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March 2021

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The crew at B&S Port-O-Jons makes pandemic-related adjustments to serve changing needs at McLane Stadium in Waco, Texas

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Calling an AUDIBLE

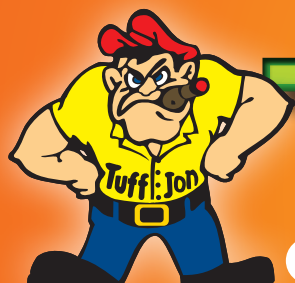
Ready Freddie

Three generations of Fred Cutlers have adapted to a fast-changing portable sanitation industry to better serve the folks around Reno, Nevada

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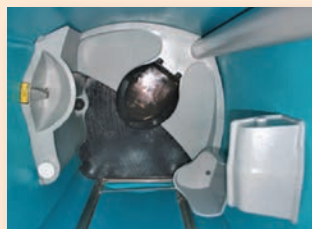
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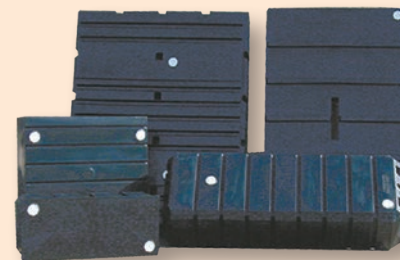
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ON THE COVER: The COVID-19 pandemic meant changes in the portable sanitation routine for B&S Port-O-Jons at Baylor University football games. B&S Owners Clayton and Caryn Smith are shown with units from Satellite Industries at McLane Stadium in Waco, Texas. (Photo by Olivia Ogren-Hrejisa)

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Published monthly by



COLE Publishing Inc.
1720 Maple Lake Dam Rd. • PO Box 220
Three Lakes, WI 54562

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In U.S. or Canada call toll-free 800-257-7222
Elsewhere call 715-546-3346 • Fax: 715-546-3786
Website: www.promonthly.com • Email: pro@promonthly.com
Office hours 7:30 a.m.-5:00 p.m. Central Time, Monday - Friday

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REPRINTS AND BACK ISSUES: Visit www.promonthly.com/reprints/order for options and pricing. To order reprints, call Jeff Lane at 800-257-7222 (715-546-3346) or jeff.lane@colepublishing.com. To order back issues, call Holly Gensler at 800-257-7222 (715-546-3346) or email holly.gensler@colepublishing.com.



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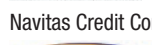
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By Jim Kneiszel

Can I Fire an Employee for Job Hunting?



It's disappointing to hear about a worker who's looking to leave, but it might be good to seek answers before jumping to termination

Have you ever learned through the grapevine that one of your employees was looking around for another job? How did you react to hearing this information? Perhaps you felt betrayed by someone you've supported for a long time and expected more loyalty in return.

I know this happens to a lot of small-business owners who can be plagued by cyclical employee turnover and retraining that puts stress on the company and crew to get all the work done. I've heard similar stories over and over.

And a recent example has got me to thinking about the appropriate ways to react to an employee who is exploring his or her career options, to put it in less threatening language.

You might remember my wife, Judy, who wrote a small-business column for this magazine for many years. Part of her current job includes consulting with business owners on human resources issues. Their questions run the gamut, but sometimes focus on employee accountability for mistakes or indiscretions.

This week, a small-business owner asked her a common question about an employee rumored to be seeking employment elsewhere. Could he terminate the employee if it was confirmed that the worker was looking for another job?

Judy and I came to a similar conclusion: Yes, you can most likely fire the worker, but maybe you should take a step back and consider a few factors before making such a rash move.

EXPERT ADVICE?

First of all, this blunt question seeking an absolute yes or no answer is concerning to me.

In recent months, I have seen several such questions surface on wastewater industry-related social media pages. A business owner tells the story about how one of his drivers got the vacuum truck stuck in the mud at a customer's property. "Should I fire him?" Or a restroom service technician generated three complaints this week from customers on his route. "Should I fire him?" Or a lead driver called in sick today and was then spotted down at the grocery store a few hours later, seemingly happy and healthy. "Should I fire him?"

Sit down with the employee and tell him what you heard. Be frank and ask for an honest answer about his reasons for job hunting. They may be understandable to you.

My first reaction to these posts is: Who are you looking to for expert advice on serious hiring and firing issues? A bunch of folks you don't really know who like to pontificate semi-anonymously on social media? Nothing against people in the industry who like to follow Facebook, but is this really who you want to turn to on employment law matters?

If you really want to know whether an infraction is worthy of dismissal, it would be good to brush up on your state's employment laws or turn to a proper legal expert for the final word.

But I would suggest that, despite the perceived slight, you may not want to fire the employee at all ... that this situation can prompt a much-needed reflection about employment conditions at your company. And you may head off a situation where more of your workers are unhappy and may also start looking around.

THE FIRING QUESTION

First of all, let's talk briefly about the question asked by the business owner at the top of this column. Can he fire the worker for seeking another job? Technically, almost certainly yes. In all states except Montana, employees are considered "at-will" workers. This means that unless your workers have union contracts, you can let them go for any reason or no reason at all. Discrimination is the exception.

Discrimination is covered in federal and state law. Employers are prohibited from firing an employee for reasons such as race, religion, sex, gender or age (when a worker is over 40 years old). You also cannot fire an employee for reporting illegal actions or asserting worker's rights.

Let's say you are in the same position as the company owner mentioned above; you hear your employee is looking for another job and

you are contemplating a termination. You may have a variety of reasons to consider doing so.

Maybe, in hindsight, the worker was a bad hire in the first place. You have kept a record of tardiness, causing damage to your property, lack of concern over doing a poor job. Or it could be that this worker doesn't fit in the culture of your company and he has violated company policies. He never got along with others and you've had complaints from your crew about his attitude or performance.

Document the issues and make a decision.

But there may be other ways to go. You may want to find out why the employee is looking to leave. Maybe the answer won't feel like a poor reflection on you as an owner or manager, or on your company in general. And if that's the case, you might be able to resolve any issues and not have to face a costly and time-consuming hiring process.

Sit down with the employee and tell him what you heard. Be frank and ask for an honest answer about his reasons for job hunting. They may be understandable to you. For instance, maybe he needs to earn more money than you can pay him. Or he needs to find a job with a schedule that works better with his family life. In these cases, letting him stay and keeping open lines of communication may make for a smoother transition when he eventually leaves.

MAKE IT POSITIVE

Perhaps the worker is just testing the waters to see if he can make more money somewhere else. What if he finds out he's being paid fairly and sees your company's work environment and management as better than what he's found elsewhere? This might make him a more loyal employee in the long run. And your patience will pay off.

So he could tell you some things you won't want to hear. He might point out you're not paying a prevailing wage for similar types of work. He may let on that others are also unhappy and on the verge of leaving as well. Or that he and others have an abrasive relationship with another worker or a supervisor. If any of these things are true, you will benefit from finding out and having the chance to do something about it.

Taking action on his honest reasons for job hunting might save you a lot of headaches.

If pay is the issue, maybe it's time to assess your wage scale compared to what similar companies are paying. You could also sweeten the pot with company benefits, such as flexible scheduling, added vacation or holidays, or enhancing a bonus or retirement program.

If work relationships are the issue, deal with the problems directly. Meet with your crew and supervisors individually to assess the situation, find the source of discontent and take measures to get the team working well together. Poor morale in the workplace can lead to a lot of turnover issues, and getting it straightened out can save you a lot of money in the long run.

WRAPPING IT UP

I hope you never have to hear through the rumor mill about a job-hunting employee. But if you do, it might pay to stop, meet and listen before doing something drastic. And whatever you do, it's probably a good policy not to air your grievances about employees on social media. ■

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By Jeff and Terri Wigley

Remember These Tools and Tips to Create a Safer Workplace

First-aid kits and proper employee training are critical to minimizing the impact of injuries and potentially saving lives

QUESTION: Our company has put a major focus on health and safety over the past year. One area of uncertainty concerns first-aid kits. Are there rules and regulations for first-aid kits? Do you have any other tips or suggestions for first-aid preparedness in general?

ANSWER: First-aid training and first-aid kits are important parts of all safety programs. There are general guidelines concerning safety in the workplace, however, as with all questions concerning specific laws, consult your state and local government regulations for exact details.

We will cover first-aid guidelines, training and then several industry-specific suggested components for first-aid kits kept at the office and on service vehicles.

GUIDELINES

OSHA (Occupational Safety and Health Administration — www.osha.gov) offers “Best Practices Guide: Fundamentals of a Workplace First Aid Program,” an excellent resource to download and to have as reference material for use in your company.

The introduction to this resource states that “this best practice guide is not a standard or regulation, and it creates no new legal obligations, nor does it change any existing OSHA standard or regulation. The guide is advisory in nature, informational content, and is intended to assist employers in providing a safe and healthful workplace.”

The primary OSHA requirement referenced in this guide is First Aid Standard (29 CFR 1910.151), which requires “trained first-aid providers at all workplaces of any size if there is no infirmary, clinic or hospital in near proximity to the workplace which is used for the treatment of all injured employees.”

While this standard is open to interpretation as to the determination of “near proximity to the workplace,” having first-aid-trained personnel is a sound safety practice that all PROs should consider.

Best practices strongly suggest a small, one-person first-aid kit to be a requirement in all company vehicles ... Training and frequent inspection of these portable kits are necessary to ensure an adequate supply of all items and that each component is in good, usable condition.

FORMAL FIRST-AID TRAINING

Many nationally recognized and other private educational groups offer training. Among the most popular organizations are the American Red Cross, the National Safety Council and the American Heart Association.

Based on “best practices,” OSHA has several important and useful suggestions:

- “Hands-on” training is much more effective and beneficial than either training videos or manuals.
- Annual renewal of training maintains skills and increases knowledge of first-aid procedures and techniques.
- Suggested training should include performing CPR; wound treatment; burns; temperature extremes (frostbite, hypothermia, heat exhaustion and heat stroke); musculoskeletal injuries (sprains, cramps, contusions and fractures); eye, mouth, teeth injuries; and other (bites and stings). Another possible area of training is using an automated external defibrillator, or AED, which will be discussed later.

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Formal first-aid training is usually held in your community but, under certain conditions, the trainer can come to your company location. For example, the American Red Cross has a minimum of eight participants required for on-site group training. Again, depending on the policies and requirements of the training organization, certification ranges from six months to a year and then recertification is required.

COMPANY-WIDE FIRST-AID TRAINING

As safety and first aid are applicable to all employees, training for all employees is important and necessary.

A major point of emphasis should be the location and use of a current list of emergency telephone numbers (police, ambulance, fire and poison control). This list should be posted in an easily accessible area of the office or facility. This list can also be included in the route service technician document notebook, if used by the company.

Employees should also be trained in the use of Personal Protective Equipment that is required for their specific job function. Maintaining all PPE in good working order is also a necessity.

Periodic safety meetings with all employees are encouraged. Many PROs will designate meetings to specifically address the use of personal first-aid kits used in the field. In addition, if the company has a trained first-aid contact, this person can also give demonstrations and emergency techniques to other employees.

FIRST-AID KITS IN THE OFFICE

Both the American National Standards Institute and the International Safety Equipment Association have developed the ANSI/ISEA Z308.1-2015 Minimum Requirements for Workplace First Aid Kits. This standard was summarized in the Jan. 1, 2017 edition of Industry Safety & Hygiene News sponsored by First Aid Only (www.FirstAidOnly.com).

This standard introduces two classes of first-aid kits: Class A, which has contents designed to deal with the most common types of workplace injuries; and Class B with a broader range of supplies for more complex or high-risk environments.

In addition to the two classes of kits, there are four types of containers:

- 1. TYPE I** is used in stationary and indoor facilities where damage to the supplies from environmental factors and rough handling is minimal.
- 2. TYPE II** is intended for portable use in outdoor settings where, again, potential damage from environmental factors or rough handling is minimal.
- 3. TYPE III** is for use in either indoor or outdoor settings where environmental damage is not probable.
- 4. TYPE IV** kits are for use in mobile industries and/or outdoor settings where damage to the kit supplies due to environmental factors and rough handling is significant.

This ANSI/ISEA standard then lists the minimum quantities of first-aid supplies needed:

- Adhesive bandages
- Adhesive tape
- Antibiotic application
- Antiseptic
- Breathing barrier
- Burn dressing
- Burn treatment
- Cold pack
- Eye covering with means of attachment
- Eye/skin wash
- First-Aid Guide
- Hand sanitizer
- Medical exam gloves
- Roller bandage
- Scissors
- Splint
- Sterile pad
- Tourniquet
- Trauma pad
- Triangular bandage

Employers should also consider multiple first-aid kits might be needed depending on the number of employees and the physical layout of the work environment.

Another item for consideration in an office first-aid station is the AED as previously mentioned. These computerized portable devices check a person's heart rhythm and advise a first responder if an electric shock is needed. CPR is not enough to save a person suffering from sudden cardiac arrest. CPR only keeps the oxygen flowing to the person's brain where the AED restarts the heart. While formal training is needed and encouraged, employees who have been shown the basic use of the AED can successfully use this device if needed in an emergency. These devices can range from \$900 to \$2,500, but if the work location is some distance from emergency medical personnel, this potential lifesaving product is well worth the investment.

FIRST-AID KITS IN THE FIELD

Best practices strongly suggest a small, one-person first-aid kit to be a requirement in all company vehicles. In addition, an eye-wash kit, and a small bottle of hydrogen peroxide for use on scrapes and cuts are beneficial in our industry. As we have discussed, training and frequent inspection of these portable kits are necessary to ensure an adequate supply of all items and that each component is in good, usable condition.

FINAL THOUGHTS

In this time of increased emphasis on health and safety, please do not overlook first-aid training and first-aid kits for potential use by all employees, both at the office and in the field. Stay safe! ■

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Ready Freddie

Three generations of Fred Cutlers have adapted to a fast-changing portable sanitation industry to better serve the folks around Reno, Nevada

By Dee Goerge



Sani-Hut Co. Inc. Reno, Nevada

Owners: Fred Cutler IV and Fred Cutler V

Founded: 1956 by Fred Cutler III and his wife, Harriet

Employees: 35

Services: Portable sanitation, storage containers and portable offices.

Service Area: Northern Nevada and northeastern California

Website: www.sanihut.com

When you're in business for 65 years, there are reasons for success. As the third-generation owner of Sani-Hut Co. Inc., in Reno, Nevada, Fred "Repeat" Cutler V figures it's because the family business got a couple things right — despite the inevitable challenges over the years.

Nicknamed "Repeat" because there are four Freds before him, he says "Repeat" also fits the business' emphasis for consistent, quality customer service and treating employees like family. At the same time, the Cutlers have been willing to have a little fun and try new ideas. Like throwing spaghetti on the wall to see what sticks, they've diversified with various ventures. While some, like temporary power and auger service, succeeded for a while, other ideas such as female urinals and wobble light rentals are a little more imaginative.

But through it all, the Sani-Hut portable restrooms continue to be the company's mainstay as they were when Fred Cutler III bought a

2-year-old portable restroom company in 1956, making the Sani-Hut brand synonymous with portable restrooms in the region.

MEETING CHALLENGES

In 1956, portable restrooms were in their infancy and the area around Reno was sparsely populated. These days, the Sani-Hut coverage area extends into northern Nevada and northeastern California with growing populations and opportunities in small and large business construction projects. And event work has taken off as the area hosts The Great Reno Balloon Races, The Wildest, Richest, Rodeo in the West — Reno Rodeo, Hot August Nights classic car show and the STIHL National Championship Air Races.

The stock of a few restrooms has grown into thousands of units, but the growth hasn't come without setbacks.

Eleven years ago, when PRO featured Sani-Hut, the business was holding its own and coming back from the economic recession. Some



Far Left: Employee Lance Johnson loads PolyJohn restrooms on a GMC 4500 truck the company built out to carry six units. (Photos by Tom R. Smedes)

Left: Fred "Repeat" Cutler is shown in the company yard with PolyJohn restrooms.

Below: Technician Nick Tholl services a single trailer-mounted restroom in Reno, Nevada. Sani-Hut runs several Ford trucks built out by Flowmark, KeeVac and Lely Tank & Waste Solutions. Pumps are from Masport and National Vacuum Equipment.

"We had more hand sanitizer stands, that we built in-house, and hand-wash stations out than we've ever had. Putting hand-wash stations in grocery stores was new, and we worked closely with local hospitals and on COVID testing sites."

FRED "REPEAT" CUTLER

trucks were parked and half of the 50 employees laid off as the Cutlers tightened their budgets. By 2020, they had bought out a couple of competing businesses and expanded their territory and service offerings.

Then the coronavirus pandemic hit.

"A portion of our business is special events. We took a financial hit, which forced us to focus all our resources on the construction side of the business. Construction was a saving grace for not having the events," Cutler says, noting no employees had to be laid off due to the pandemic.

Besides increasing construction site rentals, Cutler and his father did what they always do — diversify.

"We had more hand sanitizer stands, that we built in-house, and hand-wash stations out than we've ever had. Putting hand-wash stations in grocery stores was new, and we worked closely with local hospitals and on COVID testing sites," Cutler says.

To keep up, they purchased more PolyJohn Bravo hand-wash stations. And they did their best to stock up on hard-to-find consumables such as toilet paper, hand sanitizer and soap.

Though excellent service and thorough cleaning has always been part of Sani-Hut protocol, the virus upped it even more.

"With COVID, you clean with a better deep-cleaning. You spend more time on the service. Service is all you have to offer; it's how you take care of business and the customers that matters the most," Cutler says.





Left: Employee Jose Gonzalez moves PolyJohn restrooms in the Sani-Hut yard in Reno, Nevada.

Below: Technician Daniel Gonzalez washes down a restroom before it goes back into service.

EMPLOYEE STRONG

Cutler credits employees for the business' long-term success.

"Our employees are customer-friendly. They get our vision of taking care of customers, and they are what helps keep us together," he says.

Many employees have been with the company 10 to 20 years; one has worked more than 30 years. Sani-Hut's secret is treating them like family and keeping the work atmosphere light with joking and having fun. For example, they keep a running total of who pulls the most cellphones out of tanks when servicing the special events. Going to breakfast after a big service has become a tradition that employees really enjoy.

"It is an expense," says Cutler, "but well worth it when the employees have a chance to come together and have a morale booster."

New hires ride with an assistant manager, then a route driver before going on their own. All attend monthly meetings focusing on safety, current jobs and issues that come up — like COVID-19. Personal protection equipment and the different protocol required for each site were common topics in 2020.

A sense of working on an even playing field helps keep employees satisfied.

"Everybody does everything; even myself and my dad. We pump toilets and deliver buildings too — whatever it takes to keep moving," Cutler says.

DIVERSIFICATION

The portable buildings have long been a reliable standby for Sani-Hut and helped keep employees busy when events canceled in 2020.

"My grandparents started out in this business because, 'It looked like fun.' We use that mantra even today. It's not always a glamorous job. We laugh. We joke. All the employees are like one big, happy, dysfunctional family — but we get along."

FRED "REPEAT" CUTLER



Sani-Hut employees construct a variety of office buildings from the ground up, rented weekly on construction sites as well as for special events.

Fire service keeps workers busy every year. Though 2020 marked a year for many intense wildfires, the region at the base of the Sierra Nevada Mountains experienced a typical fire year, Cutler notes. Sani-Hut employees followed their well-established procedures.

"Our skies are so clear that when we see smoke rising, we know there's a good chance we'll get a call. The yard crew starts washing units and we get ready," he says.

When called, they deploy within hours to set up restrooms and hand-wash stations at command posts where firefighters camp. Sani-Hut uses its event models, PolyJohn Fleet Series, and PolyJohn Bravo hand-wash units and provide daily and sometimes twice-a-day service. In addition to providing support to their local firefighters, Sani-Hut also helped out friends in the industry who needed restrooms for fires in California.

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Right: Sani-Hut technician Daniel Gonzalez.

INVENTORY

With thousands of restrooms and no events in 2020, Sani-Hut had plenty of restrooms available. Most are PolyJohn's Fleet restroom. ADA-compliant models include We'll Care II and Comfort Inn. The Bravo and Applause hand-wash stations are also from PolyJohn, as are the hand sanitizers in every restroom. Special event trailers come from Advanced Containment Systems. Sani-Hut also carries freshwater flush, junior and other specialty units from PolyJohn. Deodorizers are from J&J Portable Sanitation Products.

Trucks for delivery and pickup include a 2016 Hino that hauls 10 restrooms, a 2013 International and 2000 Freightliner that each haul 12 restrooms and a 2007 GMC W4500 that hauls six restrooms. All the flatbeds of the trucks were built in-house to meet their specific needs.

For service trucks, Sani-Hut built 900-gallon waste/300-gallon freshwater steel tanks for eight International DT trucks, (ranging from 1997 to 2013). Sani-Hut also built 600-gallon waste/300-gallon freshwater steel tanks for two Isuzu trucks, 2005 and 2007. Another two 2018 Isuzu trucks have 600-gallon waste/300-gallon freshwater aluminum tanks from Flowmark.

The fleet includes six Ford trucks. Two of them are 2018 Ford F-450s with 900-gallon waste/300-gallon freshwater aluminum tanks from Flowmark. Four of the Ford trucks are F-550s, 2017 and 2018 models, with 1,150-gallon waste/350-gallon freshwater aluminum tanks. One is from KeeVac Industries, and the other three were built out by Lely Tank & Waste Solutions.

A 1998 Freightliner has a 750-gallon waste/250-gallon freshwater steel tank built in-house. Finally, for wastewater only, they have a 1996 International truck with a homemade 2,500-gallon steel tank and a semi-trailer with a 5,000-gallon steel tank.

Sani-Hut uses Masport and National Vacuum Equipment pumps on its trucks.

Trucks used to move office buildings and storage containers include three Internationals, one Kenworth and one Peterbilt, models ranging from 1979 to 2007.

CONTINUING WHAT WORKS

Sani-Hut keeps the business running in much the same way as it has for years. Office manager Linda Martinez uses MAS 90 ERP software from global software provider Sage North America for accounting.

"I take care of the routing," Cutler says. "All routes are on paper — living, breathing documents we are constantly tweaking."

Typically, there are about 20 trucks out daily traveling in all directions. Vast distances are part of the job around Reno and its surrounding areas. The weather can also be a challenge for Sani-Hut. From extreme heat in the summer, requiring extra water and deodorant, to snow and ice, requiring a brine mixture to be added to the water when the temperature drops into the teens in the winter.

Customers learn about Sani-Hut services through phone book ads, web searches, word-of-mouth and most of all from their involvement and presence in their community.

The Sani-Hut website — due to be updated — provides lists and photos of the services and products the business has available. The 18 items include everything from specialty restrooms for baby care and multiple restroom trailers to U-Tow ticket booths, portable dock and trailer ramp, and sweeper services. Some of Sani-Hut services have been discontinued, such

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GIMME SHELTER

About 20 years after Fred Cutler III and his wife, Harriet, purchased Sani-Hut, they saw a need for portable office buildings. It seemed to be a natural add-on to portable restroom service.

"In those days, you couldn't just open a magazine and order what you were looking for," says Fred "Repeat" Cutler V. "My grandfather started by buying old Southern Pacific bunkhouse trailers and converting them to offices. Since he was already building his own wooden toilets, building his own offices started to make more sense. Being able to manufacture our own buildings has allowed us to be more flexible with the customers' needs."

The buildings can be dropped onsite when the portable restrooms are delivered. The restrooms have the plumbing fixtures, and the portable offices have everything else. Current models include heat, air conditioning and plenty of electrical plugs for computers and devices. The wood-stud structures are insulated and have an engineered rating for snow, wind and seismic activity.

"They sit on rails like a (trash container). You back under them and go," Cutler says. Sani-Hut workers deliver them with roll-off trucks. To keep them on the job and not just sitting in the yard, Sani-Hut rents them by the week (or weekend for events) for reasonably-priced rental fees.

"With continual maintenance, we are still renting the original units we built over 35 years ago," Cutler says. Employees also build single- and double-restroom trailers and custom-built restroom trailers, so the office buildings are a practical and complementary addition to the business.

Sani-Hut offers a variety of office sizes and options. For customers who just need somewhere to get out of the weather on a site without power, they rent no-frills job shacks.

"We have custom-built offices for customers that have a specific floor plan or particular needs, and we will also paint the outside of our rental buildings for a customer if they are going to rent for a long period of time. Being around Lake Tahoe, sometimes the exterior color needs to be a certain color to meet guidelines. We try to accommodate when we can," Cutler says. "

as temporary power, which is underutilized and expensive to continue. That and other services came about because of requests from event customers.

Some of them have become popular. For example, picnic tables are often rented as part of the package for events. Sani-Hut employees add redwood boards to purchased framework, and customers like the sturdy and attractive picnic tables and benches. Trash management services with recycling drums are also popular additions for events.

Not every idea pans out.

"My dad thought we would try renting (construction) wobble lights and put them on the website," Cutler says. To his knowledge, they've never been used, other than a project at his house. Another novelty item is a female urinal, which Cutler says is no longer manufactured. It has never been rented but sits next to the Sani-Hut office and makes a great conversation piece.

"We're not looking at adding anything new with the climate of everything that's going on," Cutler says. "Right now, we just want to maintain the customers we have."

KEEP IT GOING?

There is no Fred Cutler VI. But, Cutler's 14-year-old daughter, Hayley, says she is interested in carrying on the Sani-Hut business.

It's hard to say what will happen in the future, Cutler says. But whether or not she takes over the business, he likes to think of all employees as family.

"My grandparents started out in this business because, 'It looked like fun,'" he says. "We use that mantra even today. It's not always a glamorous job. We laugh. We joke. All the employees are like one big, happy, dysfunctional family — but we get along. We have good people and good customers." ■

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Petrolheads travel way out in the country to see all types of auto racing, from NASCAR to Indy car to vintage road races on a long, winding course that travels over wooded rolling hills and through ravines. Spectators may be sitting on an open green looking over the woods, only to experience the excitement of roaring racecars squealing through a turn and straight up a hill.

This is may be an unlikely location for a racecourse, but it was born out of a history of racing that took place on the streets of a nearby village and the surrounding farmland. There was a time in America where numerous races were run on public roads, but that tradition came to an end when speeds started to build and spectators were killed and injured along these harrowing routes.

The pictured Satellite Industries Tufway restroom was placed to serve drivers idling their cars waiting to start a race. Many other restrooms and restroom trailers are deployed around the racecourse to serve thousands of fans, racers and race officials.

Where's the restroom? Here are a few clues to help you guess:

- Important numbers: 4.048 miles, 14 turns, 640 acres.
- A car-versus-deer collision sent Champ Car driver Cristiano da Matta to a nearby hospital by emergency helicopter for surgery. He survived.
- Actor and race driver Paul Newman competed here. Other celebrities including David Letterman, Tom Cruise and Tim Allen have spent time here.
- The track opened to its first race in 1955.
- This place is so big that race fans have ample places to camp, ride go-karts and play disc golf without leaving the grounds.
- The challenging turns go by many names, including The Kink, Kettle Bottoms, Hurry Downs and Canada Corner.
- Some call it the America's National Park of Speed.

To win the contest, name the attraction and the city where the restroom are located. The winner will be recognized as a geographical whiz on the PRO Facebook page. Send your responses to editor@promonthly.com. ■

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McLANE STADIUM BAYLOR UNIVERSITY

Below: Ron Orso, operations manager (left) and owners Caryn and Clayton Smith pose with their equipment at McLane Stadium in the background, as they prepare to serve Baylor University football fans. (Photos by Olivia Ogren-Hrejsa)

Calling an AUDIBLE

The crew at B&S Port-O-Jons makes pandemic-related adjustments to serve changing needs at McLane Stadium in Waco, Texas

By Steve Lund

ON LOCATION

- » **THE JOB:**
Baylor University home football games
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COMPANY HISTORY

B&S Port-O-Jons, owned by Clayton and Caryn Smith, was founded in 1995 by Clayton Smith and a partner. In 2001, the original partnership broke up, and Smith became the sole owner. He asked Caryn, who was the office

manager for a sister company, Bullet Delivery Service, to also manage the portable restroom company. Clayton and Caryn were married in 2017. For many years, the company handled events as far away as the south side of Austin and had an office in Austin, but in 2012 all the operations were pulled back to Waco. At one point the company had 15 employees and 1,500 portable restrooms. Now it has 11 employees and about 1,200 portable restrooms.

MAKING CONNECTIONS:

B&S was the portable restroom provider for the construction company building McLane Stadium, the new home of the Baylor University Bears football team. When the stadium was



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Above: The team servicing Baylor Football includes, from left, Donnie Hoffman, Matt Stewart, Clayton Smith, Trey Baker, Caryn Smith, Ron Orso and Rick Sanchez.

Left: Technician Trey Baker, left, and Rick Sanchez unload equipment at McLane Stadium in Waco, Texas.



completed in 2014, B&S was invited to bid on providing portable restrooms and hand-wash stations for the parking lots around the stadium. At that time, B&S had been providing restrooms for some Baylor events, such as the half-marathon running event known as the Bearathon, but it had never provided restrooms at football games. It won the contract, and it has been the provider ever since. B&S has also garnered much more work from Baylor, including other sports venues and special events.

THE MAIN EVENT

McLane Stadium holds more than 45,000 people, and Baylor normally has six or seven home games. Because of the pandemic, in the 2020 season seating was limited to 25% of capacity and the schedule was significantly disrupted. The first game of the season was canceled, and the homecoming game scheduled for Oct. 17 was postponed.

In previous seasons, B&S would set up 100 portable restrooms and 15 hand-wash stations in the parking lots around the stadium for a Baylor football game. In 2020, the company set up 41 restrooms (Satellite Industries), including five

“They ended up taking about 15 of the hand-wash stations and putting them inside the stadium ... Of course, they understood that they have to bring them down again, because we can’t get our trucks up in there to service them.”

CARYN SMITH

handicapped accessible units, and 38 hand-wash stations (Stow-Away models by EndureQuest Corp.)

Touchdown Alley, the section of the parking lot traditionally used for tailgating, was closed for the 2020 season, except for some recreational vehicle parking. That used to be the location for 35 restrooms and several hand-wash stations.

LET’S ROLL

The B&S set-up crew consists of Ronnie Brown, Rick Sanchez and Calvin Baker, plus operations manager Ron Orso. Before the first game of the season, they deliver restrooms and hand-wash stations to the stadium in a 2104 Dodge Ram flatbed truck and a 2007 International flatbed truck. The flatbeds carry eight restrooms each, and they also pull homemade trailers that carry eight or 10 restrooms or a 20-unit McKee Technologies Explorer trailer. The flatbeds also hold 250 gallons of freshwater. The stadium is about five miles from the B&S yard.

The restroom locations have been tweaked over the years, but they were well-settled until the 2020 season, when the number of restrooms was reduced by more than half and the number of hand-wash stations more than doubled. The restrooms and hand-wash stations normally stay in place for the entire season.

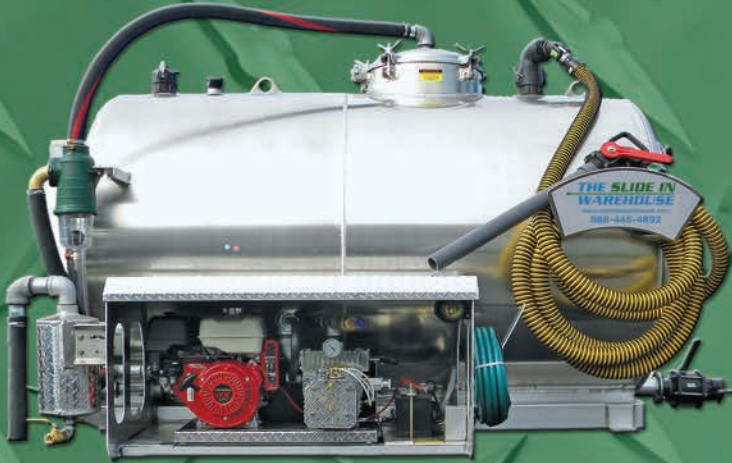
“A lot of times, they stay there and we service them between games,” Caryn Smith says. “It’s easier than picking them up and dragging them around. We leave them there and service them.”

After B&S had set up for the first game, it was canceled on short notice. The units were left in place until the next game, and some of them had to be serviced before the event, because there had been other things going on in the parking lots.

“They called us and said they had used those, so we serviced them and made sure everything was ready, and got to do the one game, then the next game was canceled a couple days before.”

The stadium staff decided they wanted additional hand-wash stations to augment the bathroom facilities inside the venue. They also wanted more delivered to the parking lots.

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Right: Ronnie Brown replenishes soap in a hand-wash station as Davina Vences looks on.

Below: Rick Sanchez (from left), Ron Orso and Trey Baker unload EndureQuest hand-wash stations at the McLane Stadium parking lot.

Below 2: Vences scrubs a PolyJohn restroom in the company yard. The company delivered Satellite restrooms for Baylor football.



"They ended up taking about 15 of the hand-wash stations and putting them inside the stadium," says Caryn Smith. "Of course, they understood that they have to bring them down again, because we can't get our trucks up in there to service them. They've been very understanding and helpful through all this."

For the hand-wash units in the stadium, she says, the stadium staff sometimes takes care of dumping the wastewater, so servicing those doesn't require pumping out the drain tank, just replenishing fresh water and soap.

KEEPING IT CLEAN

Game Day is normally very quiet for the PRO at the stadium. Someone from the office staff is on call and a driver is on call, but usually no one from B&S needs to be there.

"We try to stay out of there during the game, because nobody wants to see the pump truck drive around. We try to stay out of their way at an event like that if we can," Caryn says. "They've got enough units. For the most

part we haven't had problems on game days. Occasionally we might get a call and have to run down some toilet paper. That's very seldom. For the most part, we've got all that figured out before."

However, it usually takes two trips to do the servicing between games. The same crew that set up the units goes to pump them out on Tuesday or Wednesday after the game, and then they will have to return to charge them with chemicals and stock toilet paper right before the next game.

"It depends on how long there is between games. If it's a long time, they may just pump them out and put a little water in it, but not the chemicals, and just wait until it's closer to a game. Then they'll go ahead and put the chemical in and toilet paper." In the Texas heat, he likes to refresh the deodorant just before an event.

LOOKING AHEAD

The 2020 season was like no other for college football or for anything else, because of the pandemic. Smith says she thinks the stadium area was surprisingly busy despite the limit of 25% of capacity on attendance. She thinks that after months of restricted activity because of the pandemic, the public was eager to get out and do things — all kinds of things, not just football.

"We're seeing a big increase in activity for smaller events," she says.

Whatever happens, PROs have to be ready to adjust. Smith says sometimes they get calls on a Friday night for an emergency supply of restrooms at a train derailment or calls for additional restrooms at an event.

"In the service industry, you have to be able to go with the flow because everything changes," she says. "Every day is a new day." ■

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TRUCKS AND TANKS

By Craig Mandli

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King Bee KBEE Series polyethylene liquid suction hose from **Kuriyama of America** provides flexibility for maneuvering in tight areas such as portable restrooms. The hose remains flexible in subzero temperatures, is crush resistant and will not kink. The easy-slide helix protects the hose tube from cover wear and moves easily over rough surfaces. Overmolded cuffs help prevent leaking. It is available in 2- and 3-inch I.D. sizes in multiple lengths. The 3-inch I.D. hose is also available as a 3-foot hose guard. **847-755-0360; www.kuriyama.com.**



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FRUITLAND ELIM A344 SERIES

The **ELIM A344 Series** from **Fruitland** is a compact, low-weight pump that offers 218 cfm of airflow and low-oil consumption. It has an automated oil delivery system through the rotor shaft, along with level sight gauges, vane gauging ports and an anti-shock design. The package includes an oil-catch muffler and secondary shut-



off, which eliminates plumbing issues and makes for easy installation. This package comes in both gearbox and hydraulic drive options with integrated mounts. **800-663-9003; www.fruitlandmanufacturing.com.**

MASPORT HXL4V AND HXL5V

HXL4V and HXL5V vacuum systems from **Masport** have a compact, low-profile design that incorporates an integrated scrubber, oil separator and inlet filter. The systems are fully integrated so they can slot into place for easy installation. They are available with plastic, steel or combination oil/flushing reservoir; and self-aligning gearbox and hydraulic drive options are also available. An optional extended self-aligning gearbox is available for direct alignment to the PTO on all truck models. **800-228-4510; www.masportpump.com.**



NATIONAL VACUUM EQUIPMENT B250 MAX PAK

The **National Vacuum Equipment B250 Max Pak** is designed for the portable restroom market, using a hybrid tri-lobe blower with an integral four-way motor for vacuum/pressure use and inlet filter to provide protection. It is oil free, and its airflow is 270 cfm. It is capable of running



continuously at 15 inches Hg. It comes ready to mount and includes an exhaust silencer. The 1-to-1.5 ratio gearbox makes it easy to provide the optimum revolutions per minute to the blower, while keeping truck revolutions per minute in check. While designed to fit on a Ford F-550 and Ram 5500, it can mount on any truck with ample ground clearance. It is also available in hydraulic drive to accommodate four-wheel-drive. **800-253-5500; www.natvac.com.**

WALLENSTEIN VACUUM MODEL 151

The **Model 151** from **Wallenstein Vacuum** can be used with portable sanitation tanks and slide-in units and at campgrounds and marinas that require a compact package. It offers 80 cfm at 15 inches Hg, with a 2-inch vacuum/pressure valve, swivel elbows for easy hookup, air pressure or mechanical lubrication, and clockwise or counterclockwise operation. It can be direct-, hydraulic-, pulley- or clutch-driven. **800-801-6663; www.wallenstein.com.**





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VACUUM TRUCKS

IMPERIAL INDUSTRIES FLATVAC

The 1,000-gallon stainless steel **Flatvac** from **Imperial Industries** can carry up to six portable restroom units on top of the unit's 1,000-gallon stainless steel flat vacuum tank. The baffled, internally divided tank offers 700 gallons of waste capacity and 300 gallons of freshwater capacity. In addition, the unit offers dual-sided bucket fill, dual Hannay hose reels with 50 feet of hose, a Pumptec X-5 washdown pump, Masport HXL4 plug-and-play vacuum pump system, Thieman liftgate, and a 3-inch stainless steel boom with 30 feet of 2-inch intake hose and a suction nozzle. **800-558-2945; www.imperialind.com.**



KEEVAC INDUSTRIES KV999

The **KV999** from **KeeVac Industries** carries a 999-gallon portable restroom vacuum tank for operators who want to stay under the U.S. Department of Transportation tanker endorsement requirement.

It is available in steel, stainless steel and aluminum, with single- or dual-side service, holds 699 gallons of waste and 300 gallons of freshwater and includes a two-unit fold-down restroom carrier with trailer hitch. The tank can be mounted on a variety of chassis and with a variety of pump options. Each unit also comes with an upgraded DC-10 washdown pump and hose reel from Hannay Reels. Exterior controls and dual cabinets are designed for operator safety and convenience. An arctic package and safety lighting are available. **866-789-9440; www.keevac.com.**

PIK RITE FLATBED RESTROOM HAULER

The **Flatbed Restroom Hauler** from **Pik Rite** has a 650-gallon tank, flatbed and liftgate. The tank has a 400-gallon waste compartment and internal 250-gallon freshwater compartment for even weight



distribution. The truck includes a National Vacuum Equipment 304 vacuum pump, dual 2-inch fill hoses, 20-gpm washdown system, dual-spring return freshwater hose reels and dual 2-inch bucket fills. A 20-inch top manway, 5-inch sight eyes and clear hose sight tube are included. The truck is also equipped with a 98-by-102-inch aluminum flatbed and Thieman TVL liftgate. Two diamond plate toolboxes are mounted on the passenger side. The truck has an LED running light kit with a durable, fully molded wiring harness. **800-326-9763; www.pikrite.com.**



ROBINSON VACUUM TANKS PR1200A

The **PR1200A** portable restroom service truck from **Robinson Vacuum Tanks** provides a 1,200-gallon capacity (900 gallons wastewater and 300 gallons freshwater). Customers may

choose from four different vacuum pumps, upgrade valves or add up to two built-in toolboxes and/or a washdown/jetter system. **814-933-0927; www.robinsontanks.com.**

SATELLITE VACUUM TRUCKS MD1250

The **MD1250** from **Satellite Vacuum Trucks** is now available with four-wheel drive. It has fewer steps between the wand, freshwater fill, spray hose and storage cabinets to save time.



Each MD tank comes with internal baffles to help eliminate sloshing, resulting in better cornering and stopping. It can be installed on IH CV515 or the new Ford F600 chassis, both available in two- and four-wheel drive. **800-883-1123; www.satellitetruckxpress.com.**

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The **Moro USA 10 gpm, 3,000 psi Toolbox Mount Jetter Package** is designed to handle servicing household lines and/or grease traps, along with portable restroom cleaning. It uses 10 gpm, allowing its water supply to come from most household sources. The system is sufficient to provide flushing and jetting on routine grease trap servicing, according to the maker. **866-383-6304; www.morousa.com.**

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TRUCKS AND TANKS

By Craig Mandli



➤ TRUCK DECISION LEADS TO SAFETY AND COMPLIANCE

PROBLEM: Ricky's Porta Pottys of Westfield, Massachusetts, had concerns with their service truck being overweight on the front axle, leading to premature component wear, overweight tickets and lack of adequate traction on the rear with an 800-gallon tank behind the cab of his truck.

SOLUTION: The business chose to purchase a **Crescent Tank**. The unit distributes weight across both axles both loaded and empty. A low center of gravity also made the choice safer to use. The 750-gallon waste and 350-gallon freshwater tank safely carries six to eight units.

RESULT: The company found several benefits with even weight distribution. They are no longer worried about an overweight front axle and found that the even distribution has provided significantly better traction. 585-657-4104; www.crescenttank.com.



➤ FLATBED SERVICE TRUCK MEANS EFFICIENCY FOR PRO

PROBLEM: Galaxy Restroom of Syracuse, New York, had a problem: It had a limited amount of capital for its annual operational growth and replacement fleet expenditures. This was due to a recent acquisition that depleted most of its capital. Meanwhile, much of the fleet it acquired was tired and outdated. The company needed to buy at least two trucks — one for service since they almost doubled in size overnight with the acquisition, and a second one to help with pickup and deliveries, as they had picked up business in the event area.

SOLUTION: The business chose a **PortaLogix** flatbed unit designed to service more than 65 restrooms on a route with an 800-gallon waste tank and 350-gallon freshwater tank in the flat bed. The same truck carries up to six units on the bed to do pickups and deliveries at the same time.

RESULT: Not only did Galaxy Restroom stay within its fleet budget, but it also benefited from higher profits year over year as it invested in more PortaLogix trucks. The company then did 80% of its pickups and deliveries on routes with PortaLogix trucks, which allows for a smaller fleet and reduced expense for fuel and labor. 585-484-7009; www.portalogix.com.

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PRODUCT SPOTLIGHT

Medium-duty service trucks designed for efficiency

By Tim Dobbins

Medium-duty service trucks serve a good purpose in portable restroom fleets. In a well-designed vehicle, what they lack in overall capacity is made up for in ease of driving and efficient configuration.

"We don't know a lot about a lot of things, but we do know a lot about medium-duty trucks and the portable restroom business," says Don Emerson, president of FMI Truck Sales & Service.

FMI used that knowledge to develop their line of WorkMate portable vacuum service trucks that utilize a unique modular design and components that are built and placed specifically for the rigors of the industry.

"The WorkMate design and layout is a very efficient and nimble," Emerson says. "Customers that have large areas to service, or very tight operating areas like cities appreciate the tight-turning radius." The truck is configured so drivers start the day with two units on board and still have room to pick up units while on the same route, saving additional trips to the yard for last minute pick-up calls. This is made possible by the cross-tank design, which also allows added storage compartments and organization. In total, WorkMate trucks have over 60 cubic feet of storage space.

Buyers choose between an 850-, a 950- and a 1,050-gallon truck. In each size, the two freshwater tanks are clam-shelled around the waste tank. This design ensures that even when the freshwater levels go down and the waste tank fills up, even weight distribution is always achieved — improving handling and extending brake life. All WorkMates have four-way vacuum/pressure valves and are equipped with vehicle safety features like an automatic PTO disengagement in case drivers forget to shut off the PTO before driving.

The efficiency in layout came from first-hand research. The team at FMI spent weeks riding with technicians to understand the steps and moves they made to service units and how they spent their time at work. The result is a truck that is set up to take minimal steps to service restrooms. "All switches, hoses, buckets and controls are within reach while standing in one service position," Emerson says. "Less steps per stop means more services per day."

WorkMate units are delivered ready for work. Hoses, wands, buckets and water nozzles are all part of the standard package. **800-927-8750; www.fmitrucks.com.** ■

Wastequip acquires ContainerPros

Wastequip acquired Carlsbad, California-based professional waste services company ContainerPros.

This acquisition enhances the existing cart assembly and delivery service offering provided by Wastequip's Toter brand by adding a team with more than 20 years' experience providing cart assembly, delivery and maintenance services for waste haulers and municipalities. The acquisition lays the groundwork for Wastequip to include the repair and refurbishment of steel containers as part of its service offering. ContainerPros' founding partners, Mark Merhab and Gary Lima, will remain with the company. ■

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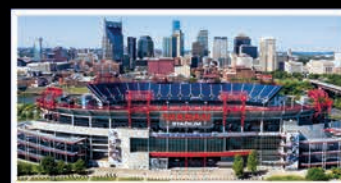
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