

2015 WWETT SHOW ISSUE

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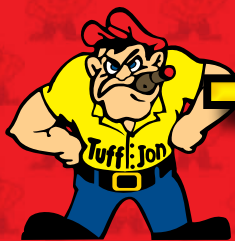
February 2015
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ADAPT AND OVERCOME

No matter the obstacle or challenge,
Canada's Room To Go finds the path
to success **Page 14**

A Day at the Beach

Portable sanitation helps turn the Jersey
Shore into a campground and music venue
for youth **Page 30**



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ON THE COVER: Canada's Room To Go specializes in VIP special event work in the Toronto area utilizing a variety of upscale restrooms and restroom trailers. Company principals Keri and Harold Ross are shown with a 2014 Dodge service truck built out by Vacutrux and purchased at the 2014 Pumper & Cleaner Expo (now the WWETT Show). (Photo by Bruce Bell)

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PRO
PORTABLE RESTROOM OPERATOR

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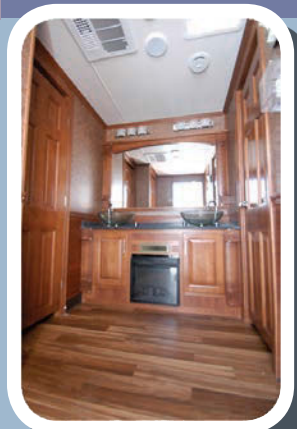
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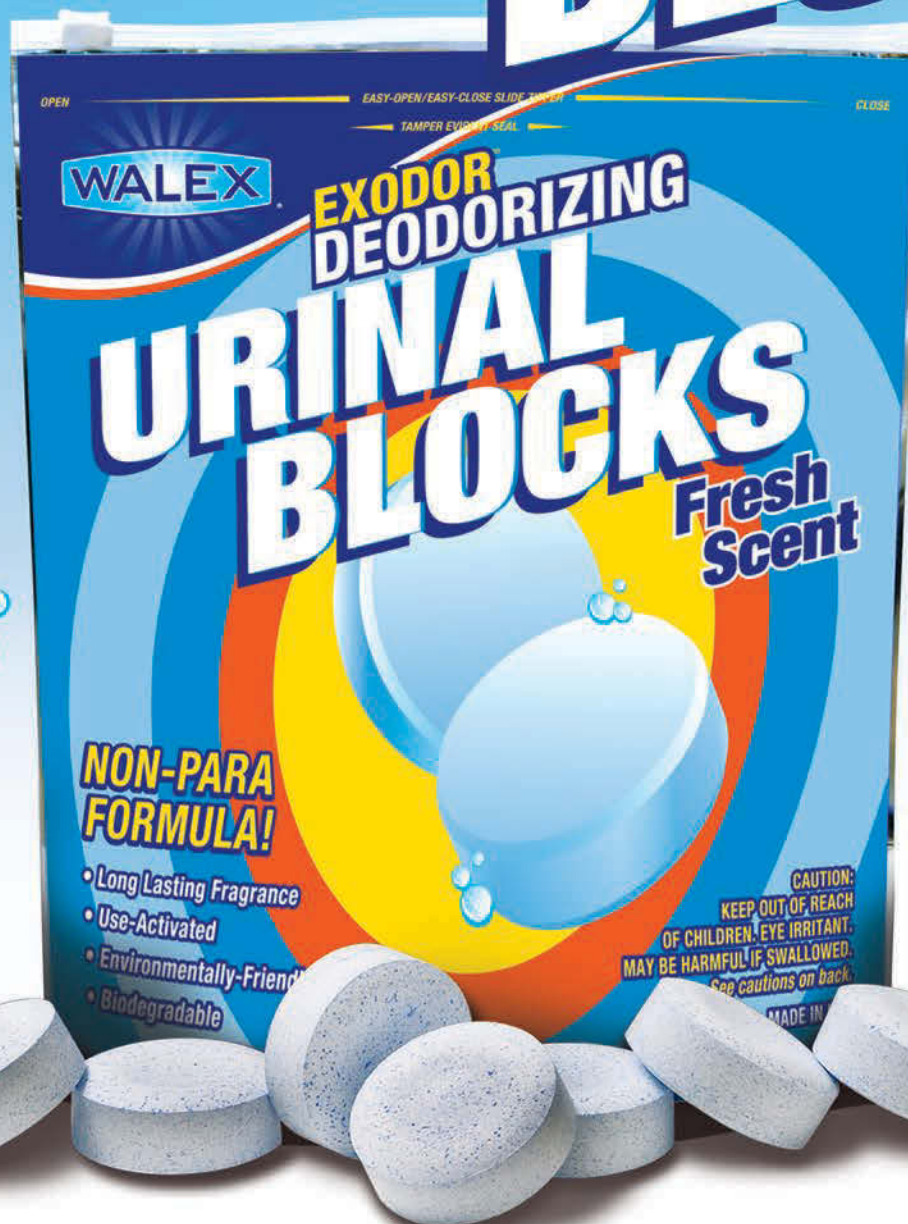
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Destination Indy

IT'S TIME TO INVEST IN YOUR BUSINESS THROUGH EDUCATION, EXPLORING NEW PRODUCTS AND SERVICES, AND NETWORKING WITH OTHER PROFESSIONALS. THE WWETT SHOW IS THE PLACE TO GET IT DONE.

By Jim Kneiszel

In baseball lingo, it's "hot stove league" time, the deepest part of the off-season where fans can sit back and contemplate rosters, argue about the best hitters and pitchers, and speculate about the exciting summer ahead. For PROs, this is the time to plan for your trip to the Water & Wastewater Equipment, Treatment & Transport (WWETT) Show in Indianapolis. Spend the slower month of February – leading up to the Feb. 23-26 WWETT Show – talking with your crew about what you hope to accomplish at the wastewater industry's biggest event.

If you had a good year in 2014 – and I know many portable sanitation contractors who kept very busy last summer – maybe you can afford to bring some of your crew along to Indy. You'd be Boss of the Year material if you could take a few of your top performers to the show as a way to say "thank you" for all of their hard work. A walk through the massive WWETT exhibit floor is a great way to show your team the tremendous size and scope of this industry... how far we've come in such a short time to bring professionalism to wastewater services.

Here are a few things you can accomplish with your visit to Indy:

LEARN SOMETHING NEW THAT WILL BUILD PROFITS

Education Day, Monday, Feb. 23, kicks off the week's activities at the WWETT Show with dozens of seminars on a variety of topics, ranging from the technical aspects of your business to the critical marketing efforts to attract new customers. Several sessions will delve deeply into safety and regulation challenges faced by your team of vacuum truck drivers. Other talks will help you build your brand through websites and social media. Still others will touch on wide-ranging topics including business planning, growth through acquisition and the value of GPS tracking.

Go online at wwettshow.com/education-sessions and start to plan which seminars you want to attend. If two of your chosen seminars are at the same time, divvy them up between you and a member of your team. Take ample notes on the topics to discuss what you learned during show week. Get the most out of this once-a-year learning opportunity.

What's that you say? You can't make Education Day, but you'll be in Indy for the WWETT Show exhibit days Feb. 24-26? Additional seminars will be held on those days to extend the educational value you'll derive from WWETT. Resources are at the WWETT Show website and can be found in the show programs (if you're reading this story after arriving in Indy). If you have any questions about seminars, ask a COLE Publishing representative in Indy. We're here to help you.

PARTICIPATE IN THE ECONOMIC RECOVERY

While there's always room for improvement, I know many of you have had a few pretty good years, revenue-wise. The economy has been on a steady rebound, as evidenced by growing construction starts – both com-

From the time I arrive in Indy, I'm renewing old acquaintances and meeting new PROs from across the country and around the world. Typically, the business owners who travel to this trade show are top-notch professionals interested in staying current in the industry and eager to share their point of view.

mercial and residential – in many parts of the country. Special event work is getting more lucrative through requests for hand-wash stations and specialty trailers, and hopefully planners are heeding your advice to continue enhancing portable sanitation offerings to please the public.

What does all this mean for your trip to the WWETT Show? If you're like many other PROs, you've put off truck and restroom inventory upgrades as business has improved. There are plenty of portable sanitation route drivers getting by with service trucks 10 years old or older, and they can start to look a little rough around the edges or develop reliability issues. It's the same with restrooms; companies are moving more units to the construction side of the business and are running short of quality units for special events.

New equipment helps your business run more efficiently and does so while looking a whole lot better. If you're not adding to or upgrading your equipment list, you're likely not building the value of your business. And hands down, the WWETT Show is the best place to see all the latest equipment the wastewater industry has to offer. You can compare and contrast brands and models and make well-informed decisions about the best equipment to serve your customers.

MAKE A NEW FRIEND

Small-business owners would love to have a network of buddies in the same industry to discuss equipment trends and review topics like employee recruiting and retention, providing employee benefits, and marketing. But it's difficult to network with your nearest competitors. That's the beauty of the WWETT Show. There are ample opportunities to strike up a friendship with another PRO whose territory is a thousand miles away from yours. Go ahead and compare notes on advertising strategies and market expansion. Then make a point to visit with your new friends from time to time to chart your progress. WWETT is a place where many PROs start lifetime networking relationships.

ENJOY ALL THAT INDY HAS TO OFFER

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city's downtown is compact, clean and safe, and filled with diverse eateries and shops, and most of it is just steps from the WWETT Show through convenient indoor walkways. After a day of learning and checking out exhibits, reward yourself by meeting friends at a steakhouse or buying something special to take home from the shops at Circle Centre Mall. Sure, the WWETT Show is all about improving your business ... but a week in Indy is also about having a good time.

LET'S GET TOGETHER

Just like it is for attendees and exhibitors, the WWETT Show is a great opportunity for me as editor of this magazine. From the time I arrive in Indy, I'm renewing old acquaintances and meeting new PROs from across the country and around the world. Typically, the business owners who travel to this trade show are top-notch professionals interested in staying current in the industry and eager to share their point of view on topics we like to cover in *PRO*.

If I've met you already, I'm looking forward to catching up. If we haven't met, I invite you to contact me at the WWETT Show and tell me about your business. Share your ideas for topics you'd like us to explore or questions you'd like us to answer in the magazine. Many of the PROs I get to know in Indy eventually make it into the magazine in our PROfile and On Location features - you could be one of them.

I'll be at Education Day seminars and on the exhibit floor. To contact me at the WWETT Show, talk to anyone from COLE Publishing and they can track me down. I'm looking forward to seeing you.

JUST DO IT

You've been invited by the folks at *PRO* and COLE Publishing to come and experience the WWETT Show. Hit the Indiana Convention Center to learn, shop, network and then head back home energized for the coming busy season. ■

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Don't let winter woes get the best of you. Use wintery weather and freezing temps as an excuse to stay inside and put all those brainstorming ideas on paper. Here are some ways to stay busy when the seasonal slowdown hits.

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Optimize the Mobile Office

HOW TO BE AT THE WWETT SHOW AND 'BACK AT THE OFFICE' AT THE SAME TIME

By Judy Kneiszel

We've all seen them. The guy outside the seminar room on Education Day at the Water & Wastewater Equipment, Treatment & Transport (WWETT) Show whisper-shouting into his cellphone and looking like his head is about to explode. Or the woman sitting uncomfortably on the floor in the airport with her laptop plugged into an inconvenient outlet furiously typing an email that just can't wait until she checks into her hotel and recharges her battery. If you're finding it difficult to focus on the trade show because you're frantically trying to run your business remotely, here are some helpful hints for achieving equilibrium.

BE WELL EQUIPPED

Get your equipment ready before leaving home. Make sure there's room on your smartphone for new photos. Back up your laptop to preserve files on the off chance that it is lost or stolen.

You may also want to upgrade your software and operating system before coming to the show and clean up your files to free up as much storage space as you can. You may run into some slow Internet connections on the road, so get things running as fast as possible on your end. And you want to make sure you've got enough room for anything you download while away from the office.

Download any necessary apps to your smartphone. An app that can read business card information and immediately store it in your phone's contacts is a trade show convenience that eliminates having to keep track of dozens of business cards.

Make sure to pack all necessary cables, connectors, chargers, headphones and flash drives you might need. And consider bringing an auxiliary cellphone charger. These inexpensive portable gadgets can be stowed in a pocket or purse and double your phone's battery life.

Remember to download any virtual meeting software you might use such as GoToMeeting or storage software like DropBox. If you want to "see" what's going on back at the office when you call, make sure you're set up with Skype. If this is the first time you'll be using any of these technologies, learn to use them prior to the show. Schedule adequate training time for yourself and your staff.

DELEGATE MANAGEMENT DUTIES

Well in advance of your departure, make a list of all the things you do that no one else in your company does. Delegate each and every one of these tasks to someone and train that person how to properly do their assigned task. Let others know who will be doing what.

Also outline a clear chain of command. If there's a problem with a truck, who deals with it? If there's a problem with a client's bill, who should handle that? Try to think of the most common scenarios demanding your

attention each day and determine who should handle them in your absence. Who makes the final decision in each scenario? Where does the buck stop? It doesn't have to be one person filling your shoes entirely. Divide up the responsibilities but make the assignments clear. Creating a chart can help.

STICK TO A SCHEDULE

Instead of taking calls from your team all day, every day, whenever a problem or question pops up, schedule a conference call or online "meeting" once a day when you're away, either with one person who can relay information to and from the team, or with the entire team if it's practical. Consider time zones, the show schedule and your crew's typical schedule and pick a time that works best for all. Find a quiet place to set up when it's time to meet and limit the meeting to a set amount of time each day ... a half hour or less is probably sufficient.

In addition to touching base with the office, schedule a block of time for yourself each day to answer emails and return phone calls. To make that schedule work, it helps if you record a voicemail and set up an automatic email reply informing people who try to contact you that you are at the show and either whom they should contact in your absence or what time you'll be returning calls and messages each day. This allows you to turn off or ignore your phone for blocks of time as you focus on the show. If you must, provide one person back at the office with a list of exceptions ... emergency situations that warrant contacting you outside of your prearranged call time. Keep the list short and encourage them to stick to it.

SET PRIORITIES

Not every call needs to be answered immediately by you. Not every email needs a response the second it comes in. Not every problem needs your attention. Forward emails to whomever you've delegated to handle particular situations. Have someone back at the office return the phone call you received. Know what you can put off until you return home. Letting go and giving others more responsibilities when you are gone can have positive effects long after you are back. You may find your employees solving more problems on their own year-round.

DEBRIEF WHEN YOU RETURN

When you get back home, meet with your team and discuss what went right, what went wrong and how things could have been handled better while you were gone. Use this debriefing to start preparing for next year's show. Keep a file on who did what and how it went, and it won't be like reinventing the wheel each year when show time rolls around. If your team becomes adept at handling things in your absence when you're at the WWETT Show, you might just be able to take a vacation some time during the year, too. ■



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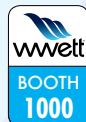
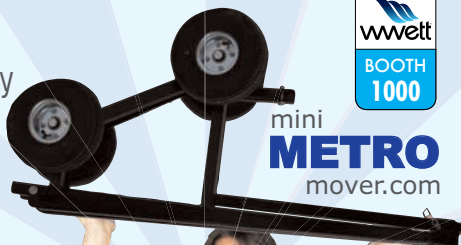
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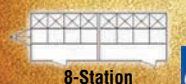
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ADAPT AND OVERCOME

The Room To Go crew, shown with a vintage 1953 Dodge truck, includes, left to right (top), Keri Ross, Taylor House, Brett House, Julia Naccarato and Harold Ross, and (kneeling) Gordon Latour, Chris Montgomery and Mark Roberts. (Photos by Bruce Bell)

No matter if it's altering the business plan or working through ownership succession, Canada's Room To Go has found the path to success

BY PETER KENTER

Necessity may be the mother of invention, but reinvention has been the key to success for Room To Go, a portable restroom service company that has served construction sites, stars and statesmen from its home base in Millgrove, Ontario, Canada, located about 40 miles southwest of Toronto.

Even now as company president Harold Ross passes the baton to a new generation, the company is transitioning from a business that was once entirely family owned to a new team of owners made up of both family and valued employees.

(continued)

Room To Go Millgrove, Ontario, Canada

Owner: Harold Ross

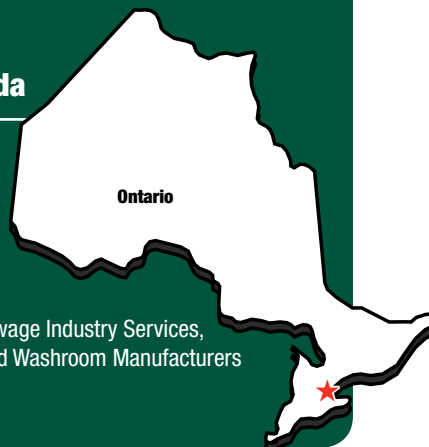
Founded: 1991

Employees: 9

Market Area: Greater Toronto Area and southern Ontario

Services: Ontario Association of Sewage Industry Services, Ontario Association of Self-Contained Washroom Manufacturers

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Room To Go was incorporated in 1991 as an offshoot of a manufacturing business that built office trailers, including those outfitted with washrooms. The company expanded its scope to portable washroom manufacturing on a commitment by the Ontario provincial government to require all portable restrooms on construction sites to be connected to a water main and sewer line and to provide hot-water washing and flush capability.

"We developed the capacity to build washroom units to be compliant with those legislative requirements with a model called the Room To Go self-contained washroom," Harold explains. "However, the regulations that were supposed to kick off imminently just didn't happen. We sold some units, but when we realized that we didn't have a market that would sustain us in sales, we decided to see if we could rent them instead."

THE RENTAL MARKET

Harold hit the rental market in 1992 with a combination of NuConcepts restrooms and Room To Go units, which supplied a porcelain toilet and urinal, heat, running water, hot water, soap and a recirculating air system in single- or double-lavatory configurations.

"As an extension of our manufacturing company, we were strictly in the rental supply business and subcontracted all of the restroom service to other companies who specialized in it," says Harold.

A lucky break saw Pat's Party Rentals, a local event supply company, recommend Room To Go to the location manager for the William Shatner television series, *TekWar*, which was filming in the nearby Glen Eden ski

resort in 1993. "They were sold right there and then on our restroom units," Harold recalls. "The location manager had two assistants who began to use us after the *TekWar* series wrapped."

The company further tweaked the design of the units for remote film locations, adding batteries and a solar-power feature, allowing them to be fully functional off the electric grid and away from sewers. The company was soon routinely offering 14 units, eight of them double lavatories.

More movie and television contracts followed, including *The Long Kiss Goodnight* with Geena Davis and Samuel L. Jackson and *Fly Away Home* with Jeff Daniels.

"The new restroom stock is generally used for weddings and special events and then slowly recycled into construction rentals. Ontario now requires construction rentals to have flush capacity, so it's a seamless transition."

KERI ROSS

HIRING A PUMPER NETWORK

"In order to supplement the rentals with top service, we had to develop a network of local service providers we could count on," says Harold. "On *The Long Kiss Goodnight*, for example, we used Nature's Call from Concord, and on *Fly Away Home* we used Mike Redmond Septic Services Ltd. out of Lindsay."

That service-provider network has currently grown to about 35 trusted contractors, many of them smaller businesses that provide solid communication and offer the attention to detail Room To Go

demands for its rental clients.

Harold had been operating the business primarily with the assistance of his wife, Carol, until 1997, when the company roster expanded to include Chris Montgomery, who was hired on as a delivery driver and is now a partner and fleet manager. Daughter Keri, currently a partner and director of marketing, joined the team in 1999.

"I started out part-time and became full-time in 2001," says Keri. "I was doing anything from accounting to building washrooms to delivering restrooms to job sites. The variety of work kept things interesting, and the movie business just exploded that year."

(continued)



Above: Technician Shawn Tyson prepares to clean restrooms at the Audi Driving Experience outside the Toronto International Centre. His service truck from Vacutrax carries a PolyJohn Canada restroom.

Right: About 55 portable restroom trailers are shuttled into service from the Room To Go yard. About half of the trailers are self-manufactured and added to trailers from Doyle Manufacturing. Other units include trailer-mounted NuConcepts restrooms and models from Advanced Containment Systems Inc. and Rich Specialty Trailers.



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Construction clients include Enbridge, which offers frequent restroom contracts for pipeline maintenance work.

The service fleet includes five Chevrolets: a 2013 1/2-ton, a 2012 1-ton, a 2010 3/4-ton, a 2007 3/4-ton and a 2005 3/4-ton with a tailgate loader and low-profile tank from Crescent Tank Manufacturing with a Masport Inc. pump. The portable Crescent tank is moved from one truck to the other as needed, while the other four are used for deliveries. The 2001 International is still pulling duty, assisted by a new 2014 Dodge 5500 purchased at the 2014 Pumper & Cleaner Environmental Expo International (now the Water & Wastewater Equipment, Treatment & Transport Show). The Dodge features heated valves, heated hose

Having ample cleaning supplies on hand allows technician Shawn Tyson to provide the best service at upscale special events.

(continued)



That same year the company bought its first vacuum truck, a 2001 International 4400 with a 600-gallon waste/250-gallon freshwater galvanized steel tank and pump from Vacutrix Limited.

"We needed the truck primarily to service the Toronto movie business," says Harold. "Keri and Chris would be driving units from one movie location to another and servicing them at a central point in Toronto between deliveries. We were often providing units for three or four productions simultaneously."

Brett House joined the team in 2002. He's now a partner and production manager in charge of building units, purchasing and equipment maintenance records.

While the entertainment business provided significant and steady work for many years, it began to dial back around 2009. "We used to be 90 percent movies and 10 percent other," says Harold. "Today, it's the reverse."

CONSTRUCTION EMPHASIS

The company has made up the shortfall by shifting its services to the construction market – currently half the business – along with weddings, high-end parties, special events and backstage work at concerts.

The Room To Go workshop is set up for convenient repair and maintenance of units. Shown are units from NuConcepts and PolyJohn Canada ready for a thorough inspection.

Providing service to the stars

Canada's Room To Go has provided portable restrooms for events featuring President Bill Clinton, Canadian Prime Minister Pierre Trudeau, Britain's Prince Charles, rocker Mick Jagger and opera tenor Luciano Pavarotti. However, the work results in few star sightings and even less personal contact.

Company president Harold Ross recalls a brief celebrity encounter at a set located at Downsview Airport at Canadian Forces Base Toronto.

"I was wrapping up a water hose on one of our Internationals when Sylvester Stallone came out of the trailer," he says. "I nodded to him and he nodded back. I'm told that I got more acknowledgment than most people get when Sylvester Stallone is in character – you simply don't talk to him."

On the other hand, Harold recalls one of the first location assignments for production manager Brett House after he joined the team more than a decade ago.

"I was busy servicing a movie set restroom in Toronto and lost sight of Brett," he says. "Brett comes around the corner and says, 'She's taller than I thought she would be.' I ask him who he means and he tells me it was Meg Ryan. Here I am hooking up suction hoses while he's having a lengthy chat with Meg Ryan. I think it was beginner's luck."

"I was wrapping up a water hose on one of our Internationals when Sylvester Stallone came out of the trailer. I nodded to him and he nodded back. I'm told that I got more acknowledgment than most people get when Sylvester Stallone is in character."

HAROLD ROSS



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to encourage them not to use something that will make service difficult," says Keri.

Room To Go specializes in jobs with difficult placement challenges. The company has a Palfinger crane mounted on the 2001 International to lift smaller units into place, but at times larger cranes have been utilized to lift trailers into difficult-to-access yards. A recent event on the fourth floor of a downtown Toronto parking garage required Harold to call in the lower Crescent Tank truck to negotiate under low ceilings.

Left: Technician Shawn Tyson wipes down a special event trailer from Advanced Containment Systems Inc.

Below: Harold and daughter Keri Ross are shown with a restored 1953 Dodge Power Wagon pickup truck at the Room To Go headquarters.

compartments, a pump and 600-gallon waste/300-gallon freshwater/180-gallon brine galvanized steel tank from Vacutrx.

"We're currently in the process of ordering a new truck from Vacutrx," says Keri. "It will be a 2015 Hino, but we still have to work out the details on the tank."

Today, the company rents more than 55 self-contained restroom trailers. About half are self-manufactured units on trailers built by local company Doyle Manufacturing. The others are a mixture of units including trailer-mounted NuConcepts restrooms and models from Advanced Containment Systems Inc. and Rich Specialty Trailers.

ADDING RESTROOMS

Room To Go supplements its restroom trailers with a few Fleet units from PolyJohn Canada. Two dozen hand-wash stations, also from PolyJohn, come in handy at events involving food vendors, who each require their own station.

"The new restroom stock is generally used for weddings and special events and then slowly recycled into construction rentals," says Keri. "Ontario now requires construction rentals to have flush capacity, so it's a seamless transition."

Most of the units are white, off-white or gray because high-end clients want their restroom rentals to blend in to the surroundings, not stand out.

For monthly contracts, the company will deliver as far as Petawawa, 250 miles northeast, and to Windsor, about 150 miles to the southwest. About one-third of the restrooms are serviced in-house.

"We're a small company with a large service area, so it makes economic sense for us to contract out service," says Keri. "We handle the complex jobs that require extra care and subcontract the easier ones. We pay a fair price for service, and with our network of quality subcontractors we get the service we pay for."

However, even when serviced by other contractors, all units are sent out fully supplied with soaps and deodorants provided by Ontario-based Action Sanitation Supply. For long-term rentals, subcontractors are responsible for restocking the units.

"If the client wants to handle the servicing, which happens occasionally, we make sure to stock the unit with a case of one-ply [bathroom tissue], just



PASSING THE TORCH

Harold is currently working on a five-year plan toward retirement.

"At age 70, I'm tapering off the heavy work schedule," he says. "Brett, Chris and Keri each already own 10 percent of the company, and at the end of five years I hope to see all three partners exercise their options to become full one-third partners in the business."

"Whenever I'm out of the office, I'm delighted to see four young, talented people, including administrator Julia Naccarato, run the business as a fantastic team, just as though I'm still here," Harold continues. "We've always run the place as a family business, and it will be great to see a new family taking over." ■

MORE INFO

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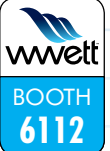
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Tagaway Graffiti Remover wipes them clean off, along with a bunch of other things. Unfortunately it doesn't remove the markers that embed themselves in the plastic.

♦ ♦ ♦

The giant eraser idea isn't that great because if the eraser is dirty it will wipe that grime on the plastic or it leaves a residue.

♦ ♦ ♦

We just tried the Mr. Clean Magic Eraser. I haven't tried pencil myself; one of my employees said it took it off. I know they work great for strap marks and hard water stains.

♦ ♦ ♦

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They must have found some other sucker to do it, as they haven't called me in a couple of years. I can't say that I mind.

Answer: I charge by the mile after 15 miles. My mileage charge reflects operator time as well as fuel and wear and tear on the truck [along with a fuel surcharge]. If it costs me, it will cost you. By the time I get about 60 miles away, it gets cost-prohibitive for most. I find keeping a good tab on what it costs me to operate lets me know what to charge. ■

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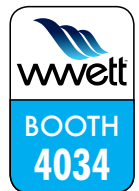
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On the Rise

Budding country music star Cole Swindell will headline the WWETT Show Industry Appreciation Party **By Kyle Rogers**

Country music singer/songwriter Cole Swindell is one of Nashville's newest stars, and he plans to make some new fans when he takes the Industry Appreciation Party stage at the Water & Wastewater Equipment, Treatment & Transport (WWETT) Show in February.

The 31-year-old didn't gain prominence — or a record deal for that matter — until his independently released debut single, "Chillin' It," started climbing the charts in 2013. It eventually reached the top spot on the *Billboard* Hot Country Songs chart, but Swindell knows there's a good chance some people in the audience will be unfamiliar with his material. And he's fine with that.

"Sometimes it's good to get in front of a new crowd that might not know a lot about you," Swindell says. "You get to try to make them a fan by the end of the night. I love challenges like that."

"I'm going to get up there and do what I do. I'm looking forward to it."

LESSONS FROM A FELLOW GEORGIAN

Though still a newcomer to the country music scene, Swindell knows what it takes to put on a good show. He went on tour with Luke Bryan in 2014 and prior to that spent a considerable amount of time on the road with him, selling merchandise and writing songs for his fellow fraternity brother from Georgia Southern University as Bryan evolved into a country music star.

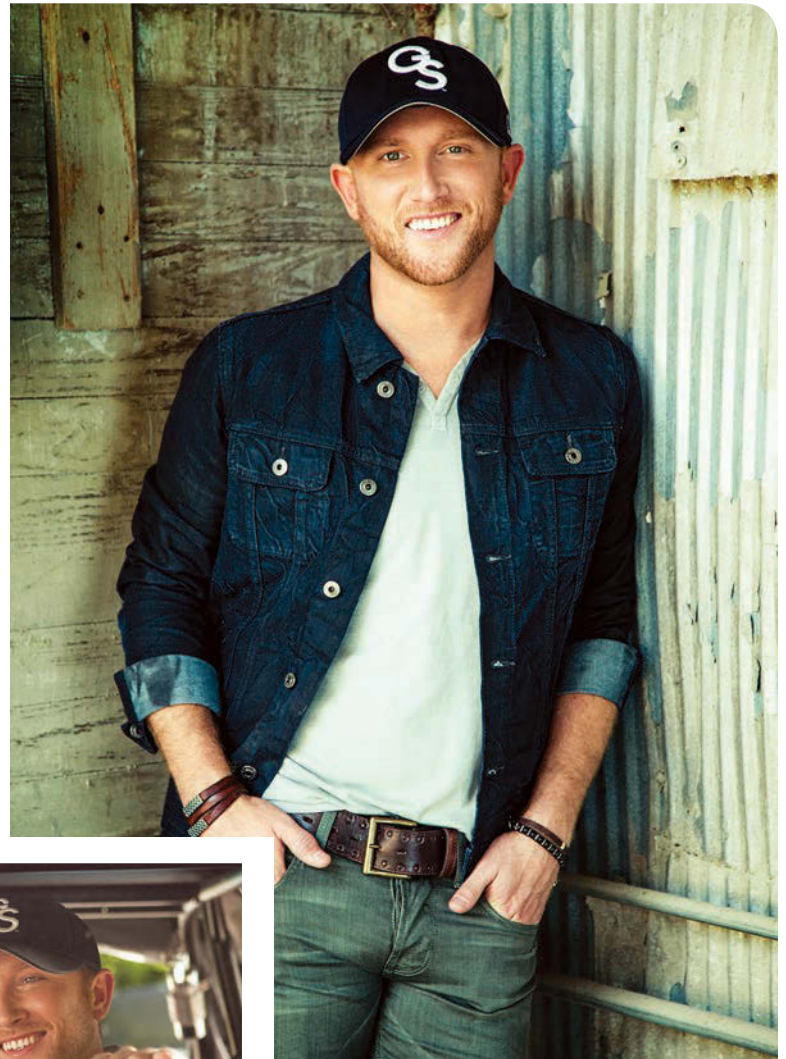
"For however long he's out there on stage, he's going to give it all he's got. That's something I've learned," Swindell says. "People spend their hard-earned money and their time to come see us, so you want to give them the best show you can."

He says Bryan was also a big influence on his decision to launch a career in country music in the first place.

"The first time I heard his music was over 10 years ago, and I thought he had it," Swindell says. "Even then I was like, 'This guy is going to be huge.' He's from the same part of Georgia but I didn't know him until I had gotten to college and he had already moved to Nashville. Having a guy from just a few minutes from where I grew up writing songs I thought were amazing, that gave me the confidence. 'Hey, if he can do it, maybe I can do this.' It really gave me the confidence to go after it and just focus and work hard."

FROM SONGWRITING TO THE STAGE

Swindell says he has been a fan of country music all his life, but he didn't start singing until he was in college and began playing the local bars.



"People spend their hard-earned money and their time to come see us, so you want to give them the best show you can."

Cole Swindell

After receiving the merchandise sales gig on Bryan's team after graduation, Swindell started to get into songwriting. He wrote Bryan's "Just a Sip," "Beer in the Headlights," "Roller Coaster," "Out Like That," "I'm Hungover," "I'm in Love with the Girl," "Love in a College Town," "Shore Thing," "Shake the Sand" and "The Sand I Brought to the Beach." He's also written songs for Craig Campbell, Thomas Rhett, Scotty McCreery and Florida Georgia Line.

Following the success of "Chillin' It," Swindell received a record deal. The first single off his debut album, "Hope You Get Lonely Tonight," which was co-written with Florida Georgia Line, also became a hit. It reached No. 1 on the *Billboard* Country Airplay chart.

"I didn't even have a record deal when we wrote that song," Swindell says. "I always thought they were going to record it. The second they said it

(continued)

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This party ain't no one-trick pony

Cole Swindell may be the big draw at the WWETT Show's Industry Appreciation Party on Wednesday, Feb. 25, but he won't be the only highlight that night.

It all begins at 5 p.m. when the doors open to the party's new venue, the Sagamore Ballroom on the second floor of the Indiana Convention Center, and the 25-cent tap beers start flowing. The evening's first musical act, Blackjack Billy, will take the stage an hour later. The four-member Nashville-based band is best known for their 2013 debut single, "The Booze Cruise."

The winner of the WWETT truck giveaway will be announced shortly after Blackjack Billy's set, at about 7 p.m. All registered WWETT Show attendees are automatically entered into the contest for the tricked-out 2014 Chevrolet Silverado 1500 4 x 4 extended cab pickup, or alternately \$35,000 cash, being given away in celebration of the show's 35th anniversary. Twelve contestants will be randomly selected beforehand and invited to participate in the event that will determine a winner.

The party will conclude with a performance from Swindell, who is set to take the stage at 7:30 p.m.

was cool that I recorded it, I told them, "This will be a single for me one day if y'all let me record it." The writing process was fun. They're good friends of mine and I'm so proud of all their success. It's cool to get to have a little bit of each other's success."

With his first two singles each topping the charts, Swindell says there's pressure to continue the trend. But he doesn't mind.

"You come out with a No. 1 single and then you have to follow that up and you get fortunate and have two No. 1's. Then you have to follow that up. But I think that's a good thing, you know? The streak's not going to go on forever and I'm realistic, but we're going to try. I want to give the fans and radio the best songs I can, and I think [reaching No. 1] is a good goal. If you don't reach the No. 1 spot at least you gave it a shot."

THE YEAR AHEAD

His debut album, two straight No. 1 singles and a nomination in the Best New Artist of the Year category at the Country Music Association Awards have made the past year quite the start to Swindell's country music career. For the coming year, he's already scheduled to join Jason Aldean for the second leg of the "Burn It Down" tour beginning in February.

"Jason is another huge influence and there's another Georgia boy so, man, I couldn't have picked anyone better to go on tour with. That's going to be an awesome way to start off 2015," Swindell says.

That same month he will be taking a break from the tour to play the more intimate Sagamore Ballroom venue at the Indiana Convention Center for WWETT attendees. Swindell hopes to add a little "pleasure" to the "business" that will undoubtedly be a primary focus for many trade show attendees.

"They could've picked a lot of people [to play the Industry Appreciation Party] and for me to get to do it, that's cool," says Swindell. "It's a different setting [than a tour stop] and there will be business folks in there, but I want to let them have a little fun that night. That's going to be my goal — make sure they have a good time." ■

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ON LOCATION

THE JOB: A Closer Walk Christian youth event

LOCATION: Wildwood, N.J.

THE PRO: Caprioni Portable Toilets

Caprioni Portable Toilets helps transform a strip of Jersey Shore sand into a fully functioning campground and Christian festival venue

BY BETTY DAGEFORDE

A Day at the Beach

New Jersey's Caprioni Portable Toilets counts special event service as one of its specialties, and uses its in-house fabricated restroom and shower trailers on location at the Closer Walk Christian youth event on the Jersey Shore. Tom Caprioni is shown pausing during setup for the camping festival. (Photos by Kyle Grantham)

THE TEAM

Caprioni Portable Toilets has been servicing events along the South Jersey coast for 33 years. The other side of their enterprise, Caprioni Family Septic, goes back to 1954. Tom and Genia Caprioni own and operate the two businesses out of a combined facility in Belleplaine, N.J., about 35 miles west of Atlantic City. They've got 30 employees, about half of whom are family.

Tom's brother-in-law, Chuck Dougherty, oversees all the company's portable restroom contracts along the coast and coordinated the work for the Closer Walk event that took place at Morey's Piers on the Cape May Peninsula.

COMPANY HISTORY

Tom Caprioni has been in the sanitation business his whole life working for his father, Dominick, who founded the company. For the first nearly 30 years it was strictly septic work, servicing the residents of their small town, all of whom were on septic systems, as well as neighboring communities in the mostly rural region. They eventually added commercial accounts, grease trap pumping and sludge hauling.

When they saw a need for portable restrooms, they decided to branch out and in 1982 picked up 105 fiberglass units to get started. Today their inventory stands at 2,000 standard units along with 50 handicap-

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accessible and ADA-compliant units and 40 hand-wash stations, all from Satellite Industries and PolyJohn Enterprises. The company started offering restroom trailers in 1996 and builds the units in-house. They now have about 60 restroom trailers and five shower trailers, also built by employees.

The company's service territory covers about an 80-mile radius of Belleplain.

MAKING CONNECTIONS

The company has provided equipment for A Closer Walk since its inception in 2002 by Will Morey, president and CEO of Morey's Piers, a seaside amusement park and beach in Wildwood, N.J., which hosts the event. In fact, they've worked with Morey's for many years, according to Caproni, providing sanitation equipment for the four large events Morey's sponsors each summer, including soccer camps and Boy Scout groups.

THE MAIN EVENT

A Closer Walk is an annual Christian event for youths, primarily grades seven through 12. It's designed to help them connect more deeply to their faith, but their tickets also include admission to Morey's three amusement parks and two waterparks. About 2,000 teens and their pastors and chaperones, along with a few families, arrived the afternoon of Thursday, July 31, 2014, and pitched their tents. Facilities included a ministry tent, beach stage and catering pavilion.

Friday morning was spent listening to inspirational speakers, attending worship service and participating in ocean baptisms. The afternoon was set aside for visiting the attractions. That evening the group enjoyed live Christian music and a fireworks display – then off for more amusement rides until midnight. The official activities concluded Saturday morning, leaving the rest of the day to pack up and head back to the parks.

A crew from Caproni Portable Toilets meets behind a grouping of the company's restroom and shower trailers at the camping area during A Closer Walk, a Christian youth event on the Jersey Shore.

**"We put four units
and a sink, then
moved down maybe
100 feet put another
four and a sink, then
another 100 feet –
every so often we
put them."**

TOM CAPRONI

BY THE NUMBERS

Using two Ford F-350s pulling a 14-unit company-built trailer and a 12-unit McKee Technologies Inc. Explorer trailer, the company made the 26-mile trek to Morey's Piers on Wednesday to deliver the equipment. They brought in 16 PolyJohn PJN3s (half blue for men, half pink for women) and four two-basin Satellite hand-wash stations and spaced them out in four banks along the perimeter of the designated camping area. "We put four units and a sink, then moved down maybe 100 feet put another four and a sink, then another 100 feet – every so often we put them," Caproni says.

In addition, the company supplied two large restroom trailers (one with four women's stalls, two men's and three urinals, the other with five women's stalls, two men's and three urinals), and two large shower trailers (nine-stall and 10-stall), all for general use. The showers were used on a first-come, first-served basis and were free to the campers. "Morey's just paid one lump sum for the showers," Caproni explains.

Caproni's trailers are easily identified by their cedar-shingle-looking vinyl siding. The homey look is further enhanced by a white picket fence on each end and porch lights over

(continued)

A Caproni Portable Toilets truck, built out by Coleman Vacuum Tank, moves through the camping area during a service call on the beach.



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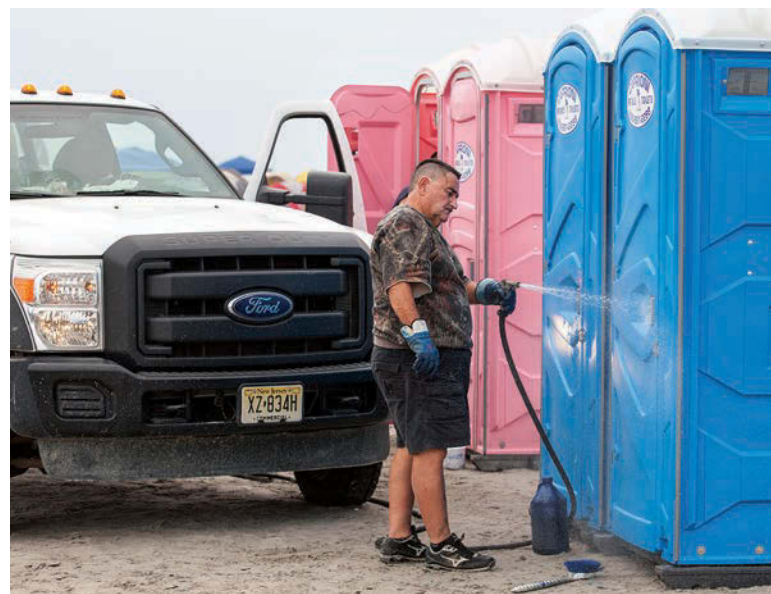


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Right: Technician Gene Bailey Sr. sets up the steps on a restroom trailer built by Caprioni Portable Toilets.



Above: Technician Chuck Dougherty sprays the exterior of a bank of restrooms at the festival on the beach. Caprioni's placed PolyJohn Enterprises restrooms – pink for women, blue for men – for the youth event.

Left: A Genie GTH-844 lift is used to haul a restroom trailer onto the beach. Men's and women's blue and pink restrooms, along with a PolyJohn hand-wash station, are already set up for visitors to the Christian youth event.



the doors. Interior walls are half wood paneling and half marble-look plastic laminate. Vanities also have a marble appearance. The ceiling is tongue-and-groove cedar board.

The campground was on a public beach and not fenced off, so there was no way to control access to the restrooms and trailers. "If somebody off the beach wanted to use them, you really couldn't tell," Caprioni says. "And you couldn't do anything about it." But he says they did not experience any problems with graffiti or vandalism often encountered at public events.

The company removed everything the following Monday.

"If somebody off the beach wanted to use them, you really couldn't tell. And you couldn't do anything about it."

TOM CAPRIONI

KEEPIN' IT CLEAN

Friday morning at 5 a.m., four technicians took off from the company yard to service the units. They took a 2014 Ford F-450 and a 2014 Ford F-550 outfitted by Coleman Vacuum Tank with 900-gallon waste/200-gallon freshwater aluminum tanks and Masport Inc. pumps. The team finished the job around 10 a.m., then repeated the process late that afternoon and again early the next morning. Access was fairly easy as the units were adjacent to service roads, so there was no need to maneuver through crowds. Units were supplied with chemical deodorizers from Walex Products. The waste was

transported to the Cape May wastewater treatment plant for disposal.

During each visit the drivers left supplies for Morey's on-site attendants who monitored the equipment during the event, keeping units and

TEAMWORK

The event went smoothly, the weather was perfect and the hand-offs from Caprioni's staff to Morey's were seamless. The two companies have worked together for so long they have the logistics down to a science.

Caprioni knows what Morey's wants and makes sure they get it. "I take care of them," he says. ■

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Raising Our Standards in 2015

By Karleen Kos

Karleen Kos is executive director of the Portable Sanitation Association International. She may be reached at karleenk@psai.org or 952/886-7416.



“Any time you sincerely want to make a change, the first thing you must do is to raise your standards.” – Anthony Robbins, leadership guru

When I joined the Portable Sanitation Association International (PSAI) as its new executive director, I was struck by the enthusiasm and earnestness of nearly everyone I met. Yet I often heard a rueful tone when PSAI members said things like, “Our industry isn’t respected,” and “How do we raise standards when a lot of people are willing to lower them just to get a contract?”

First, the bad news: As individuals and company owners acting alone, there is little you can do. The good news, though, is that by joining with the PSAI you can do a great deal to bring about positive change.

Developing industry standards is among the most important and beneficial activities a trade association can undertake. As long as the standards are voluntary and don’t attempt to control pricing, courts have viewed setting standards as both legal and beneficial in helping nonindustry people like regulators, customers and end-users make decisions. The standards give them a way to discern the value of what they buy and to differentiate between competitors. When that happens, everyone wins.

The PSAI’s strategic plan calls for the organization to step up its role in developing industry standards and best practices. Presently, our Standards and Guidance Committee is working on several projects, and your ideas are welcome.

- The PSAI is updating and gathering input on three guidelines published by the American National Standards Institute. These standards cover sanitation in places of employment, sanitation in nonsewered waste-disposal systems, and sanitation in fields and temporary labor camps. We are currently seeking comments on revised drafts of these standards. Input is especially needed from consumers and nonindustry stakeholders. This comment period will close at the end of February.

- In November 2014 the PSAI Board of Directors approved the outline for a Voluntary Code of Excellence for the portable sanitation industry. The Standards and Guidance Committee is presently at work in creating the more extensive draft code, and they expect to release it for comment at the end of February. All industry members are invited to comment on the draft and to participate in a discussion with the Standards and Guidance Committee at the PSAI’s Annual Convention and Trade Show March 25-28 in Nashville, Tenn. The comment period will conclude April 15.

Both of these projects have the potential to dramatically impact how the public views portable sanitation. We invite you to get involved by commenting on the proposed standards. Better yet, become active on the PSAI Standards and Guidance Committee and help to shape the language. Contact me for more information.

Together, we can transform the portable sanitation industry from one that gets less respect than it deserves to a better understood, often admired service provided by dedicated professionals.

Please come and talk to us about this and many other PSAI initiatives at the Water & Wastewater Equipment, Treatment & Transport (WWETT) Show in Indianapolis Feb. 24-26. The PSAI will have representatives in booth 1068 at the Indiana Convention Center. See you there! ■

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Battery Basics

THE WINTER CAN BRING HARSH WEATHER OR LONG PERIODS OF INACTIVITY FOR YOUR TRUCKS, BOTH THREATENING THE RELIABLE STARTING POWER OF YOUR FLEET

By Peter Kenter

What's the best type of battery?

Understanding the basic differences between the three main battery types – flooded lead acid (FLA), absorbed glass mat (AGM) and gel cell – will help to determine the best battery for your trucks and equipment.

“These three main types of equipment and vehicle batteries are all lead-acid batteries with different construction, different performance characteristics and different charging requirements,” says Gale Kimbrough, manager of the battery engineering and testing lab at Interstate Batteries.

All lead-acid batteries feature lead plates surrounded by an electrolyte containing sulfuric acid. During charging, the positive and negative plates react so that positively charged electrons travel to the negative and negatively charged electrons travel to the positive, using the electrolyte as a bridge. The batteries are discharged during use by reversing that process.

If the battery is permanently sealed – that is, its caps can't be removed – and is labeled as AGM or gel, it's known as a valve-regulated lead-acid battery. These batteries come equipped with one-way pressure release vents.

“Batteries have evolved a great deal,” says Kimbrough. “For example, lead plates have been married to different alloys. One of the latest changes has been the use of lead alloyed with calcium, which minimizes the creation of hydrogen and oxygen gases during normal charging.”

The three main battery types are distinguishable by design and primary function.

FLOODED LEAD ACID

“FLAs are the oldest battery design and have been part of road vehicles since cars gave up hand cranks,” says Kimbrough.

The FLA offers a versatile design. Depending on construction, FLAs can produce high cold-cranking amp (CCA) power availability (shallow cycling) and/or a combination of cranking and deep cycling, or deep cycling only (see sidebar).

FLAs may be permanently sealed or designed with accessible vent caps.

Charging options for FLA batteries are probably the widest, ranging from the vehicle recharging system to most nonvehicle rechargers.

GEL CELL

Gel-cell batteries feature a design in which silica has been added to the battery during manufacturing to congeal liquid electrolyte.

“They were developed more than 30 years ago to satisfy a need for a deep-cycle battery that was sealed because they could be used in enclosed



Gale Kimbrough



applications,” says Kimbrough. “They were originally used in the telephone industry as backup power for equipment.”

Gel-cell batteries usually offer a higher reserve capacity than other batteries.

A forklift battery is tested by Chris McGuire, of the U.S. Navy. (U.S. Navy photo by Mass Communications Specialist 3rd Class Kevin Murphy)

Definitions:

Cold-cranking amps: The amount of current a battery can provide at 0 degrees F.

Deep-cycle batteries: Deep-cycle batteries are designed to provide continuous power over long periods of time. Deep cycling is the process of almost completely discharging a battery before it's recharged.

Shallow-cycle batteries: Also known as cranking or starting batteries, they deliver large amounts of power for a short period of time, typically to start an engine. The battery is quickly recharged after use.

“They can be used for starting, if required, but typically don't produce the same cold-cranking amps as an FLA or an AGM battery,” says Kimbrough. “They can be made to deep cycle, but these batteries are traditionally used as backup power or for lighting.”

Gel-cell batteries must be recharged using lower voltage than other lead-acid batteries.

ABSORBED GLASS MAT

What makes the AGM different is a sponge-like fiberglass material separating negative and positive plates. This microglass material absorbs the electrolyte solution and keeps it immobilized while maintaining contact with the plates.

The batteries were introduced in the mid-1980s for use in military aircraft because they eliminated the risk of forming explosive gases. More expensive than FLAs, AGM batteries are gradually replacing gel cells, with which they're often confused.

"The strength of the design is that the glass mat and electrolyte combination offers a very low resistance," says Kimbrough.

"Batteries have evolved a great deal. For example, lead plates have been married to different alloys. One of the latest changes has been the use of lead alloyed with calcium, which minimizes the creation of hydrogen and oxygen gases during normal charging."

Gale Kimbrough

AGM batteries can be used in high-cranking and/or deep-cycling applications, such as vehicle starting or electric vehicles, depending on their designed purpose.

"Recent AGM pure lead technology uses thinner plates made of 99.99 percent pure virgin lead," notes Kimbrough. "This technology has allowed AGMs to perform with deep cycling and cranking combined."

WHICH BATTERY TO CHOOSE?

Choosing the right battery for your trucks and equipment is usually a matter of balancing cost and performance. If an FLA isn't providing the performance required, it may be time to upgrade to a heavy-duty FLA or an AGM.

"If your regular FLA is performing for one year or less, you need to investigate an upgrade to either a heavy-duty FLA or AGM," says Kimbrough. "Also, make sure that the batteries you're using or buying haven't aged on the shelf. Excessive storage can cut into performance life."

AGM batteries also perform better than FLAs under heavy vibration, the type of conditions you experience with mini excavation equipment, for instance. "They typically offer two to five times additional vibration resistance than flooded unless the flooded battery meets extra-heavy-duty requirements," Kimbrough notes.

If equipment is stored for extended periods of time between uses, AGMs hold their charge longer than FLAs.

MAINTENANCE MATTERS

Kimbrough recommends that all batteries be visually inspected every three to six months. Terminals should be inspected for corrosion and for cleanliness since dirt can discharge electricity across positive and negative terminals.

While some FLA batteries have vent caps that can open, others are sealed. If the caps are accessible, the battery can be visually inspected to see if electrolyte continues to cover the plates as specified by the manufacturer.

"If levels are low, you can add water, preferably deionized or distilled, to top up the fluid," says Kimbrough. "You'll probably need to do this more often in high heat or extreme cold conditions."

Depending on their use, batteries can perform for longer or shorter times than their expected lifespan. One testing method involves checking the battery's voltage at rest to help determine its state of charge.

"A generic 12-volt battery that tests at 12.00 volts can indicate an approximate 20 percent remaining charge level," says Kimbrough. "Although it varies depending on the type of battery, typically 12.75 volts to 12.95 volts indicates a near-full charge in a battery at rest." ■

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Build to Sell

WITH FEWER SMALL-BUSINESS BUYERS ON THE HORIZON, YOU NEED TO MAKE YOUR PORTABLE SANITATION BUSINESS ATTRACTIVE TO THE YOUTHFUL WORKER WITH A MODERN MINDSET

By John F. Dini

More than 60 percent of U.S. business owners are over 50 years old, and many of them are looking toward retirement and the process of attracting and vetting potential buyers to take the reins. The differences in yesterday's and today's business landscapes are stark – as Boomers were raised in a highly competitive environment, many face the problem of having built companies that won't attract a new generation of buyers.

Three major trends impact the salability of a business. Understanding these trends can help owners transition successfully in a challenging market and ultimately identify the buyer who will carry their company's torch going forward.

BOOMER SUCCESS

Baby Boomers are 2.5 times more likely to own a business than the generations before or following. Between 1975 (when the first Boomers turned 30) and 1986, the formation of new businesses in America jumped from 300,000 to 700,000 annually. Faced with fierce competition on the pathway to success, many Boomers chose to go into business for themselves. New business startups have never again reached that level. As a result, nearly two-thirds of all businesses with fewer than 500 employees are in the hands of people who are preparing to retire.

Three major trends challenge a small-business owner preparing to exit. Like the movie *The Perfect Storm*, these three trends – demographic, psychographic and sociographic – are combining to create a tsunami that will change the entire landscape of independent business ownership:

Demographically, the generation following the Boomers (Gen X) is much smaller. From a supply and demand perspective, there simply aren't as many available buyers as the number of potential retirees seeking them.

The psychographic profile of the buyer generation is unfavorable. What business owner hasn't complained about the work ethic of the younger generation? Raised in a 40-year period of economic growth (the longest sustained period of expansion in our history), Generation X and their successors (The Millennials) are more likely to choose family first and perceive jobs and employers as merely the means to a personal end.

Sociographic trends favor alternative careers over business ownership. Corporate America is well aware of the issues and attitudes of the younger generations. They have already made many adjustments. Telecommuting, sabbaticals, family leave and flex time are benefits designed to attract younger workers who have a different set of priorities. Few small businesses have the depth or breadth to allow skilled employees to come and go according to their individual priorities.

Your technology doesn't have to be cutting edge, but it needs to be current. Nothing turns off the tech-savvy young buyer faster than a company that is limping along on outdated software or (heaven forbid) paper.

Young entrepreneurs have little interest in the service-oriented brick-and-mortar companies that dominate small business. They seek a level of freedom that doesn't require being on call, schedules driven by customer convenience or a 55-hour workweek. Combined with the sheer lack of prospective buyers, a reduction in the number of small businesses becomes more than likely; it is inevitable.

Yet many small-business owners are depending on their company to fund a comfortable retirement. Their plan goes something like this: "I will work really hard until I am tired, and then I will find some energetic younger person just like me who is willing to commit everything for this great opportunity."

BEATING THE ODDS

Fortunately, if you are a successful business owner, you've already proven your competitive instincts and abilities. With planning and foresight, you can still beat the Boomer bust and achieve your retirement objectives. There are two pathways to succeeding in a crowded sales marketplace:

Build to sell

Build a business that is attractive to your younger buyers. It allows for personal flexibility. It can't require a huge down payment since these generations were raised in a "buy-now-pay-later" world, where they are carrying substantial debt from the day they graduate college and have little opportunity to amass liquidity.

Your technology doesn't have to be cutting edge, but it needs to be current. Nothing turns off the tech-savvy young buyer faster than a company that is limping along on outdated software or (heaven forbid) paper. Of course, the other attributes of an attractive acquisition – growing margins, a distributed customer base and predictable revenues – are a given.

Hire your buyer

Take on your potential buyer as an employee first. The stereotypes of different generations aren't universal. Certainly we all know Boomer slackers as well as young people who are ambitious and hard-working.

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Lacking capital, many of those younger go-getters would like to own a business but have difficulty seeing how they can make it possible. Identifying such a buyer in your own organization, or even reaching outside and recruiting one, is a viable option if your target date for exiting is a few years away.

Creating your own successor requires a commitment to planning and development, but the financial aspects are fairly simple. A few years of selling equity in small amounts can let your successor build a minority stake. Then he or she can obtain third-party financing for the balance of the purchase so you can maintain control throughout the process and take the proceeds with you when you leave.

BUILDING VALUE

Remember this: The more you work in your business, the less it is worth. Everything you do to reduce your business's dependence on your personal talents, to reduce the time commitment of running it and to make it easier for any successor (whether internal or external) to take over the reins also increases its value to any buyer.

You can't change the factors that create the most competitive selling environment in history. Understanding what the future looks like and realizing that your buyer is unlikely to be someone "just like me" is a critical first step in the process. ■

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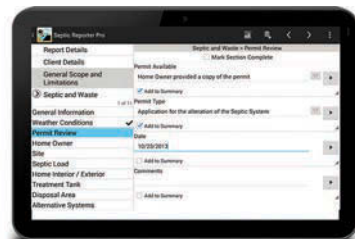
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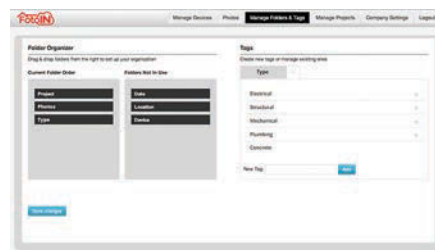
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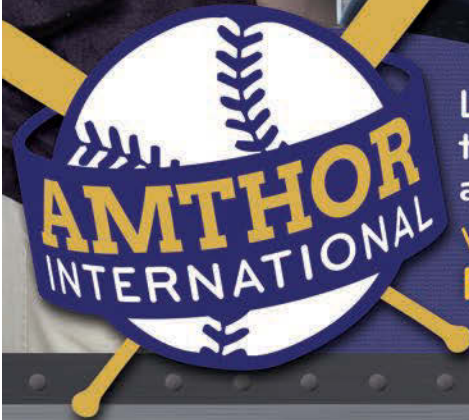
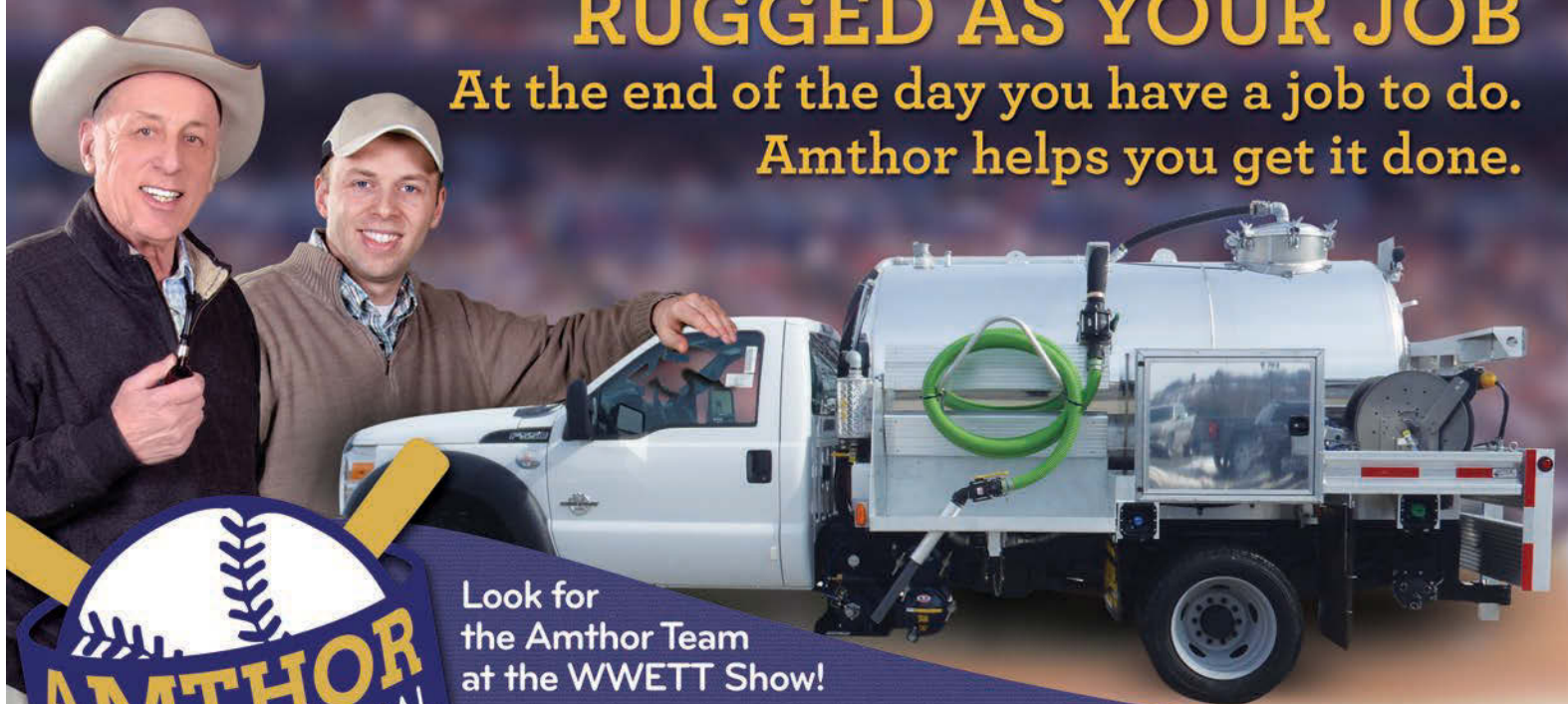


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INDUSTRY NEWS

Go to Parts names business development manager

Go to Parts, Wastequip's newest aftermarket parts division, named Dean Rank business development manager. He will be responsible for business development and account management with dealers and end-users.

A-1 Rocket named to Aggie 100

A-1 Rocket Industries of Amarillo, Texas, was named a member of the 2014 Aggie 100 list of alumni businesses by Texas A&M University. The list recognizes the fastest-growing companies in the world owned or operated by former Texas A&M students. A-1 Rocket ranks 19th with a compound annual growth rate of 66.64 percent from 2001 through 2013. This is the second straight year A-1 was named to the list. The site services company has offices in Amarillo, Lubbock and Floresville, Texas, providing portable restrooms, temporary fencing, storage containers, job site offices and trash collection for the construction, oilfield and special events markets.

PolyJohn Canada relocates service center

PolyJohn Canada moved and expanded its western region service center, located at 9889 54th St. SE Calgary, Alberta. The center is managed by Ted Hoover, PolyJohn Canada's western region sales representative.

JOTS acquires Lovenberg's Portable Toilet Rentals

Johnny on the Spot, Old Bridge, N.J., and its capital partners, Dubin Clark & Co. and Balance Point Capital Partners, acquired D. Lovenberg's Portable Toilet Rentals of Andover, N.J. Owner Dustin Lovenberg purchased the business from his father, Bob, in 1998. Lovenberg provided portable sanitation rentals and services to municipalities, construction sites and special events in northern New Jersey and several counties in New York.

Liquid Waste Industries owner Bill Brown passes away

Bill Brown, owner of Liquid Waste Industries, passed away Jan. 6 from injuries sustained in a car crash. He was 46. Survivors include his wife, Helen Clair Hawkins-Brown; daughters Annabel Taylor Rose and Grace Mary Margaret; and parents William Eugene and Mary Alice Brown.

"He was just your typical down-to-earth kind of person that you meet in our industry," says Jeremy Hawkins, Brown's brother-in-law and owner of www.blujohn.com Portable Sanitation in Cumming, Ga. "He never met a stranger; everybody was a friend. He just had that way about him."

Located in Dallas, Ga., a suburb of Atlanta, Liquid Waste Industries provides parts and supplies for the portable restroom, septic and grease pumping industry. Brown's wife will continue to run the business.

"We will be at the Pumper Show [WWETT, booth 1414]," Hawkins says. "Helen will be in the booth along with her daughters. We would love to see Bill's friends come by and say hello. We're looking forward to growing the business." ■



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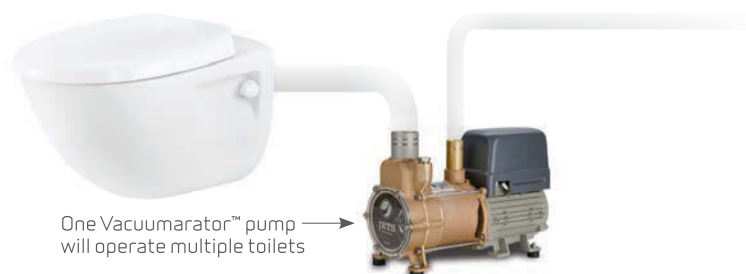
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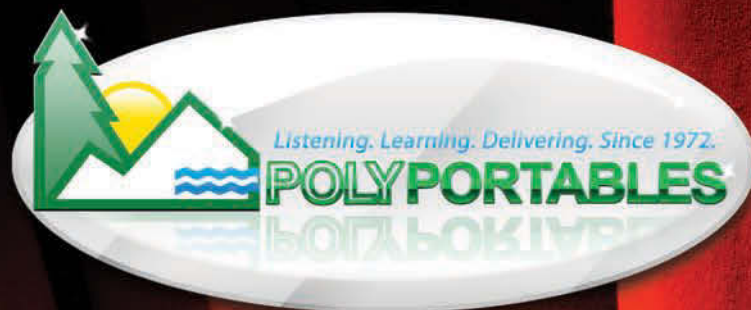
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