always enjoyed physical labor (he also built decks for a time and retrieved golf balls at a driving range) and has an appreciation for hard work. The jobs he didn't like were in Nashville offices while he paid his dues in the music business.

"I poured coffee all over this town and worked in every building in Nashville before I got a publishing deal," he recalled. "I like physical labor, but emotionally being in Nashville and working day jobs while trying to get a record deal was the toughest."

QUIT THE DAY JOB

Bentley doesn't have to work day jobs anymore. In 2003, his first single, "What Was I Thinkin'" topped the country chart. His 2005 album, *Modern Day Drifter*, went platinum, and that year he became the youngest member of the Grand Ole Opry and received

"IT'S IMPORTANT FOR US TO HAVE A HIGH ENERGY SHOW AND A LOT OF FUN. IF IT'S A GOOD NIGHT FOR US, EVERYONE ELSE WILL HAVE A GOOD TIME. THIS IS ONE OF THE FIRST SHOWS WE'LL HAVE FOR THE YEAR AND EVERYBODY WILL BE EXTRA EXCITED TO BE OUT THERE PLAYING."

Dierks Bentley

the Country Music Association's Horizon Award. He followed with the 2009 album, *Feel That Fire*, which included two No.1 hits, the title track and "Sideways."

Then Bentley had a thought. What if he returned to the bluegrass music he fell in love with when he arrived in Nashville years ago? So he called his friends in the band Nickel Creek and started planning *Up On The Ridge*.

"I've always been a big fan of Nickel Creek and I knew (mandolin player and singer) Chris Thile from bounding around in the bluegrass circles. They were really out there with the progressive acoustic music and I really enjoyed what they did," Bentley said. "I had moved here to do country music, and I walked into a bar and they were singing country songs using acoustic instruments to do it. I really fell in love with that sound, and it gave me a foundation to start from."

Thile's new critically acclaimed band, Punch Brothers, recorded a number of tunes with Bentley, including a daring cover of the U2 hit, "Pride (In The Name Of Love)."

Besides the Punch Brothers, the song features the high lonesome sound of bluegrass legend Del McCoury. At first, Bentley said friends didn't understand his choice to cover the legendary rock band, but "Pride" became one of several hits from the record, which also features "Bad Angel" with Lambert and Johnson, and the title track. Both "Pride" and "Bad Angel" were nominated for Grammy Awards, and *Up On The Ridge* was nominated for Best Country Album Grammy.

"It's a tough song to cover, but you know if you're going to

cover a song by a group like that, pick a big one," Bentley says of choosing a U2 song. "It was a little daunting. They're one of my favorite bands, and you knew going into that song that it's going to go one way or the other. Either it's going to get a Grammy nomination or it's going to be a disaster. We're lucky it went in (the Grammy nomination) direction."

ELECTRIC & LOUD

For the Pumper & Cleaner show, Bentley will perform an acoustic set from *Up On The Ridge*, but mostly he and his five bandmates will be plugged in and rowdy at Freedom Hall, a venue he's enjoyed playing numerous times.

"The shows tend to be electric and loud. We like to have a good party atmosphere going," he said. "But we'll break it down and get the upright bass and banjo out and do some things from this record."

"It's important for us to have a high energy show and a lot of fun. If it's a good night for us, everyone else will have a good time," he said. "This is one of the first shows we'll have for the year and everybody will be extra excited to be out there playing."

It might be hard for Bentley to pry himself away from his family in Nashville to start touring again. He, wife Cassidy, and daughter Evie, welcomed the birth of their second daughter, Jordan Catherine, a month ago on Christmas morning. But he's looking forward to meeting Expo fans and said he might bring some photos from his pumping past to share.

"These are the folks I hang out with at shows," he said. "The hardworking people." ■

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SPECIAL DELIVERY

Prompt service, sharp-dressed technicians and keeping promises to customers is the success formula for upstart Massachusetts company Northeast Sanitation Corp.

By Ken Wysocky

Back in February 2006, a semi-retired Brian McNamara heard opportunity knocking and wasted no time answering the door — and stepping smack dab into another full-time career. Within five months, Northeast Sanitation Corp. in Sudbury, Mass., morphed from nothing more than an idea into a full-service portable restroom outfit.

Since then, NSC has enjoyed considerable growth, aided by the acquisition of two more portable sanitation businesses. And the decisive McNamara says he expects further expansion and revenue growth. The key to the company's quick success? Great employees and a simple but effective business philosophy: Do what you say you're going to do.

"We don't mess around," McNamara says when asked how he took a company from concept to corporation in just five months. "I thought I saw a good opportunity in the marketplace, and so far, it's proven to be just that.

"Our motto is, 'The difference is in the details,'" he continues. "Whether it's delivery, service or professionalism, it's all about how you treat people ... that's what forges relationships. If you say you're going to do something, do it. If you can't, don't be in business."

Northeast Sanitation Corp. Sudbury, Mass.

Owner: Brian McNamara

Founded: 2006

Employees: 11

Service Area: Massachusetts, northern Rhode Island and southern New Hampshire

Web Site: www.northeast sanitation.net



Technician Jose Cantagena services a restroom for Northern Sanitation Corp., Sudbury, Mass. (Photos by Gregg Shupe)



“We strive to develop personal relationships with our customers. You’d be amazed at how many times I go on a service call and the customer is surprised to see me. It’s a win-win situation because I can make sure our guys do a good job and meet customers at the same time.”

Brian McNamara

MAN WITH A PLAN

McNamara spent most of his career in heavy civil construction and residential development. Working in New England, where the construction season is short and lousy weather is a fact of life, taught him how to make things happen fast. He eventually went into semi-retirement as a real estate developer. But while building a home in early 2006, a brush with unresponsive portable restroom service spurred his second career.

“They never came when they said they would,” McNamara recalls. “I’d have to call them three or four times to get service. So I started thinking that if they have this much market share and provide this level of service, there’s definitely a niche to be exploited.”

McNamara started by doing research on the Internet to determine the level of competition. Then he learned about the Pumper & Cleaner Environmental Expo International — which by chance was being held the following weekend.

“I went to the show, which was a great experience,” he says. “I found out about all the players in the industry, and ended up ordering

120 restrooms.”

By March, NSC was incorporated. And by July, the company was up and running. Growth occurred quickly, thanks to McNamara’s widespread network of construction industry contacts.

Revenues quickly grew. “We’re probably four times bigger now than the year we started,” he says. McNamara says a fundamentally sound business plan was critical to the company’s fast growth. That included forecasting sales revenue and net-profit goals, and asking friends and business associates to “shoot holes” in his business premises.

“I’d recommend that anyone start with a sound business plan,” he notes. “You can’t run blind. You’ve got to have forecasts, then be sure you hit the numbers. It’s not easy, but if you stay focused on your plan — which is your road map to success — you’ll succeed.”

Currently, construction-related rentals generate about 75 percent of the company’s

Low-Tech but Effective: Face-To-Face Contact

As important as an attractive, frequently updated website is to Northeast Sanitation Corp. marketing efforts, owner Brian McNamara says his business also relies on a decidedly less high-tech approach: simple face-to-face contact with customers. He says that meeting customers in person helps him better understand their concerns, and he periodically accompanies drivers on routes to get one-on-one with the people who pay the bills.

“We strive to develop personal relationships with our customers,” he notes. “You’d be amazed at how many times I go on a service call and the customer is surprised to see me. It’s a win-win situation because I can make sure our guys do a good job and meet customers at the same time.”

McNamara says when he meets a new customer and hands out a business card, he points out that it includes his cell phone number. He also offers to write his home phone number on the back of the card — and emphasizes that customers shouldn’t hesitate to use either number.

“People like that,” he says. “They’re impressed. When you’re willing to give someone such private information, they get a pretty good feeling that we’re going to stand behind our product.

“I’ve actually received a couple calls at home, and those customers got the attention they deserved,” he continues. “Again, it’s all about doing what you say you’re going to do. It doesn’t have to be more than that, but certainly no less.”

sales revenue; the remaining 25 percent comes from special events. McNamara says his business plan calls for a 70/30 split after five years, so the business is on track. “We have to rely mostly on construction because in this area, there are only so many special events,” he says.

GROWTH THROUGH ACQUISITION

Acquisitions also keyed the company’s growth. One was a sole proprietor who wanted to get out of the business. That company’s territory was just outside NSC’s geographic base, so the acquisition made sense. In the second purchase, an operator went out of business, so NSC purchased the company’s assets, McNamara says.

Growing via acquisitions was part of McNamara’s business plan, not just happenstance. Without them, he knew he couldn’t generate the level of net income he envisioned in the plan. He says he looks for several key factors to determine if another company is a good fit for NCS:

1. A certain level of gross revenue.
2. Route density. “If you’re driving all over the place and your prices are too low, you’re



Technician Dan Bartell cleans and stages restrooms for delivery in the Northeast Sanitation Corp. yard.

"NEW EQUIPMENT IS A GREAT MARKETING TOOL. WE WASH AND CLEAN TRUCKS EVERY DAY. WE WANT TO CREATE THE PERCEPTION THAT WE'RE THE BEST COMPANY OUT THERE ... WHEN PEOPLE SEE OUR TRUCKS, THEY REMEMBER US."

Brian McNamara



The Northeast Sanitation fleet includes a variety of newer vacuum service trucks, including (above) these three Hino and one International models, all in white. At left, technician Dan Bartell cleans a unit in the company yard.



think most business cultures are that far apart. Most people want to go to work and do the right thing — be safe, do the job right and go home to their families."

NSC is dramatically expanding its geographic scope by acquiring a company on Florida's eastern coast. The deal should be completed early this year. McNamara says he isn't daunted by expanding operations so far away from the company's current regional base. "As long as numbers don't lie, you can run a business (remotely)," he notes. "If something goes wrong, you can hop on a plane and fix it."

McNamara says he also surrounds himself with good people, which make him confident about long-distance acquisitions.

"It's a team effort — everyone pulls their own weight and is eager to help each other out. I'm not saying it's Utopia, but we have a great team," McNamara says. He notes he is especially reliant on two vice presidents, Michael Byrne and Dennis Lavoie.

WEBSITE BUILDS BONDS

At first, McNamara relied on established business contacts — the "golden Rolodex," as he puts it — and word-of-mouth referrals. But three years ago, he realized the company also

required an Internet presence. The current website was revised about a year ago, and he says it's a continual work in progress.

"In today's world, people want to know you have a website," he adds. "Everyone should have one that shows their products and explains what they do. But you also have to deliver on what you say on the website."

To keep the website interesting, McNamara posts a weekly blog that talks about a wide array of issues, from strategic placement of units on construction sites to how many restrooms a customer might need for a wedding or party.

"We aim for information people can use," he says. "At the same time, we're also always looking for creative ideas to have some fun with it, too. We ask our drivers for ideas, and they've come up with topics like how to protect units on site, putting stone pads in front of units when it's muddy, placement of hand sinks and so on. It's all aimed at benefitting the end-user."

IMAGE IS MARKETING, TOO

NSC also emphasizes less subtle forms of marketing, like new, clean and well-maintained trucks; uniformed, clean-cut drivers who are courteous and professional; and use of new technology, such as global positioning systems,

not making any money," he explains.

3. A geographic location that meshes with the NSC business plan.

4. The average price per ticket. "You can always try to rectify low prices if a company is undercharging, but that doesn't work if the region (customers) won't support it," he says.

5. Similar corporate cultures. That factor didn't come into play with the first two acquisitions, because no new employees were involved.

"But as we continue to look at bigger and bigger acquisitions, we need to make sure that cultures match," he says. "Fortunately, I don't



The Northeast Sanitation team includes (from left) Pat VanTyle, vice president Michael Byrne, owner Brian McNamara and vice president Dennis Lavoie.

which helps improve customer service.

"We purchase anything that makes us more competitive in the marketplace," he says. "We try to stay ahead of the curve on that because it saves you money in the long run."

The NCS fleet includes a 2006 Ford LCF with a 350-gallon waste/150-gallon steel tank, made by Best Enterprises Inc.; a 2007 International 4300 with a 1,500-waste/500-gallon freshwater aluminum Progress (Progress Tank LLC) tank; a 2008 Hino 268 with a 1,500-gallon waste/500-gallon freshwater aluminum Progress tank; a 2008 International 4300 with a 750-gallon waste/350-gallon freshwater flat steel tank from Crescent Tank Mfg.; two 2010 Hino 268s with Progress aluminum tanks (one 1,150-gallon waste/350-gallon freshwater and the other with a 1,500-gallon waste/500-gallon

freshwater); and a 2007 Ford LCF flatbed truck for deliveries. All of the trucks use Masport Inc. pumps.

NSC also owns 1,100 standard portable restrooms, mostly Integra units from PolyPortables Inc.; 60 handicapped-accessible units (30 made by Satellite Industries Inc. and 30 made by PolyPortables); and two restroom trailers, a 15-footer made by JAG Mobile Solutions Inc. and a 24-footer manufactured by Comforts of Home Services Inc.

The upscale JAG trailer has four 18-inch, flat-screen televisions. Customers who run charity events or weddings often burn their own DVDs with photo slide shows and play them continuously on the TVs.

"We've gotten lots of positive feedback about the TVs. I'm not sure it makes us more

money, but you know people talk about it," McNamara says. "New equipment is a great marketing tool. We wash and clean trucks every day. We want to create the perception that we're the best company out there ... when people see our trucks, they remember us."

GPS technology helps improve customer service. NCS uses a system made by Navtrak Inc. that provides detailed information, from how fast technicians drive to the duration of a service call to the exact time the vacuum power on trucks is turned on and off. If a customer questions whether a technician made a service call, NCS can e-mail them a GPS report that proves they did.

If there's any question at all in a customer's mind, though, McNamara follows the premise that the customer is always right, which means a technician will go back and re-service the units in question again. Most times, however, the report does the trick, and customers realize later on that, for example, a landscaping crew came on-site unbeknownst to them, which explains why units were full or dirty so soon after being serviced.

BRIGHT FUTURE

McNamara is optimistic about NSC's future. He says the company's business plan calls for 40- to 50-percent annual sales growth while maintaining current profit margins, largely through acquisitions and setting up satellite offices — and, of course, by continuing to provide great customer service.

"I always tell our guys they should clean restrooms as if their own kids are using them," he says. "If you do that, they're pretty much clean enough for anybody." ■



Technician Jose Cantagena dispenses freshwater for servicing restrooms on location. Customer service and growth through acquisition are two keys to Northeast Sanitation's aggressive business plan.

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I just put a Ford F-550 with a V-10 into service. I love it. The gas mileage is about 9 to 10 mpg on the route, with it dropping to 8 to 9 mpg as the truck fills.



I run both types of trucks you mention, but use the flatbed for weekend and festival deliveries and pickups. My Ford F-550s are used for routes and servicing festivals.



As a small company with trucks that serve double duty (delivery and service), we prefer to use the flat-tank type trucks. The drawbacks are a taller profile and the layout is generally not as user-friendly as our (traditional tank design) trucks. We are currently looking at changing our fleet to include more trucks that can haul more than two units at a time. Being able to move eight units on one truck makes our Fridays and Mondays so much easier.

WE ARE CURRENTLY LOOKING AT CHANGING OUR FLEET TO INCLUDE MORE TRUCKS THAT CAN HAUL MORE THAN TWO UNITS AT A TIME. BEING ABLE TO MOVE EIGHT UNITS ON ONE TRUCK MAKES OUR FRIDAYS AND MONDAYS SO MUCH EASIER.

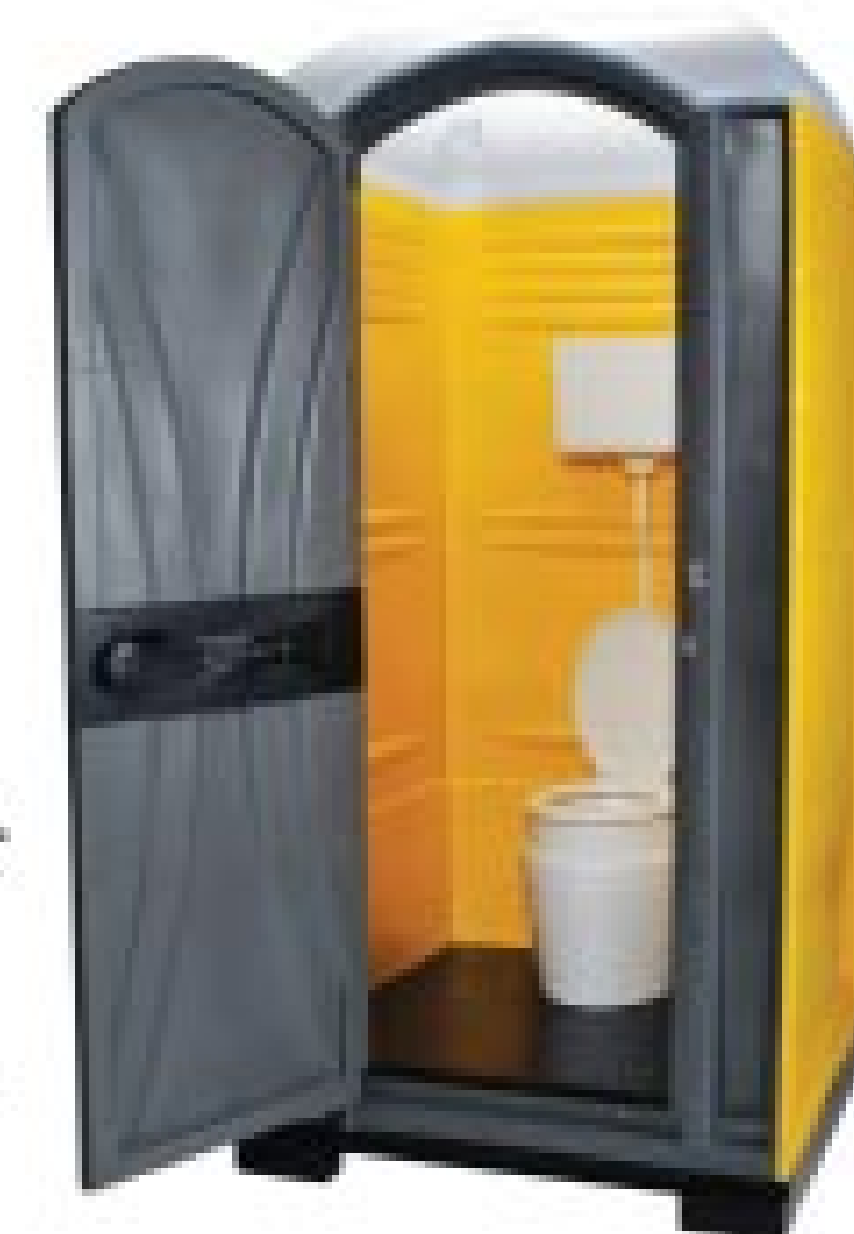
Come Join Us Online

The PRO Online Discussion Forum is found at www.promonthly.com. The forum is conveniently split into several topic areas: General Discussion, Business, Chemicals & Deodorizers, Parts & Accessories, Portable Restrooms, Portable Restroom Trailers, Portable Restroom Service and Trucks. Simply register with a user name and password and start posting! Information and advice in PRO Discussion Forum is offered in good faith by industry professionals. Readers should consult in depth with appropriate industry sources before applying the advice they read here to a specific business situation. ■

PRODUCT NEWS

Armal Introduces Western Mains Restroom

The Western Mains restroom by Armal Inc. is designed for use on long-term construction sites with direct sewer and water hookup. Featuring a lightweight resin toilet, the unit weighs 185 pounds and comes with paper holder and built-in shelf. Measuring 90 inches tall, 43 inches wide and 47.20 inches deep, the restroom is available in a choice of eight colors. Options include sink and hygienic cleaning sprayer. 866/873-7796; www.armal.biz, Expo booth 7069.



INDUSTRY NEWS

ScreenTech Launches Product Website

ScreenTech Imaging, a division of Roeda Signs, has launched www.sanitationgraphicsonline.com. The product website features stock decals for the waste and recycling industries, including safety decals for roll-offs, compactors, front loaders, truck bodies, portable restrooms, reflective tape and more.

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LEARN TO BE Outrageously Successful

By Ted J. Rulseh

After more than 20 years of working in and observing companies of every type and size, Scott Hunter has noticed a trait all successful firms share.

"They have enthusiastic, confident, optimistic, appreciative and happy people who work together on behalf of a future they have all committed themselves to," says Hunter, a speaker and business coach who presents a series of seminars at the Pumper & Cleaner Expo in Louisville, Ky. on "The Mindset of Leadership" and "Creating an Outrageously Successful Organization." His March 2 Education Day program begins at 8 a.m. at the Kentucky Exposition Center.

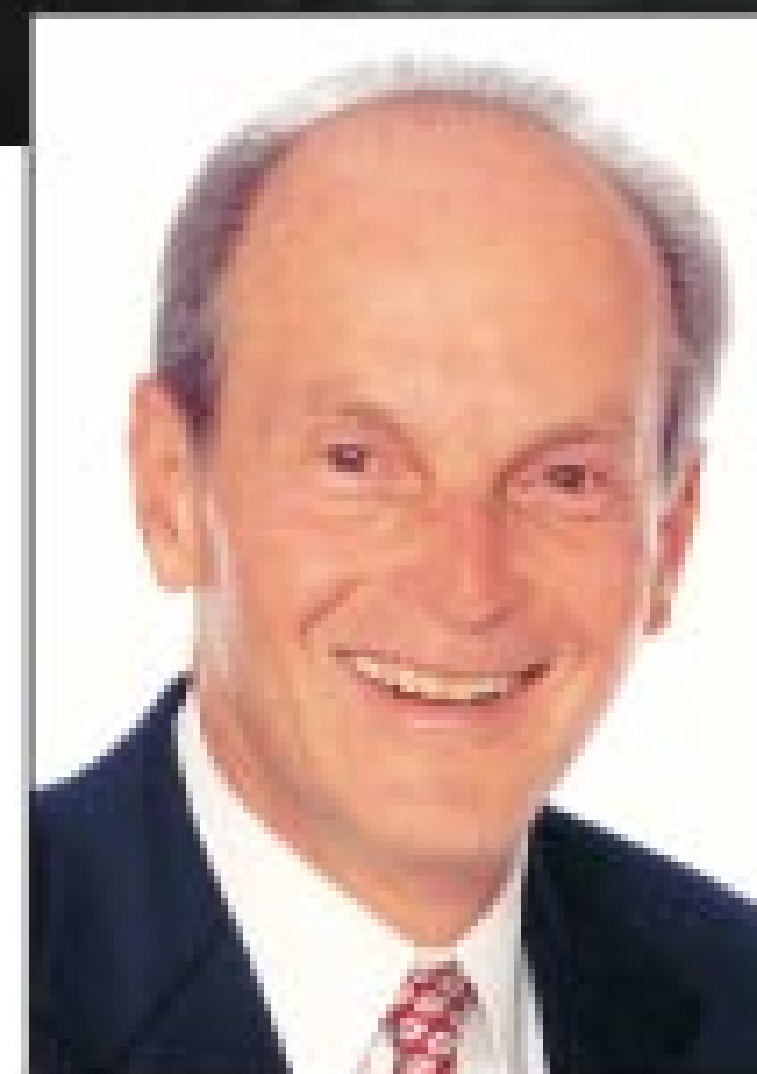
Hunter, also author of the book, *Unshackled Leadership*, helps companies transform themselves through his keynote speeches, workshops and retreats. Since 1985, he has worked with hundreds of businesses and more

than 250,000 people, helping to produce breakthroughs in personal and professional lives and setting the stage for companies to achieve results far beyond expectations.

ALL ABOUT PEOPLE

"People who come to the Pumper & Cleaner Expo have a particular expertise, and there is an art and science to what they do," Hunter says. "But there is also an art and science of how to run a business successfully and profitably, and that's what many people don't understand."

The morning sessions focus on the people skills it takes to be truly successful. "We'll show attendees how to be a leader, how to build a team, how to inspire and



Scott Hunter

Speaker and business coach
Scott Hunter brings success
secrets that can help owners
transform their companies

"YOU DON'T WANT TO BE FOCUSED JUST ON MAKING MONEY. YOU WANT TO BE FOCUSED ON CREATING THAT GROUP OF ENTHUSIASTIC, CONFIDENT, OPTIMISTIC, APPRECIATIVE AND HAPPY PEOPLE."

motivate people, and how to have their business be a place where people want to work," Hunter says. "It's about listening to people. It's about caring for people. It's about being focused on building a team."

"You don't want to be focused just on making money. You want to be focused on creating that group of enthusiastic, confident, optimistic, appreciative and happy people."

MOOD DRIVES SUCCESS

The afternoon sessions explore "laws of the universe" that, if obeyed, put a company on the road to outrageous success. "A business is a collection of human beings, and as a result it has a collective energy, or mood, that determines what is possible," Hunter says.

"Your results are very much a function of not how skilled you are but of the mood of the people in your organization. If the mood is upbeat, enthusiastic, positive and optimistic, and people are all pulling together, you're going to have great results."

"The Law of Attraction says we attract to ourselves that which is

consistent with our predominant mood. So if you go around being frustrated and angry, you'll attract things that support you in being frustrated and angry. But if you go around being happy, joyous and appreciative, you'll attract things that support you in being happy, joyous and appreciative."

"Another law says we'll always find what we go looking for. So if you think life is rotten, guess what — it is! But if you think there are opportunities out there, you'll start noticing opportunities. Your brain is wired to help you find evidence for what you believe to be true. So why not believe the world is full of great opportunities?"

Hunter says people tend to underestimate their power to influence others. "People will show up around you as who you believe them to be," he observes. "If I think you are wonderful, then around me you'll get to be wonderful. You want to think about your employees and customers as being fabulous and wonderful. Look for the gold and the goodness in people and you'll notice how they show up as wonderful around you." ■

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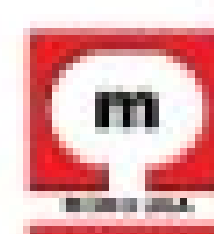
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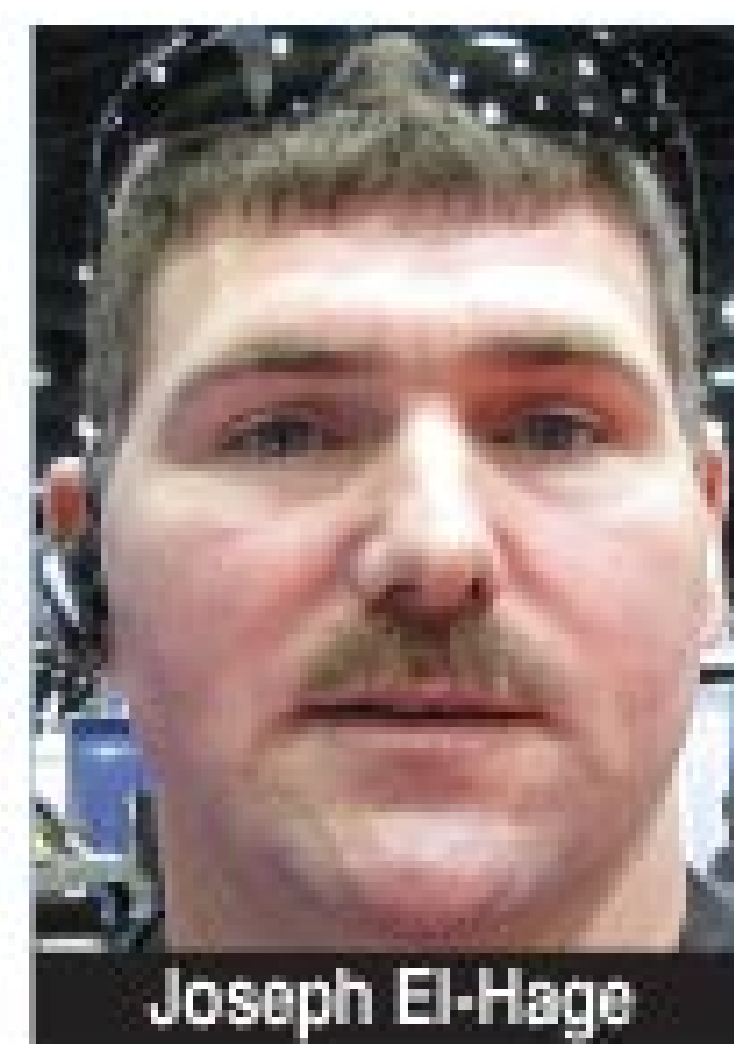
Price Wars

HOW DO YOU DEAL WITH CUT-RATE CONTRACTORS WHO ENTER THE MARKET INTENT ON PRICING YOU OUT OF THE BUSINESS?

By Mary Shafer

A challenging economy often breeds price war skirmishes, as new contractors try to crack your market by lobbing a volley of low prices at your customers. With your business customers trying to pinch pennies in every possible corner of operating budgets, they're more apt to consider hiring the newcomer with the palatable price structure.

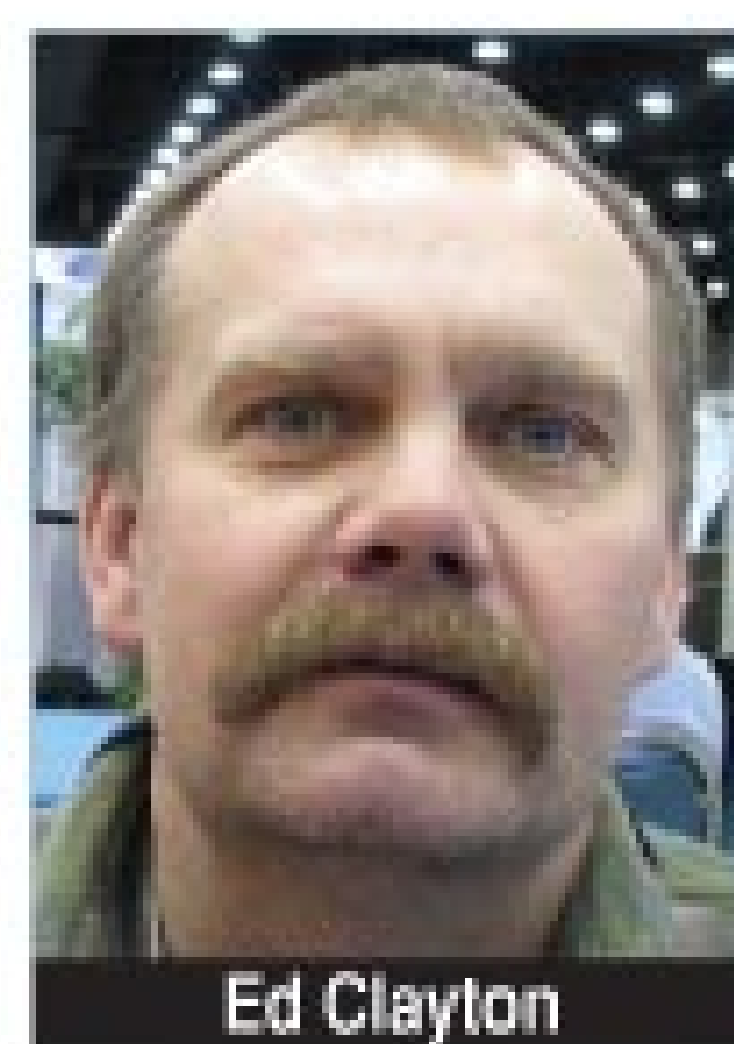
How are PROs responding to pressure from lowball contractors? Here's what three established operators have to say.



Names:
Joseph El-Hage
Company:
Blue Bowl Sanitation Inc.
Location:
Fulton, N.Y.
Employees: 7
Years in
Business: 58

Blue Bowl Sanitation owner Joseph El-Hage says one of the biggest issues facing the company is "competition coming in and cutting all the prices in half, thinking they're going to make a lot of money." He's feeling the pressure to drop prices, but says so far he's been able to hold the line. "We've been around long enough that some of our customers will take our units even if we are more expensive. They're familiar with our service, and they're familiar with the service they get from the other guys. With us, they know what they're getting," and that comfort level is of enough value not to switch to another restroom vendor, he believes.

With other customers, the company has had to drop its prices to match the new competition. El-Hage says that his long-term customers are already on preferential pricing schedules, and so they don't complain. "Some of those customers are already receiving 10-year-old prices," he reports. "For a lot of people, it still comes down to the dollar, and they'll re-check with other companies after our quote to see if they can get them to drop their prices lower. Some of them are just buying price right now."



Name:
Ed Clayton
Company:
Mr. Outhouse
Location:
Forreston, Ill.
Employees: 2
Years in
Business: 5

Mr. Outhouse's customers include private weddings, park districts, and a bit of construction. Ed Clayton says there's no price war there, but it's competitive.

He says some customers request lower prices, and he tries to work with them to keep the business. The criteria

"WE BELIEVE THAT IF WE PROVIDE CONSISTENT, STABLE, GOOD SERVICE, OUR CUSTOMERS WILL STAY WITH US OR WILL COME BACK TO US IF THEY DO DECIDE TO GO WITH SOMEONE ELSE."

Jacqueline Williams

he uses to decide whether he'll drop the price is the customer's potential to be a long-term asset to his company. "If it's strictly a one-time deal, then no," he says.

As far as negotiating price, Clayton says there's a limit to how far he'll drop. It's not based on competition alone. It's about the realities of business, and making a profit. "You kind of got it in your head what you have to stick with, and then you stick with it," he says. "You've got to make money."



Name:
Jacqueline Williams
Company:
Allstate Septic Systems LLP
Location:
Bangor, Pa.
Employees: 40
Years in
Business: 24

"We're not locked in a price war," says Jacqueline Williams of Allstate Septic Systems. But there is pressure moving into Allstate's territory.

Regular customers have been calling to say they've received flyers from competitors claiming equal products and services at

reduced prices. She'll visit them to see the flyers and familiarize herself with who's making the claims. "We're basically offering the same services and trying to hold the same prices we've had. We believe that if we provide consistent, stable, good service, our customers will stay with us or will come back to us if they do decide to go with someone else." She's not sure how these cut-rate companies are making a profit, but she thinks they'll eventually be in trouble.

Meanwhile, she has to deal with the customer response to these flyers. "They call and ask me if I can match the price. We take these requests on an individual basis. If it's been a long-term customer and a local business owner we do other business with and who's been pretty committed to us over the years, we may consider a reasonable reduction. But we're not making any across-the-board cuts."

She says whatever price is agreed upon, it is locked in as long as they remain loyal customers who pay on time. ■

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Taylor Services Restrooms 2 Go
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SSCSC

Southern Section Collection Systems Committee

- 8 a.m. Sewer Collection System History & the Evaluation of Pipeline Materials and Problems
- 9:30 a.m. Combo Vacuuming, a Forgotten Art
- 11 a.m. Keeping your Standard CCTV Inspection Program Relevant
- 1 p.m. Growing Your Business by Building Your Company Image
- 2:30 p.m. Pump and Lift Station Fundamentals: How to Achieve Maximum Service and Reliability
- 4 p.m. Making Sense out of Nozzle Nonsense

NAWT

National Association of Wastewater Transporters

- 8 a.m. So You Think You Want to Own a Waste Treatment Facility?
- 9:30 a.m. Grease as a Resource
- 11 a.m. Resource Recovery - Methane and Septage
- 1 p.m. O & M Problems on Drip Distribution Systems
- 2:30 p.m. O & M Problems We Have Seen
- 4 p.m. O & M Problems with Media Filters

NASSCO

National Association of Sewer Service Companies

- 8 a.m. Grout: Its Use and Application for the Total Collection System
- 9:30 a.m. Cured-In-Place Pipe
- 11 a.m. Pipe Bursting Tools for Everyday Utility Installations
- 1 p.m. How Will You Know if You Need to do a Sewer System Evaluation Survey (SSES)?
- 2:30 p.m. Laser Profiling Applications for Documenting Piping System Conditions
- 4 p.m. Advancements in UV Technology for Curing CIPP

WJTA

WaterJet Technology Association

- 8 a.m. Estimating the Vacuum Job for Fun and Profit
- 9:30 a.m. How to Maximize the Power of Your Waterjetter
- 11 a.m. Waterjetting - Financial Startup Considerations and Real-World Application

PSAI

Portable Sanitation Association International

- 1 p.m. Understanding Your True Cost per Service for Special Events - Part 1
- 2:30 p.m. Understanding Your True Cost per Service for Special Events - Part 2

NARC

National Association of Regulated Carriers

- 4 p.m. Avoiding Violation Fines and Tickets with DOT Safety Compliance

NOWRA

National Onsite Wastewater Recycling Association

- 8 a.m. Troubleshooting Our Modern Waste Stream
- 9:30 a.m. Pumps - A Basic Understanding
- 11 a.m. System Remediation - Why, What, When, Where and How?
- 1 p.m. Selling the System to Site Conditions
- 2:30 p.m. Sampling Sewage Treatment Systems
- 4 p.m. Effluent Dispersal and Water Management

NEHA

National Environmental Health Association

- 8 a.m. The Qualified O & M Service Provider
- 9:30 a.m. Effluent Screens and Filters for Onsite Applications
- 11 a.m. Develop Champions for Your Decentralized Wastewater Projects
- 1 p.m. The Business of Management
- 2:30 p.m. Developing O & M Inspection Actions
- 4 p.m. Working with Regulators, Regulations & Industry

SCOTT HUNTER

Business Track

- 8 a.m. Creating an Extraordinary Organization - The Mindset of Leadership (Part 1)
- 9:30 a.m. The Mindset of Leadership (Part 2)
- 11 a.m. The Mindset of Leadership (Part 3)
- 2:30 p.m. Creating an Outrageously Successful Organization (Part 1)
- 4 p.m. Creating an Outrageously Successful Organization (Part 2)

LRN

Leaders Resource Network

- 8 a.m. The Disciplines and Art of Business Success
- 10 a.m. Developing a "Fantastic" Team
- 1 p.m. Diversifying or Specializing Your Services
- 3 p.m. Succession Planning

DETAILED SESSION INFORMATION AVAILABLE AT:

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Your Trade Group Offers Many Benefits

By Matt Sola

One of the most common questions asked by business owners or managers in any industry is, why should they be part of an industry trade organization? The portable sanitation industry is no exception. In other words ... "What is the PSAI going to do for me?" That's a fair question, so here is a sampling of what your trade association was involved in the past year:

- **Assisting reputable operators in the industry to succeed in their field:** Networking Program, committee projects, and the BoD.
- **Providing meeting places for industry participants to exchange information and experience:** convention, Nuts & Bolts, LinkedIn, Facebook, website, newsletter.
- **Providing industry objectives and information to:** regulators (domestic and international); building inspectors, health inspectors (state and province); departments of health, (city, state, province and national); emergency management divisions; U.S. Centers for Disease Control, World Health Organization, military, state environmental health and onsite wastewater associations, construction companies, students and journalists.
- **Representing the industry on important issues:** Illinois and Minnesota PRO regulatory licensing; Texas Department of Transportation evacuation procedures; Texas Department of Environmental Health restructuring PRO rules, codes and enforcement; Minnesota and Maryland elimination of units in park areas – now reinstated; California deodorizer ban, mandatory containment trays and anchors; California Department of Agriculture; Australia Environmental Protection Agency and static units; Colombia Ministry of Health; Georgia sales tax issue; disasters in Haiti and Chile; New Jersey, Pennsylvania, Tennessee and Virginia code interpretation for placement of and allowance of portable restrooms; sending certification standards upon request to 36 different state regulatory agencies. These represent a sampling of work conducted on a daily basis.
- **Listening to member concerns regarding under-pricing,**

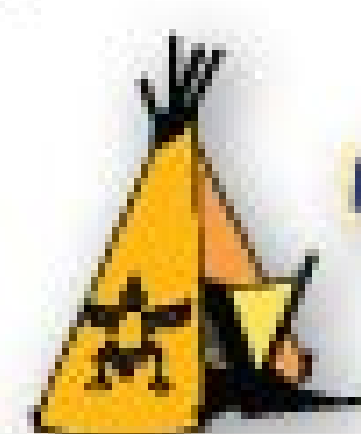
competitive "dirty tricks," supplier-to-PRO exclusivity equipment contracts, closing and/or limiting disposal facilities to PROs, human resources downsizing, staff evaluation, hiring sales staff: salary versus 100-percent commission, service tech salary versus per-unit compensation, sales and use tax, personal injury and worker compensation, legal issues and safety audits.

- **Getting the notice of enforcement agencies (and the public) to show the importance of our industry:** exhibiting at the Pumper & Cleaner Environmental Expo International, the Society of Association Executives, the International Federation of Environmental Health, the National Environmental Health Association, the National Safety Council; exhibiting and industry workshop at Minnesota Environmental Health Conference, primary speaker for Midwest (Kansas, Iowa, Missouri, Nebraska and Oklahoma) Environmental Health Council and providing information packages for City Managers Conference; Conducting news interviews on issues; advertising in the *American Subcontractors Association* magazine to promote ANSI Z4.3 — 1 unit for 10 workers.
- **Improve our international representation and services:** translated guide to clean portable restrooms, special event breakdown, ANSI Z4.3 translated into Spanish and two different Chinese languages; certification manual and testing in Spanish, industry and emergency management information translated into Spanish, working on the German DIN standards.
- **Other benefits include:** preferential member (PRO and associate member) referrals over non-members; board of directors informing members and providing a framework for development of the portable sanitation industry; working committees developing programs to enhance member benefits; maintenance of a current industry list; growing enforcement in the housing industry; promoting standards for the special events market; upgrading the average level of equipment made available by members to get the industry to upgrade its image and level of service; educate members about the value of knowing the cost of doing business to ensure improved service and equipment; image/marketing, providing tools for companies to move beyond industry stereotypes.

A FINAL THOUGHT

The PSAI is as strong and effective as its membership. If you are a current PSAI member, thank you for supporting your industry. If you're still asking, "What are you going to do for me?" the answer now depends on you.

Matt Sola is chair of the Portable Sanitation Association International Membership Committee. To learn more about the PSAI, visit www.psal.org. ■



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- Positions Wanted
- Pumps - Washdown
- Septic Trucks
- Service/Repair
- Slide-In Units
- Sludge Applicator
- Tanks
- Wanted

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BUSINESSES

Well-Established and Profitable Texas Septic, Sewer & Installation Business For Sale. Price recently reduced. Grossing in excess of \$600,000 annually, customer list of nearly 2,000 accounts and 430 contracted customers. Includes nice late model equipment, most are 2007, 2008 model years. Owner retiring after nearly 40 years in business. Real estate available upon request. Reduced to \$450,000. E-mail jeffb@colepublishing.com or call 800-257-7222 and ask for Jeff Bruss for more details. **A B2 Business Brokerage Listing - www.BTwo.biz.** (TBM)

Looking to sell your industrial cleaning, hydroexcavation or waterblasting business? We have buyers. Must have gross revenue in excess of \$1,000,000 annually. Nationwide interest. E-mail jeffb@colepublishing.com, visit www.Btwo.biz or call 800-257-7222 and ask for Jeff Bruss for more details. **A B2 Business Brokerage Listing.** (TBM)

Looking to sell your portable restroom business? We have buyers looking in the following areas: Florida, California, Virginia, Iowa, Kentucky, New York, Pennsylvania and more! Must have gross revenue in excess of \$250,000 in most cases. E-mail jeffb@colepublishing.com, visit www.Btwo.biz or call 800-257-7222 and ask for Jeff Bruss for more details. **A B2 Business Brokerage Listing.** (TBM)

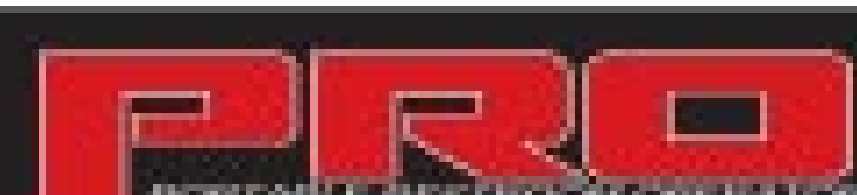
BUSINESSES

4.5 year old portable toilet business in North Idaho/Eastern Washington. 162 units including flushable & ADA. Sinks, trailer, 2001 Dodge 3/4 ton, Dodge Cummins with 270/100 Erickson tank. 300/100 Best stainless steel tank. 1600 gal. septic transfer truck, chemicals, extra parts. Asking \$170,000. 208-818-9805. (T04)

ESTABLISHED BUSINESS FOR SALE IN WASHINGTON: TP Re-Roller Co. Turns waste paper into profits! Patented. Serious inquiries only call Milton Foss at 360-385-1333. (PBM)

New Jersey VIP Restroom/Portable Toilet Business For Sale. Servicing Metro Philadelphia and Southwest New Jersey with VIP restroom trailers and portables. Many late model assets including 2 nice service trucks, 1 back-up service truck, pick-up truck, 4 VIP restroom trailers, nearly 300 restrooms, sinks, holding tanks, slide-in unit, 2 forklifts, and more. Assets worth over \$300,000 - priced to sell at \$399,000. E-mail jeffb@colepublishing.com or call 800-257-7222 and ask for Jeff Bruss for more details. **A B2 Business Brokerage Listing - www.BTwo.biz.** (TBM)

Family owned portable toilet business. Owner with health issues forces sale. 500+ units, 4 service trucks, located in beautiful Sacramento, Calif. area. 16 years established business, loyal customers. Serious inquiries only. Leave message; will return calls. 916-343-3326. (PBM)



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| <input type="checkbox"/> Computer Software | <input type="checkbox"/> Miscellaneous | <input type="checkbox"/> Portable Restroom Tanks | <input type="checkbox"/> Positions Available | <input type="checkbox"/> Service/Repair | <input type="checkbox"/> Wanted |
| <input type="checkbox"/> Excavating Equipment | <input type="checkbox"/> Parts & Components | <input type="checkbox"/> Portable Restroom Trailers | <input type="checkbox"/> Pumps - Washdown | <input type="checkbox"/> Slide-In Units | <input type="checkbox"/> Other _____ |

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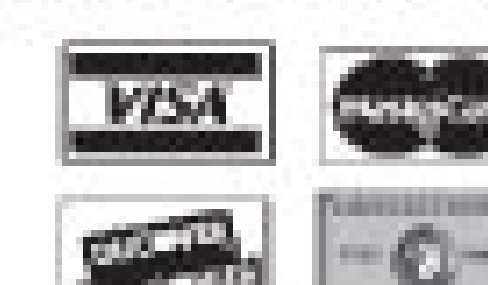
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BUSINESSES

Established portable restroom and septic service business located in central Virginia. Excellent gross each of the past 3 years with no decline in revenue makes this business recession-proof. Steady work including many contracts and repeat customers. Extensive equipment inventory, good revenue, and owner willing to train. Great opportunity for expansion or a new career. Asking price \$775,000. E-mail jeffb@colepublishing.com or call 800-257-7222 and ask for Jeff Bruss for more details. **A B2 Business Brokerage Listing- www.BTwo.biz.** (TBM)

BUSINESS WANTED

Serious buyer looking to purchase portable restroom and/or septic businesses in the North NJ or Hudson Valley NY area. All inquiries are kept confidential. If you're thinking of selling, please call Jeff at 800-994-7990 or e-mail jeffb@colepublishing.com for more information. (T06)

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1999 International 4700, 6-speed transmission, 268,000 miles, 1200 gallon waste/350 gallon fresh. Non-CDL. \$15,000. Call John 610-705-5555 or e-mail les@pottyqueen.com. (PBM)

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2008 Dodge 5500, Cummins, automatic, 50,000 miles, 1000 waste, 300 fresh, under warranty, \$52,000. 2008 Ford 550, diesel, automatic, 64,000 miles, 950 waste, 300 fresh, still has warranty, \$47,000. Rodney Lane cell 270-832-3793. (PBM)

GOING OUT OF BUSINESS: Aluminum portable toilet tankers: '03 Inter., \$32K; '04 Inter., \$34K; '05 Inter., \$39K. Contact Manuel @ 305-970-9837, or email malonso@port-o-tech.com. (P02)

TANK TRAILER

Trailer with Conde pump, Honda 5hp motor for fresh water. Holds 300 gallons of clean water & 300 gallons of sewage. Almost brand new, rarely used. Call 410-350-7000 MD). (T04)

WANTED

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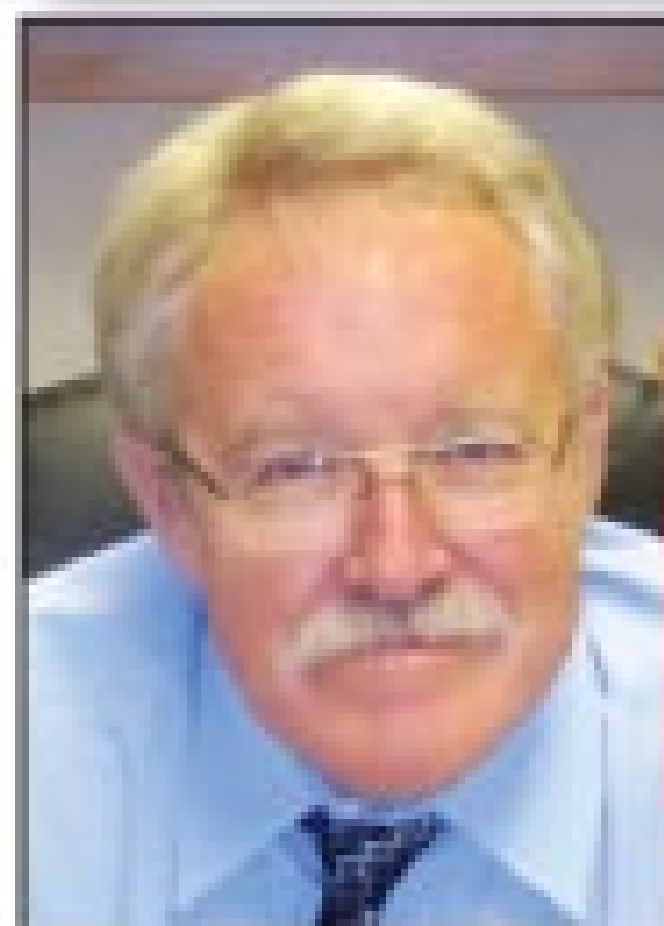
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By Bob Carlson

WHAT COMPONENTS ARE THE MOST LIKELY CULPRITS WHEN A TANK STARTS TO LOSE VACUUM POWER?

QUESTION:

I have a fairly basic question: How many places in a vacuum system can get screwed up or plugged? When I go looking to find out what's wrong with my truck, how many different places are there to look?

Troy Delmonica
Los Angeles, Calif.

ANSWER:

There are several points in the vacuum system of a portable sanitation service truck that can "plug up" the operation. Knowing these points will make it easier for the operator to find the problem, fix it, and get back on the path to profit. Let's take a typical system and work our way through it:

1. You're pumping just fine when suddenly nothing is being sucked up into your wand. First, look at the end of the wand. If there is no vacuum pulling anything into the system, you may have pulled a large rag or something similar into the end of the wand. If there is no rag there, then there are such things (and, yes, we've seen them and people have actually paid us to find them) as tennis balls that zip into the line and then get stuck in the hose. To check your theory, turn off the pump, disconnect the hose and see if there is vacuum at the valve leading into the tank. If you have vacuum at the valve, find the "plugger," remove it, connect the hose and begin working again.
2. If you find the rate of vacuum has decreased and there is no obstruction in the hose, check to make sure the vacuum tank isn't already full. I know it sounds obvious, but this is another thing we've seen over the years. It's weird telling a PRO the unit will not pump well because there's no room to put anything. But it happens.

THE SECONDARY SHOULD BE EMPTIED AND CLEANED EVERY DAY. IT IS THE LAST LINE OF DEFENSE TO PROTECT THE PUMP. ALLOWING WASTE TO BUILD UP IN THE SECONDARY WILL ONLY LEAD TO PROBLEMS.

3. The next point involves the primary shutoff on the top of the tank. If the vacuum is bogging down, open the primary and check its condition. You also will find how full your tank is. It happens at times that the float ball in the primary gets sucked up into the air path and sticks in that spot. With the float ball blocking the airflow, vacuum will definitely decrease. Check the primary to make sure the cage and ball are in good condition.
4. The hose between the primary and the secondary should be checked from time to time, especially if there has been a problem with the secondary, which we will discuss in a moment.
5. If you ever forget to empty your secondary at the end of a pumping day, you will end up with problems the very next day. Some of the waste that sat all night will slide up into the hose and into the pump. That will hinder pump efficiency. As mentioned, the secondary should be emptied and cleaned every day. It is the last line of defense to protect the pump. Allowing waste to build up in the secondary will lead to problems.
6. Reduced vacuum could indicate the vanes inside the pump are wearing down. It might also be the bearings are wearing out on the rotor. The pump can be easily opened up and a rebuilding kit from the appropriate pump supplier can be installed. Rebuild kits usually include gaskets, bearings and vanes.
7. Depending on how your pump receives oil — automatic oiler or an assisted-tank type oiler — make sure the pump has oil. Yes, we've even seen people who run out of oil and wonder what happened to their pump. (The smoke from the generated heat coming from the pump should have been a clue!). ■

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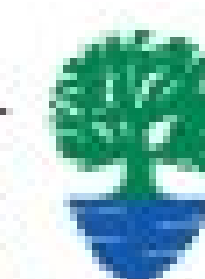


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