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ON THE COVER: Landing government contracts has been one key to the fast success of Best Portables in Phenix City, Alabama. Owner Chellene Lane is shown with some of the company's Armal restrooms. (Photo by Jeff Haller)

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The Customer Isn't Always Right

YOU ADVISE CLIENTS ON THE BEST WAY TO PROVIDE RESTROOM SERVICE, BUT SOMETIMES THEY DON'T WANT TO FOLLOW THROUGH ON YOUR RECOMMENDATIONS

By Jim Kneiszel

If you've been providing restrooms for any amount of time, you've undoubtedly encountered customers who don't trust your judgment on matters of placement and service protocols. It might be a construction site where the builder won't let you put the unit where you can easily access it. Or it might be your favorite local event, where the planner won't listen to your expert opinion on the number of restrooms needed.

A couple of interesting stories in the news bring light to unfortunate situations where a customer has probably waved off the legitimate concerns of a portable restroom operator, only to regret that decision later. I'll mention a few, if only in hopes that a few of the most stubborn restroom customers start paying attention when PROs share their hard-earned wisdom.

ADDING UNITS

For instance, there was the Bluesfest in Ottawa, Ontario, which was plagued by drunken concertgoers using private yards neighboring the festival grounds as urinals. According to a story at www.reminetwork.com, area residents including Sarah Taylor were fed up with the situation and complained. Bluesfest eventually added 40 units outside the festival grounds. Guess what? It made a difference.

"I think (the extra restrooms) definitely helped. The people who were peeing last year kind of out of desperation with nowhere else to go, those people are using the port-a-potties," Taylor observes. "I don't think I should expect urinating and defecating in my space, in my home. I don't think that's a regular expectation of living downtown."

Or how about the restroom at the General Franklin E. Miles Park in Santa Fe, New Mexico? It was serviced so infrequently that citizens had enough and finally stepped in and complained via a Facebook page rant at City Hall. According to a www.krqe.com report, photos posted to the social media site showed the unit filled with trash including hypodermic needles and a filthy toilet.

"Start the discussion and hopefully get something resolved to either have someone come and remove the port-a-potties or clean them," one resident complains. "I understand they're short staffed," another resident says of the city charged with inspecting the units. "Have a contract that maybe comes and cleans up the parks." The city decided to remove the unit but said it would be returned.

WINDY CONDITIONS

Lastly, a snafu at the Red Rocks Park and Amphitheater outside of Denver caught my eye recently. During an event, a gust of wind blew over

I know experienced and responsible contractors take their time to make appropriate recommendations. It's just that customers don't always listen ... or listen and don't want to adequately fund their portable sanitation needs.

several restrooms in a parking lot, damaging a car and almost hitting a passerby. You can see a dramatic video of the incident here: www.kdvr.com/2018/11/08/video-shows-wind-blowing-port-a-potties-damaging-mans-car-at-red-rocks.

You might expect high winds to be an issue in an open parking lot on top of a mountain. But the city of Denver, which manages the popular mountaintop concert venue, neglected to pay extra to have the restrooms staked down. They won't make that mistake again. According to a Fox 31 Denver news report, the units were staked into the ground shortly after the incident. The reporters went a step further and dug up the contract between the city of Denver and the PRO, Liberty Waste Management, in which they only required restrooms to be anchored at an airport location.

The owner of the car that was hit by a flying restroom, Andy Mowery, filed a claim with the city asking for \$6,000 to repair the damage. The claim was denied by the city. However, Liberty Waste Management stepped in and said it would pay for the repairs.

"They have a manager at the venue, and she stated that the incident that occurred is an act of God, and they're not responsible for wind," Mowery tells the news outlet. "It's revealed that the city is basically being irresponsible about safety and they're doing it for financial reasons that aren't justified."

GET THEM TO LISTEN

In each of these cases, I can imagine a portable restroom company had assessed the needs of the customer and made sound recommendations about safety, adequate number of units and the proper number of service calls. I know experienced and responsible contractors take their time to make appropriate recommendations. It's just that customers don't always listen ... or listen and don't want to adequately fund their portable sanitation needs.

How will the professionals in our industry react? They will continue to do a thorough job assessing needs when bidding for jobs and offer their knowledge to decision-makers. They have no other choice. After all, their

names are on the door and their reputations are on the line.

Why can't two Oregon churches pay for a portable restroom for the homeless?

Two churches in Albany, Oregon, have been blocked from providing a portable restroom for the homeless because city code doesn't allow temporary restrooms to be placed for more than 90 days. This doesn't seem right.

The United Presbyterian Church and First Christian Church were splitting the cost of the restroom and a service contract with a local PRO, which was set up at First Christian Church and was being cleaned weekly because of steady usage.

"We have a meal each Tuesday and serve 150 to 200 people. I can't tell you the number of people who tell me, 'Thank you for this restroom,'" the Rev. Tim Graves, of First Christian Church, tells the *Albany Democrat-Herald*. The restroom was placed to serve the needs of the community and to ease a problem of cleaning up human waste in the downtown area.

Officials told the churches that the city code would have to be changed to allow use of restrooms extending beyond 90 days. They argued the churches should encourage the homeless to seek out bathrooms at overnight homeless shelters. The pastors reports that the unit is needed, kept clean and has not been vandalized.

"Both (churches) have real concerns about homelessness, and that's a huge part of our motivation here. But being downtown churches, we've also dealt with urination around our buildings, and as we began to look into it, there were no public restrooms in the area. This was a solution for those two problems," Graves tells the newspaper.

First of all, the city should be aware about growing concern of sanitation for homeless populations across the U.S. More and more groups are taking an initiative to provide restrooms to serve this segment of the population, as well as keep the streets clean and sanitary. The city is fortunate the churches are stepping up and paying for this service so taxpayers don't have to.

Secondly, there should be fewer restrictions in general preventing individuals or groups from placing restrooms wherever they want, so long as they are properly serviced and don't draw complaints. There could be any number of legitimate reasons a private business, nonprofit group or property owners would want to keep a restroom. Why should the government get in the way?

Send your questions to Jeff and Terri Wigley

You've seen our new column, At Your Service, published in the magazine for several

months. Jeff and Terri Wigley, former owners of Pit Stop Sanitation Services in Atlanta, are here to research and answer any questions you have regarding the portable sanitation industry. The Wigleys draw from vast experience operating a restroom business; Terri Wigley is still consulting with the new Pit Stop owner and Jeff Wigley continues to work with the Portable Sanitation Association International on the trade group's initiatives.

This is an invitation to send the Wigleys topics you would like to see addressed in their column. These may include marketing your services, handling employee issues, small-business management and financing, maintaining or buying equipment, and many more. All questions and suggestions are welcome. Send questions for Jeff and Terri Wigley to editor@promonthly.com and we will pass them along for an answer. ■

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PROFESSIONAL DEVELOPMENT

PSAI Provides New Insights for Service Techs

The results of the Portable Sanitation Association International's service technician job survey are in, and now PSAI is updating and expanding its credential pathways for techs. Read on to see what this means for your employees.

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ON BRAND

Using Restrooms as a Marketing Tool

James and Celia Hope had two goals in mind when establishing Rocky Mountain Portable Toilets: provide quality service and nice-looking restrooms. The latter also has helped the company establish a brand identity; read about it here.

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A BETTER BALANCE

Missouri PRO Makes the Jump to Flex Scheduling

What's a PRO to do when the amount of work on deck is more than their schedule can handle? Missouri PRO Jeff Abbott got creative and moved his team to a four-day workweek. Read this article to see how he makes it work.

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Safety Is Job No. 1 With Your PROs on the Clock

FOLLOW THESE RECOMMENDATIONS FOR PPE TO AVOID CARELESS MISHAPS IN THE YARD AND EXPOSURE TO HUMAN WASTE IN THE FIELD

By Jeff and Terri Wigley

June is National Safety Month as established by the National Safety Council. The National Safety Council is over 100 years old and is a wonderful resource for safety-related matters. In deference to this emphasis on safety, both of the questions this month revolve around this very important topic.

Question: I am unsure as to exactly what personal protective equipment we need on our trucks for our route service technicians. Can you please elaborate on this topic?

Answer: In any discussion about safety, PPE and safety data sheets are the primary topics of consideration. The Centers for Disease Control and Prevention does not mandate required PPE for our industry, but there is recommended equipment. The CDC's list of recommendations includes:

- Goggles – for eye safety
- Waterproof gloves – for protection from exposure to human waste
- Protective face mask or shield – for eye protection
- Rubber boots – for protection from exposure to human waste.

Please keep in mind these are merely recommendations and based on the assumption of more contact with human waste than normally exists in our industry. We use closed pumping systems to evacuate the waste from units. That is, the vacuum pump evacuates the waste into an approved tank that contains the waste until it is unloaded at an approved wastewater treatment facility.

The Occupational Safety and Health Administration has general rules and regulations for workplace safety and two regulations that apply most directly to fieldworkers our industry:

- Eyewash protection and goggles per OSHA 1910.151(c)
- Proper foot protection per OSHA 1910.136(a).

The most comprehensive list of PPE standards has been developed by the Portable Sanitation Association International since the inception of their certification program, which began in 1992.

This list contains:

- Rubber gloves
- Safety goggles
- Eyewash protection kit
- Proper foot protection
- Hard hats
- Safety vests

A small first-aid kit and a personal eyewash kit are necessary for any immediate need while on route or in the field. While not directly related to safety, some PROs also include items such as mosquito repellent, insect repellent and sunscreen for driver use.

- Any other required equipment as established for the portable sanitation customers' job sites.

The PSAI also recommends as a best practice the inclusion of a personal first-aid kit on board each vehicle.

Please note there are various grades to all of the equipment listed above. For example, there are work-specific requirements for hard hats. Type 1 hard hats (protection from vertical falling objects only) and Type 2 hard hats (protection from lateral blows and objects) with further classifications as to Class G (General), Class E (Electrical) and Class C (Conductive).

A small first-aid kit and a personal eyewash kit are necessary for any immediate need while on route or in the field. While not directly related to safety, some PROs also include items such as mosquito repellent, insect repellent and sunscreen for driver use.

Also, be aware certain industries have additional PPE requirements. For example, in the mining industry, respirators and/or masks are required. If you have a customer in this industry, work with them and obtain the required equipment your route drivers will need to be compliant on these job sites.

One good safety recommendation has always been that when the route driver pulls onto a job site, they are subject to the safety requirements of that particular location. Be constantly aware of these requirements, and always have necessary safety equipment on board.

Do your research, and once a comprehensive PPE list is created, make sure these items are always included on every vehicle. Several companies include these items as additions to pretrip and post-trip inspection reports to ensure the appropriate PPE safety equipment is always present.

• • •

Question: We are aware of safety equipment for our route service and delivery vehicles; however, what types of safety equipment do we need in our yard and in our office?

Answer: Safety equipment in the yard is an extension of the PPE equipment on the trucks in the field:

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- Yard personnel should have proper foot protection, goggles, safety gloves, safety vests and hard hats if needed.
- The yard should also have a more robust eyewash protection area and, if possible, a shower area in the event of larger splashes of waste.
- A more comprehensive and fully equipped first-aid kit is also highly recommended. A first-aid reference guide to be located with the first-aid kit is also advised.
- Consider safety cones or safety flagging tape to designate certain areas where greater care should be taken.
- Fire extinguishers are also suggested in areas where vehicles are parked and unit repair work takes place, especially if electrical equipment is used in this process.

Safety in the office must take into account the size of the office staff. Fire extinguishers are always needed. Work with a fire extinguisher company when possible. These companies provide recommendations for use and type of extinguishers and conduct annual inspections. Check with your insurance carrier as this may provide for discounts in coverage. Smoke detectors should also be considered as necessary equipment inside any building.

A first-aid kit in the office area is also a consideration. Depending on the size of the company, some PROs invest in mobile heart defibrillators as well.

Safety is everyone's responsibility and should be a constant topic of conversation. Monthly safety meetings are encouraged. Safety signs and warnings are critical. Require PPE be available and used on every vehicle. Check fire extinguishers and smoke alarms on a regular basis. Consider choosing a particular month as "safety month," whether it is in conjunction with the National Safety Council Safety Month or a time of your choosing in order to reemphasize the importance of safety. ■

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RISK AND REWARD

Alabama's Chellene and Rick Lane cash CDs and access retirement accounts to go all-in with their startup company, Best Portables. So far, the gamble is paying off with a huge government contract.

BY DEE GOERGE

A shelf in Chellene Lane's office reveals how far she has come since receiving her business license on April 11, 2013. Eleven stones collected from work sites represent the milestones she has met, including the biggest stone for her largest contract with the Fort Benning military base.

"The stones are my trophies. They represent my climb and accomplishments," Lane says.

Though owning a government contract management business, Lane Environmental, with a portable restroom division, Best Portables, wasn't what she and her husband, Rick Lane, anticipated in their 50s, they're fully committed. They are succeeding with much faith and prayer, detailed planning, personal investment and a dedicated team. In just over five years, Chellene Lane has

(continued)

Best Portables (a division of Lane Environmental) Phenix City, Alabama

Owner: Chellene Lane

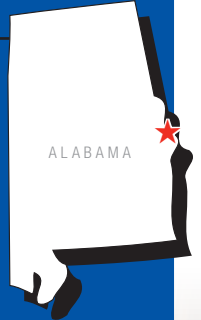
Founded: 2013

Employees: 12

Services: Portable sanitation

Service area: 60-mile radius,
more than 100 miles for events

Affiliations: Portable Sanitation
Association International,
Alabama Onsite Wastewater Association,
Georgia Onsite Wastewater Association



The crew at Best Portables includes, from left, Rick Lane, Chellene Lane, Philip Farley, Sahricka Dawkins, Cedric Cooper, Betty Green, Jacob Miller, Gerald Trice, Jacob Lane, Joe Grant and Laura Jenkins. (Photos by Jeff Haller)





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Clockwise from right: Chellene Lane gathers the troops for a meeting at the start of the day. Before starting a service route, Gerald Trice, left, Jacob Lane and Jacob Miller wash a service truck built by FlowMark Vacuum Trucks and carrying a Masport pump. Gerald Trice moves Armal restrooms around in the Best Portables yard.



been awarded five government contracts including a 5-year contract for 1,500 restrooms at the U.S. Army base at Fort Benning in Georgia, southeast of their home base of Phenix City, Alabama.

FROM EMPLOYEE TO BUSINESS OWNER

Growing up on a Michigan farm, Lane, the oldest of four, never felt limited because of her gender. She dreamed of doing something big like being a New York City book publisher after she earned a marketing degree. That didn't happen, but jobs took her in many directions — as a nurse, Realtor, customer service and sales manager, technical writer, facility manager and operations manager. She gained valuable knowledge and certifications with each position.

In 1989, she married Rick Lane, who worked in the waste industry and government contract services.

"He is my foundation, my biggest supporter. He keeps me focused, and his knowledge is my greatest asset," she says.

In 2011 the couple moved from Tennessee to Alabama due to an employment relocation, and Chellene Lane started seriously thinking about owning her own business instead of working for someone else. After doing a market study of the most promising businesses in the area, she met a retired portable restroom business operator who had put his daughters through

college with his business in Phenix City and Fort Benning. He offered to sell her equipment he had in storage, and Lane submitted an application to become a portable restroom service provider.

A few months later, Lane was seriously injured in a car accident and was forced to leave her job. While recovering, she finished her education online and made business plans.

A year later when Rick Lane's job ended unexpectedly, the Lanes found themselves without an income. At 56, Rick, and 50, Chellene, the couple was concerned no one would hire them, and it was too early to tap into retirement. So they decided to use their experience to start a business.

"I was so scared some days for us. We were making the decision to put everything into the advancement of the company. We knew if we could just land one good contract, it would be worth it."

CHELLENE LANE

The U.S. Small Business Administration website proved to be helpful, and Chellene Lane followed the checklist provided. She sought out portable restroom industry affiliates and gained valuable knowledge. She set her goals: to saturate the local area and win government contracts. With advice from a marketing firm, she created a memorable brand and logo. Since she planned to be the best, she named the business Best Portables, a division under the registered name of Lane Environmental.

registered name of Lane Environmental.

WHERE'S THE MONEY?

Lane quickly ran into her first and biggest challenge — financing. No banker believed she would succeed, and Lane's credit was affected because the couple wasn't employed.

Without a loan and equipment companies only offering financing with high interest rates, the Lanes invested in themselves. They sold their Tennessee home and purchased a house listed on Craigslist in a commercial

(continued)

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district. They cashed in CDs, individual retirement accounts, investments, savings and an inheritance and took a loan from a friend.

"I was so scared some days for us," Lane admits. "We were making the decision to put everything into the advancement of the company. We knew if we could just land one good contract, it would be worth it."

The initial investment was \$15,000 including buying 30 fiberglass restrooms, a few holding tanks, and a 1989 GMC truck with a slide-in tank and a two-unit hauler on the back from the retired man Lane had talked to.

As the only female in the training and certification class at that time, she passed the requirements and paid necessary permit fees. Lane made cold calls around Fort Benning, selling herself as a woman-owned business. Soon she had a list of customers and needed more restrooms. She purchased a used Ford F-550 with a flatbed and new Armal restrooms.

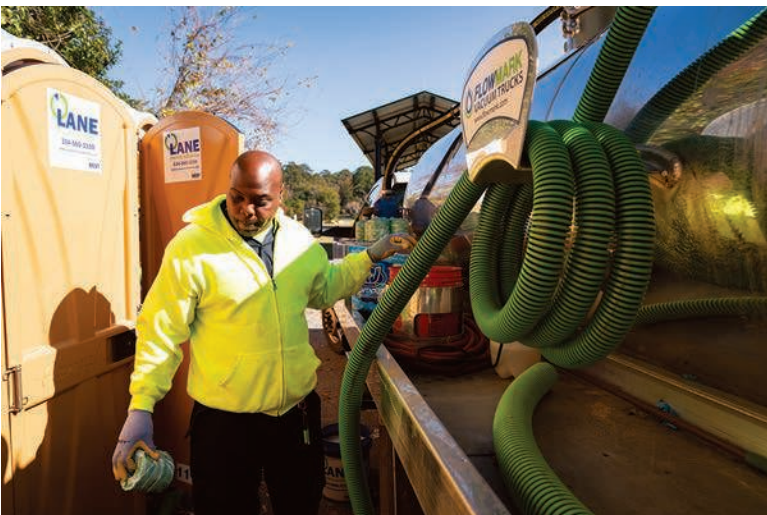
"I live on faith — and a plan," Lane says. "Today, I am still growing."

Her cold calls and networking with builders and contractors netted good contracts to cover overhead costs and provide revenue. But from the beginning, she set her sights on government contracts, including the biggest one in her area — the Fort Benning military base.

GROWING MILESTONES

"The Fort Benning contract is for 1,500 toilets and 25 vaults that are serviced on a schedule. It's an ongoing, sustainable job for five years. This is what it was all about," Lane says.

She knew it wouldn't happen overnight — she needed to build a reputation to prove herself.



Building a solutions team

"I am a leader," says Chellene Lane, who had several jobs including managerial roles before she started her own business. "I encourage my employees to be the same and provide solutions, rather than excuses. I tell them the readier you are, the easier the solution will come."

She cross-trains all positions to maintain a better response.

For example, after Hurricane Michael's destruction near Tyndall Air Force Base in Florida, where she has a service contract, Lane responded the following day with portable restrooms, connected several recreational vehicles to holding tanks and maintained services daily for the men and women at the base. Best Portables continues to support the recovery effort.

When a construction contractor asked for restrooms without urinals, she provided customized portable units for them. She worked with a manufacturer to modify doors for another customer.

After coming up with a solution, Lane emphasizes follow-through.

She adds that it is important to educate customers about the portable sanitation industry. "My business logic is simple," Lane says. "Customize services to meet the needs and requirements so the services provided are above expectations, yet cost-effective and profitable."

Lane has personally "pounded the pavements hard," and now has women on her sales team who go to builder/contractor, Chamber of Commerce and other meetings and events to make sure people know who and what Best Portables is about.

"Success is impossible without a great team behind you and a good foundation to stand on," Lane says. "I'm building a team around me. I couldn't do it without them."

"I am a leader. I encourage my employees to be the same and provide solutions, rather than excuses. I tell them the readier you are, the easier the solution will come."

CHELLENE LANE

"I went after little contracts in areas of our expertise for the company to get past performance," she explains. "I studied the required services for Fort Benning for four years and created a formula to prepare a bid."

A Best Portables truck makes a regular run to the Fort Benning military base.

Philip Farley services restrooms near the National Infantry Museum just outside of Fort Benning in Columbus, Georgia. Restrooms are from Armal, and the service truck is from FlowMark Vacuum Trucks and has a Masport pump.

Under her company's Lane Environmental umbrella, her "little" government contracts include ground maintenance at Savannah Control Tower Federal Aviation Administration, refuse services at Dobbins Air Reserve Base in Marietta, Georgia, and portable restrooms at Joint Base Charleston and Tyndall Air Force Base.

"I'm known in my service area as the white top lady," Lane laughs, explaining that part of cleaning includes keeping the roofs of the Armal restrooms white by washing them. She instructs all her technicians — women and men — to "clean like a woman," something her husband says they are inherently better at.

"I've learned in a short time that if you don't take care of the equipment, it will not take care of you. I'm constantly pushing my business to be better, to be the best," she says.

As a hands-on owner who drives, pumps and cleans when needed, her drivers — including two women — understand what she expects of them.

(continued)

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Sahricka Dawkins logs a service at a work site.

Besides a thorough cleaning, every restroom is equipped with hand sanitizer — something some restroom businesses don't include due to cost, she says.

EQUIPMENT CORNER

After her initial experience with old equipment and heavy fiberglass restrooms, Lane has been particular about equipment and restrooms, in both quality and color.

Best Portables has 2,800 portable restrooms, mostly Armal Wave models in blue, pink and tan.

"I like dark blue with gray doors and trim as my primary unit color. I wanted to be different than anyone else in the area," Lane says.

Her inventory also includes 18 handicap units, 50 hand-wash sinks and 15 holding tanks from Satellite | PolyPortables.

Best Portables' fleet of 13 trucks and two trailers includes the 1989 GMC 3500 truck with a slide-in tank Lane purchased with the business. It came with a 300-gallon waste and 200-gallon freshwater Imperial Industries tank and Masport pump. Newer used trucks that service commercial routes include a 2005 Ford F-650 with a 1,150-gallon waste and 150-gallon freshwater aluminum tank with a Conde pump (Westmoor), and a 2006 International 4300 with a 1,200-gallon waste and 300-gallon freshwater stainless steel tank and Masport pump. Three new 2017 service trucks for government contracts include an Isuzu with a 900-gallon waste and 300-gallon freshwater aluminum tank and Masport pump, and two Dodge Ram pump trucks (one with four-wheel drive). Each has a 1,100-gallon waste and 400-gallon freshwater aluminum tank from FlowMark Vacuum Trucks and Masport pumps.

To deploy units to customer sites, Lane uses Ford, Chevy, Volvo and International flatbed trucks and 20-unit and two-unit restroom hauling trailers. Lane intends to expand the fleet this year with a new delivery truck and trailers and one new vacuum service truck.

Drivers use headsets and tablets for communications and to map routes. GPS is installed on all service trucks through Verizon Connect Reveal software, which provides weekly tracking reports for service route efficiency and accountability. Lane utilizes WEX fuel cards across the fleet for fuel purchases and QuickBooks to manage customer accounts and finance.

FINDING THE RIGHT EMPLOYEES

Lane credits her team for helping build the business. Husband, Rick Lane, serves as contract manager for the company. Their son, Jacob Lane, is operations manager and oversees the Fort Benning service contract.

"I try to inspire my employees to do their best," Chellene Lane says. "I pride myself on being a fair, loving boss but have established procedures that helped mold my company. Training and consistent monitoring of complacency is important."

Employees are given a review of the company's expectations and instruction of procedures and safety.

Twenty years of experience as a manager in several fields helps in hiring good people and so does outside help from staffing providers such as Manpower.

"I have found the fee you invest for long-term employees through an agency is worth it. They do background checks and make sure they pass (drug) tests," Lane says. "I hired our first female technician, Sahricka Dawkins, from Manpower. She is now our lead commercial technician."

Another female hire, Laura Jenkins is the safety, shop and sales manager.

When interviewing potential employees, it's emphasized that driving is only about 40% of the job. Cleaning is the main focus. Applicants are offered a ride-along with the lead driver, then if still interested, they take a test drive with the operations manager.

To keep good employees, Lane pays a competitive wage, furnishes uniforms and gives incentive bonuses. Beginning in 2019, she began working with an accounting firm and hopes to offer employees insurance and access to 401(k) savings plans soon.

BRIGHT FUTURE

The added benefits for employees are made possible by what Lane calls a "major deployment of toilets" in 2018. "We assembled 1,200 units on site for Fort Benning. I have an aerial shot of my grandest milestone," Lane says with pride. Another 300 have been added since then.

Getting the contract was a make-or-break deal, and all her business moves were toward that goal. But it's hardly her final goal; Lane has no intention of becoming complacent. Over the next five years, she plans to rebuild the couple's retirement savings and build a company that provides revenue into retirement and beyond.

With HUBZone (SBA's historically underused business program), woman-owned, SAM (System for Award Management) and a host of other certifications, she intends to keep the government contracts she has and add more stones to her shelf. At the same time, she will continue to network with builders — some renting as many as 60 to 80 units. She will continue to bid on large events such as the Charleston Air and Space Expo and the Spartan Race at Fort Benning, and add more contracts with Auburn University as part of her preferred vendor status.

Though it's important to make a profit, the relationship between her business and customers is also important to Lane. "My customers learn to depend on me. I am service-satisfaction motivated," she says.

The expectation is for 2019 to be a good year for the business.

"We plan to add restroom trailers to our mix and have discussed adding roll-off services as well," Lane says. "I hope to add yet another milestone to my shelf soon." ■

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Just Started a Business? Step Back and Make Sure You Took First Critical Steps.

FILLING OUT THE REQUIRED PAPERWORK TO OPEN A NEW BUSINESS CAN LOOK LIKE A DAUNTING TASK, BUT IT'S A PREREQUISITE FOR LONG-TERM SUCCESS

Joan Koehne

Portable restroom operators don't just wake up one day and say, "Surprise! I'm open." Before they hang up their shingle, they need to attend to a host of details. These details include the state and federal legal documents that establish the company's identity, organizational structure and taxation.

Attorney Devin Shanley, principal of Shanley Law in Green Bay, Wisconsin, recommends a two-step approach to making legal decisions for a new business. On day one, determine how to get into business and address problems you may encounter as a business owner. On day two, decide how to get out of business and create a way to ease the transition.

"This goes beyond the documents and into a legal strategy," Shanley says. "This is where a lawyer is going to be more than a document vending machine and a little bit more of a planning guide."

It's inadvisable to skip the legal paperwork because it puts you in a vulnerable position. You'll be operating as a sole proprietorship without the protections of the law. "It's the most classic form of business. You just go out there and do it," Shanley says.

This arrangement is problematic on a number of levels. Liability is one concern. If you're taken to court, you face the potential of losing not just your business, but your personal property and assets, too.

"There's zero protection," Shanley says. "You're totally exposed."

LIMITED LIABILITY COMPANY

A limited liability company provides better protection for owners. An LLC establishes a business as a legal entity. With an LLC, business and personal finances are separated, and personal finances are protected from lawsuits, business debts and losses. An LLC can be created for a sole proprietorship, a partnership or a corporation.

"In Wisconsin, it's stupid-easy to form an LLC," Shanley says. "The Department of Financial Institutions literally puts the form as a fill-in-the-blank on its website. Individuals enter their information and pay a fee.

"Suddenly, you're an LLC. Isn't that grand?" Shanley adds. Yet there's more to consider.

The articles of organization used to form an LLC require the name of

the organizer (essentially, the person filling out the form) and the registered agent (the person who accepts the official correspondence and is publicly associated with the company). Filling in these blanks may be as simple or sophisticated as an owner wishes, handled with or without an attorney.

LIMITED LIABILITY PARTNERSHIP

If two or more owners decide to form a partnership, an LLC or a limited liability partnership is recommended. The LLP is like the LLC, but it is specifically designed for partnerships. In addition to their LLC or LLP agreement, partners should negotiate an operating agreement. This agreement sets guidelines for how the business will be run.

"It's going to say how people vote, how decisions are made, who's in control, who represents the business and how to sell," Shanley says.

Incorporation requirements vary by state, and business owners should check with a local attorney or their secretary of state to see what other documents are necessary.

On the federal level, the IRS issues employment identification numbers to new businesses. Small-business owners quickly learn that obtaining an EIN is a necessity.

"Most independent business owners are going to hit this wall when they go to open a bank account," Shanley says. Visit the IRS portal at www.irs.gov to apply for free.

SETTING UP CORPORATIONS

While some PROs operate as sole proprietorships or partnerships, others form corporations instead. Corporations require their own set of documents.

"Instead of forming articles of organization, you file articles of incorporation," Shanley says. "Instead of an operating agreement, you're going to set up bylaws. Instead of setting up ownership interest, you are going to be selling stock."

Consulting with an accountant can help you determine which type of organizational structure makes sense for your business based on tax implications and state requirements. For instance, some states require an annual meeting.



Devin Shanley, principal of Shanley Law, based in Green Bay, Wisconsin

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Devin Shanley



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OTHER DOCUMENTS

You may also need specific licenses and certifications, which vary depending on the municipality and state. Government officials, established restroom contractors and trade groups such as the Portable Sanitation Association International can help you determine what licenses are necessary in your region.

PROs who work solo face different decisions than partnerships or corporations.

“If you take that person out of the business, what is left? The owner needs to take a look at this,” Shanley says. Powers of attorney documents or a trust can provide a backup plan if something happens to the owner unexpectedly.

“Make sure you have documents that say someone can walk in and run the business if something happens to you,” Shanley says. “Partners will generally be able to figure something out, mostly because another partner or partners still have the power to run the business. But what is the plan for a solo owner who has no one else?”

Once you hire employees, a new set of legalities surface. You’ll want to set up a payroll system to withhold taxes, obtain workers’ compensation insurance, post the required notices and abide by other state labor laws.

Working with business consultant, attorney or accountant can help you form the foundation necessary for a successful business.

“A lawyer’s job is to think through terrible situations all day,” Shanley says. “We naturally assume the worst thing is going to happen, and we try to steer you so it doesn’t.” ■

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Karleen Kos is executive director of the Portable Sanitation Association International. She may be reached at karleenk@psai.org or 952-854-8300.



How High Are Your Disposal Fees?

A PSAI SURVEY AIMS TO SHED LIGHT ON A CRITICAL EXPENSE FOR RESTROOM CONTRACTORS

By Karleen Kos

Dumping. Tipping. Emptying the truck. Whatever you call it, “It’s waste disposal, dear,” as a member of the Portable Sanitation Association International explained to me early in my tenure here. It’s also one of the biggest issues faced by portable sanitation companies.

Contrary to how it may seem, the number of sewage treatment facilities is not shrinking. According to IBISWorld, treatment plants have grown by 6% to 7% since 2010. The challenge is that more than 60% of treatment capacity in the U.S. is dedicated to residential waste. Ongoing growth in the number of households producing waste means capacity for commercial waste treatment is suffering proportionately.

But it’s not just households. The volume of commercial waste that needs processing has also increased as the economy expands. The available treatment plant capacity is not growing nearly as fast, infrastructure is aging, and nobody likes to talk about it very much.

This brings us to today. We have overtaxed systems and frequent rate increases for disposing at publicly owned treatment works, or POTWs. In the private sector, the laws of supply and demand are at play, driving up costs and reducing non-POTW options for portable sanitation operators. On top of it all, any type of waste treatment must meet evolving environmental standards. Because of these requirements, what any plant accepts may vary considerably based on location, environmental realities and the plant’s capacity.

If only the solution were as simple as a “building boom” for waste treatment facilities! Unfortunately, the highly capital-intensive prospect of expanding waste treatment capacity is not one that appeals to most political decision-makers. Depending upon the location and proposed capacity of the plant, the cost for a new POTW can range from tens of millions of dollars to nearly \$1 billion.

This reality has opened the door for private wastewater treatment solutions. Local governments short on tax revenue have begun outsourcing facilities and operations to meet public demand. In some instances, private companies are buying existing POTWs when governments decide to privatize. They then turn the aging assets into efficient wastewater operations. How this transformation happens can mean that customers like portable sanitation companies are no longer welcome.

In other cases, businesses ranging from manufacturing plants to waste haulers are building their own on-site systems — either because their go-to treatment plant has hung out the “not welcome” sign or to avoid having to deal with POTWs altogether. In still other instances, smaller cities are working with private companies to build new systems, sometimes wholly owned by the private company and sometimes in public-private partnership.

SHARE YOUR EXPERIENCE

Whatever is going on in your area, the situation has probably been a long time in the making. Improvement, whatever that looks like, will also take a long time. Then there’s the “be careful what you pray for” aspect. I recently took a call from a portable sanitation operator whose disposal rates were being quadrupled to cover costs for a new treatment plant in her area. With “solutions” like these, how bad must the problem actually be?

The PSAI is seeking information about the realities of disposal for our industry. The results of the survey will be shared with those who take it — whether they are PSAI members or not — and will help the PSAI set policy goals for the next several years. Please take the time to fill out the survey at www.pesai.org by July 31.

Fixing what is broken with our waste treatment system will take a generation, and the PSAI intends to be a voice at the table. Make sure your voice is heard. ■

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ON LOCATION

Q in the Lou served barbecue to thousands of visitors to Kiener Plaza in St. Louis. The famous Gateway Arch is the backdrop. (Photos by Denny Medley)



It's a BBO Party

THE JOB: Q in the Lou
LOCATION: St. Louis
THE PRO: R&R Sanitation

Working the St. Louis Q in the Lou food fest means keeping restrooms clean and having plenty of hand-wash stations to wash off all that sweet and spicy secret sauce

BY DEE GOERGE

THE TEAM

Jim Reisinger is the owner of R&R Sanitation in St. Louis, and he has developed a great relationship with many event organizers. For the featured event, Tim Reisinger, operations manager, met with planners twice to work out the details to provide efficient service. During the event, he supervised three employees, Chris Daleen, Randal Simm and Daryl Womack, who serviced restrooms and filled hand-washing stations. Though no one stayed at the event through its entire weekend run, R&R staff was a phone call away to provide 24-hour service.

COMPANY HISTORY

Jim Reisinger worked for two portable restroom companies before he decided to start his own business in 2000. He operated a boom truck business at the time and ordered 300 restrooms and a truck to



serve his customers. He started with a rented corner of a junkyard because the property had 2-inch water mains and 12-inch sewers that could be used for domestic waste disposal (with permits). He didn't stay small long, building to 1,000 restrooms in six months. Despite financial lending challenges at the beginning, the business grew and he bought out the junkyard and an old slaughterhouse to take ownership of the whole block.

Jim Reisinger inspects Sansom Industries restrooms and T.S.F. hand-wash stations set up at the Q in the Lou festival in St. Louis.

(continued)

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Above: Reisinger makes a closer inspection of one of the Sansom Industries Zenith restrooms on location at the Q in the Lou festival.

Right: Reisinger multitasks, servicing hand-wash stations and taking a call for the restroom business.

Below: Jim Reisinger of R&R Sanitation pauses during Q in the Lou to consult with festival director Brian Waby. In the background are a row of Sansom Industries Zenith model restrooms and a T.S.F. hand-wash station.



Today the business has more than 6,000 portable restrooms (half Sansom Industries Zenith and the rest Satellite | PolyPortables models), 400 hand-wash sinks (T.S.F. and Satellite | PolyPortables) including handicap sinks, nearly 500 10- to 40-yard roll-off containers and nine roll-off trucks, as well as vacuum trucks and boom trucks used to place 10- and 12-foot concrete barriers at events and construction sites. During the summer, about 5,000 of the restrooms are contracted with construction companies.

"I always have 1,000 to 1,500 for events," he notes. "In the summer, it's not uncommon to have 600-700 out every weekend. In 2017, from January to December, we averaged 112 toilets every weekend for special events (including winter weekends without events)."

The schedule keeps 10 restroom service drivers and five pick-up and delivery drivers busy year-round, in addition to 20 other employees in the office and other divisions of R&R.

THE MAIN EVENT

Q in the Lou isn't a competition, emphasizes Marc Mendolia, production director for the event.

"It's a celebration of barbecue. St. Louis is passionate about barbecue, so it's a great way to showcase it," he explains. Each year Q in the Lou invites "Legends of the Pit" from across the U.S. to prepare their tastiest dishes, offer demos, share recipes and sell sauces, rubs and other products at Kiener Plaza.

Located in the midst of downtown, in the shadow of the Gateway Arch, the 1.9-acre park includes a fountain with a statue of Harry J. Kiener, a St. Louis athlete who competed on the U.S. track team at the Olympics held in St. Louis in 1904 during the World's Fair. Trees, gardens and a splash pad make it a popular public area that's a perfect place to hold everything from Cardinal baseball team rallies to summer socials to the Festival of Lights and Winterfest ice skating.

There is no fee for the public to attend Q in the Lou; people just pay for food they choose. With everything from lamb chops to tomahawk rib-eye to raspberry chipotle pork belly, there are plenty of choices. The three-day



event (held Sept. 21-23 in 2018) draws more than 30,000 people and includes stages with music, beer and wine tasting, and other activities.

BY THE NUMBERS

In 2018, R&R provided 48 Zenith portable restrooms, four Zenith MAX handicap restrooms and 20 hand-wash stations from T.S.F. to Q in the Lou. Concrete barriers were also placed on two streets to block off the event. Three trucks were used for servicing: two 3400 Hino trucks with 1,500-gallon waste and 500-gallon freshwater tanks (one stainless built by Best Enterprises and the other aluminum built by Progress Tank) with Masport pumps, and a GMC truck carrying a 1,500-gallon steel water tank filled the hand-wash stations.

"I don't lose an event once I do it. I have 98% retention on events. It's not a question of price; it's that we know how to do it right. We respond quickly."

JIM REISINGER

LET'S ROLL

On Thursday, before the event, three GMC 1-ton dually trucks pulled Davis Trailers with the 52 portable restrooms to Kiener Plaza, about 2 miles from R&R's dumpsite. Workers set them up in four banks for the public and another half dozen for the barbecue masters and vendors. Besides larger holding tanks in the regular and ADA restrooms, three-roll toilet paper holders ensure the restrooms are usable and well stocked between twice-a-day service. Restrooms also have motion-



detecting lights, and the Zenith models have a hands-free door-opening feature.

Two employees service restrooms each day early in the morning and again about 5:30 p.m. when the crowd numbers are down. "There is 90 feet of hose on the truck if needed if we can't get close," Reisinger says. The water truck driver takes care of the hand-wash stations, which hold 45 gallons of water. "My son or a supervisor oversees it, and from time to time we go there," he adds, noting the event organizers are given the R&R office number and cellphone numbers to call if there are any problems.

The weather for the 2018 event was good, and there were no major problems or challenges. After 9 p.m. on Sunday, one of the Hino trucks pumped the restrooms before drivers with three trailers loaded them up to return to R&R to be power-washed and thoroughly cleaned for the next event.

WRAPPING IT UP

"I don't lose an event once I do it," Reisinger says, and he expects to contract with the Q in the Lou for many years to come. "I have 98% retention on events. It's not a question of price; it's that we know how to do it right. We respond quickly."

Though September and October tend to be the busiest months, they continually add more cold-season events including holiday attractions and competitive running and biking events.

"St. Louis has always been a party waiting to happen," Reisinger says with a laugh. "There's something going on almost every weekend — often not just one, but multiple events." ■

St. Louis' famous Old Courthouse and the Gateway Arch are shown in the background, with the R&R Sanitation restrooms in the foreground.

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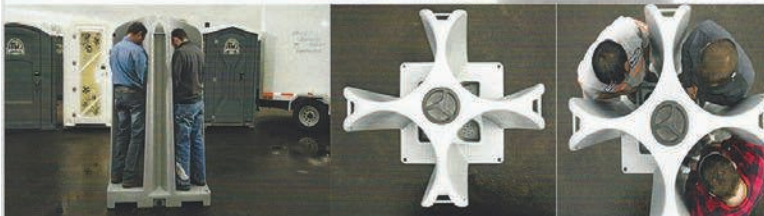
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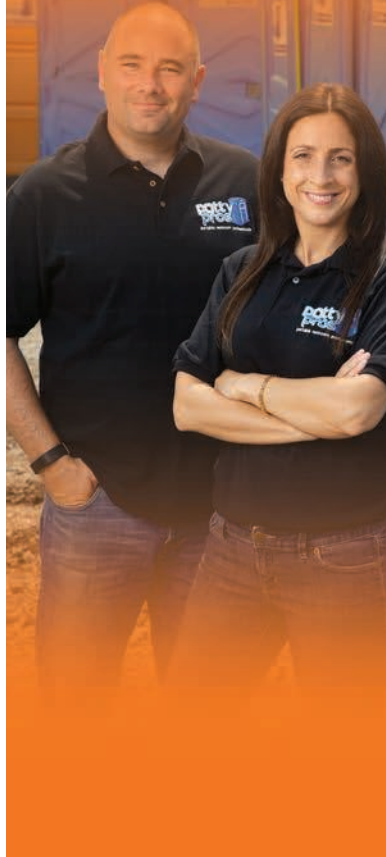
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PRODUCT SPOTLIGHT

J&J Chemical offers the Echo model portable restroom

By Craig Mandli

J&J Chemical has supplied the portable restroom industry with chemicals and other accessories for more than five decades. In that time, it's seen what works — and what doesn't — in the industry. Now after considering the idea for several years, J&J took the plunge and recently rolled out its first entry into the single-unit restroom market — the **Echo**.

The name, according to David Roncadori, sales manager, is symbolic. It signifies that while the company has supplied portable restroom contractors with supplies and accessories for years, it's also been listening to their concerns.

"We've been working on the Echo for several years, and we've been close, but wanted to wait until we had everything right to launch it," Roncadori says. "It was time. We believe we got it right."

The Echo includes features such as a domed floor with drains in front of the tank designed for easy cleaning and no puddling. An easy-to-clean deep sumped holding tank and gender-friendly hover handle add versatility, while the sides and roof have built-in handgrips for easy moving. The unit's roomy interior along with high-flow, molded-in vent screens allow for continuous airflow to help minimize odor concerns. Interior convenience accessories include a coat hook and corner shelf. In addition, the seat is positioned off-center to reduce visibility to the urinal and urine odor for the user. The back corner vent stack not only efficiently vents odor from the highest point of the 65-gallon tank, but also creates a roomy feel.

"We have years of notes that we've taken on what our customers want to see in their ideal portable restroom," Roncadori says. "We listened and incorporated those notes into the units we're offering. Hence the name Echo."

The units are manufactured using high-density polyethylene to withstand impact and abuse. The door is designed to open 180 degrees without damaging the hinges or spring, and the heavy-duty rotary latch is designed to withstand abuse as well. The urinal is a durable stand-over design with a clog- and vandal-resistant drain attached to the wall. The sumped tank is also designed to reduce mounding and improve deodorizer coverage, making cleaning and maintenance quick and easy.

"Our goal was to offer the smart, durable restroom that our customers have been asking for," Roncadori says. "We feel we've done it."

800-345-3303; www.jjportable.com.



Isuzu road-ready Knapheide truck bodies

Isuzu Commercial Truck of America announced the availability of new road-ready truck bodies for select N-Series trucks. The Knapheide bodies include the KUVcc, dump and landscaper models.

The 11-foot KUVcc utility body is available for 109-inch wheelbase NPR and NPR-HD gasoline-powered trucks and is made from 20-gauge galvanized steel. The 11-foot dump body is available for 109-inch wheelbase N-Series standard cab trucks with gross vehicle weight ratings of 14,500 pounds and higher. It has an electric hoist powered by a 12-volt pump with power up and down. The landscaper body is available for N-Series standard cab models with 109- and 132.5-inch wheelbases with GVWRs of 14,500 pounds and higher. It will also be available for 150- and 176-inch wheelbase N-Series crew cab models with 14,500 GVWRs and higher. The landscape body features three doors for versatility in loading and dumping. 866-441-9638; www.isuzucv.com. ■



INDUSTRY NEWS

Isuzu celebrates 35 years in the US

Isuzu Commercial Truck of America is celebrating its 35th anniversary of Isuzu trucks in the U.S. The company was founded March 21, 1984, and the first Isuzu truck arrived in the U.S. in November of that year. The KS22 model had no tilt cab and was powered by an 87 hp engine. The current Isuzu lineup includes class 3 through class 5 N-Series trucks and the class 6 FTR. Available power plants include diesel and gasoline choices, as well as the first CNG- and LPG-capable engine offered in an LCF truck. ■

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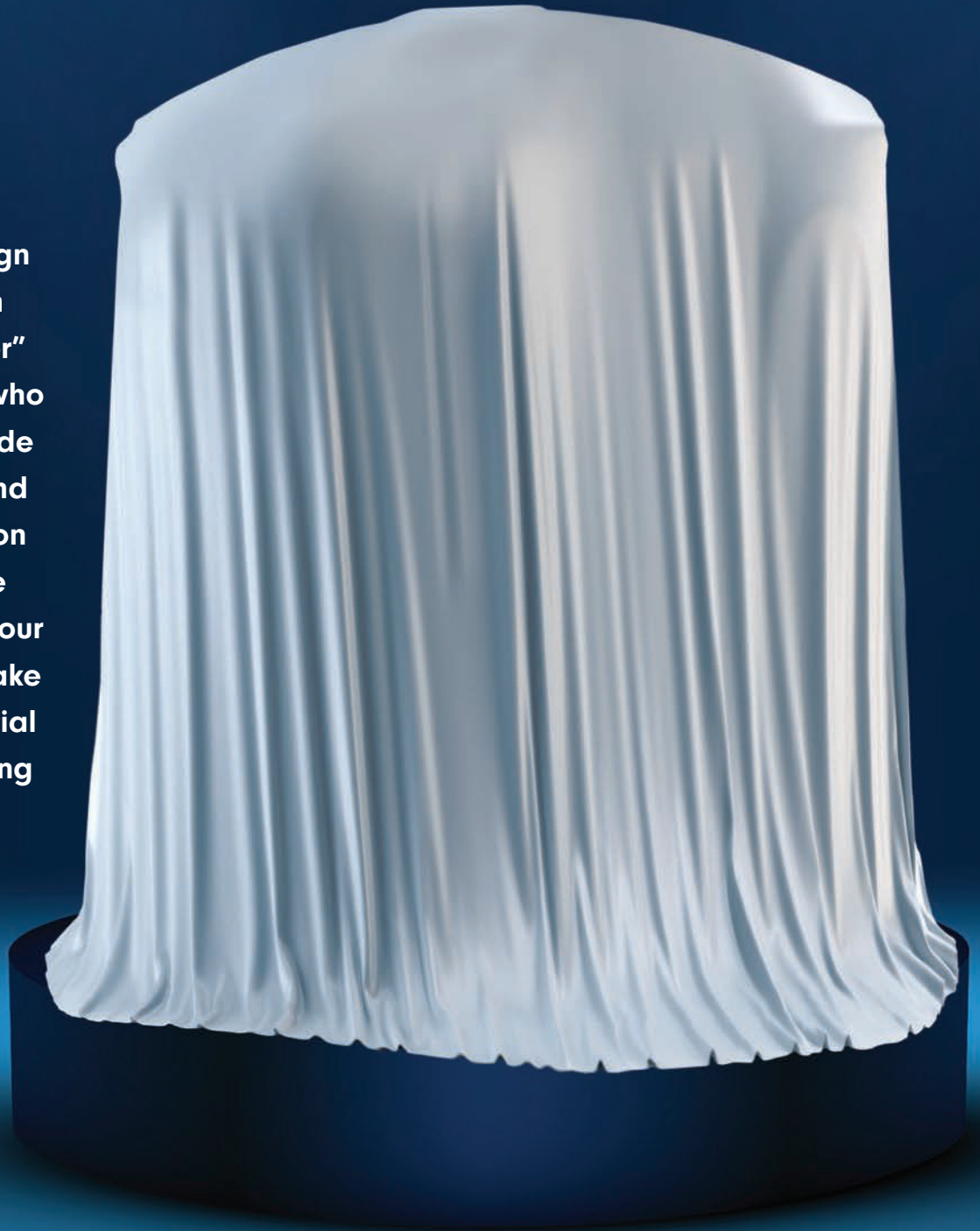
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