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October 2021

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HOME on the RANGE

With help from the whole team, service providers for Texas-based JIT Total Site Solutions find satisfaction living a nomadic lifestyle

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On Location

A PGA golf event offered Tex-San Site Services the opportunity to provide top-notch service during the COVID-19 pandemic

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TJ Kids



TJ Shorty



Tuff-Jon III



Tuff-Jon



100 Gallon Fresh Water Supply Tank



60 Gallon Rinse Tank



Containment Tray



Sink Lifting Bracket



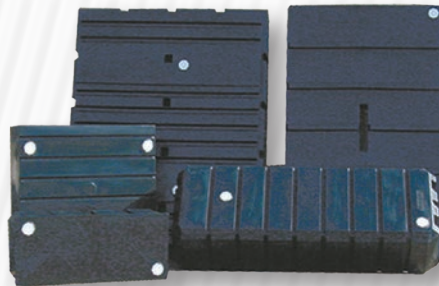
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ON THE COVER: Mike Drennan leads the service team for JIT Total Site Solutions in Boerne, Texas. He is shown at the company, bought in 2019 by owners Austin Thompson and Hank Dallam, with vacuum truck built out by Satellite Vacuum Trucks with a Masport pump. (Photo by Olivia Ogren-Hrejsa)

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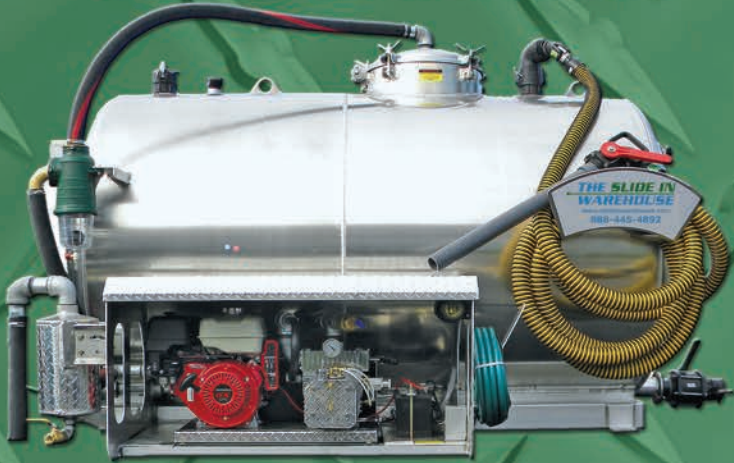
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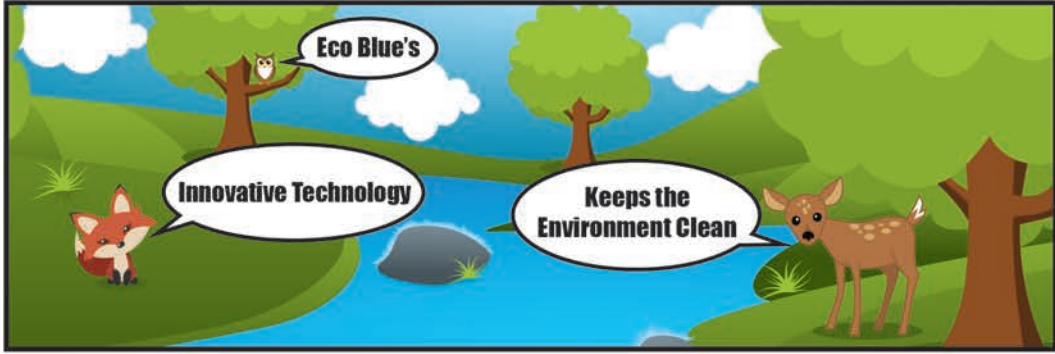
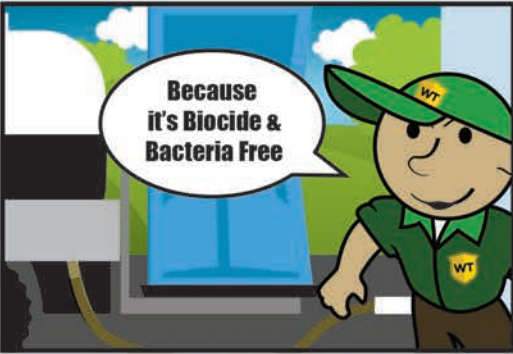
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By Jim Kneiszel

7 Post-Pandemic Questions You Want to Hear Customers Ask



The past year has been challenging for portable sanitation providers. Hopefully your customers have a greater appreciation for the difficult job you do

It's been a hectic year for portable restroom operators. When it started, the world was still in lockdown from the COVID-19 pandemic, but with expectations running high for an effective vaccine. Then, when everything started opening up again, your crews were busy like never before.

Several factors converged to empty your yards of remaining restrooms and hand-wash stations. Construction was booming despite economic headwinds that impacted many people. Folks starved for gathering in public rejoiced with the return of music festivals, county fairs and wide-open attendance at sports venues. Cities across the U.S. and Canada, besieged with growing homeless populations, scrambled to offer adequate sanitation solutions.

Through it all, one challenge remained constant: meeting heightened customer expectations. While your crews were doing all they could to remain safe during service runs, clients demanded higher sanitation standards, more frequent cleanings and equipment and supplies that weren't always easy to deliver. Unprecedented demand for toilet paper, hand-wash stations and hand sanitizers made it difficult to please your customers or the public.

But all these difficulties reinforced the importance of portable sanitation in the public's eyes. They realized you provide a truly essential service, and without your products and services, the wheels of commerce would grind to a halt. I am counting on this greater understanding and respect for PROs to repair some of the bad impressions people had about portable restrooms in the past.

Rather than constantly looking for ways to cut corners when providing relief for their workers or event visitors, I now hope that your clients will see you more as a partner and an ally in providing a crucial service. Instead of saying 'How can we get by with less?' I want them to be asking you, 'What can we do to create a safer environment for our employees or guests?'

In that spirit, here are some of the questions I'd like you to hear from portable sanitation customers moving forward:

WHAT WOULD YOU RECOMMEND?

Too often in the past, event planners and construction companies have approached PROs with expectations for service that focused more on the bottom line than the comfort and safety of their users.

This can't happen anymore. Many times over the years, PROs told me their clients didn't appreciate their expertise at planning for crowds or placing construction restrooms. This often resulted in overwhelmed restrooms and unhappy users. I believe the attitudes and expectations are changing and that the pandemic forced decisionmakers to step back and ask for advice rather than dictate unrealistic terms for your service. The pandemic taught them to be more cautious and take a safety-first approach.

CAN YOU GIVE ME AN EXTRA UNIT JUST IN CASE?

Or, 'Could you service the restroom one more time per month or per week?' The public has made its expectations for cleanliness clearer over the past year, or at least the circumstances related to the pandemic forced those ordering restrooms listen a little closer. It's my belief that negative perceptions about portable restrooms have more to do with adequate service than the idea of using a portable restroom itself. If units are not over-full, do not have bad odors and aren't generally filthy, the public

will recognize the convenience benefits and use them without complaint. If your customers want to keep workers or event attendees happy, they will request more comprehensive coverage and service.

COULD YOU PUT A SINK IN EVERY RESTROOM?

For years PROs have struggled with customers to accept basic sanitation standards. For at least a generation, contractors have hoped to add sinks or hand sanitizers in every unit. Who doesn't believe the general public is disgusted when they have to

Who doesn't believe the general public is disgusted when they have to use a restroom without any way of washing their hands afterward? ... There has been a ridiculous double standard for portable restrooms based solely on your customers trying to cheap out on an equipment order.

use a restroom without any way of washing their hands afterward? If builders won't spec out a home bathroom without a sink, why would they insist on leaving workers with no way to sanitize their hands on the work site? There has been a ridiculous double standard for portable restrooms based solely on your customers trying to cheap out on an equipment order. Well, thanks to the pandemic, that's not going to fly anymore. I believe sinks or sanitizers will become standard equipment with restrooms from now on.

CAN YOU PROVIDE ME WITH A BETTER RESTROOM?

I'm surprised that one portable sanitation trend internationally isn't taking hold in the U.S. That's the frequent or mandated use of flushing restrooms. If introduced to a flushing unit, I think the general public would begin to demand them all the time. The basic drop holding tank is inexpensive, efficient and easy to pump and service, but it certainly does not provide the optimal user experience. What makes people equate portable restrooms with outhouses is the experience of looking down into the tank and seeing waste and mounds of toilet paper. The public, and in turn your customers, will elevate the level of service over time and require flushing systems. The brisk rise in popularity of restroom trailers is an indicator that flushing is the next advancement in poly restrooms.

CAN YOU HELP US WITH SERVICE LOGISTICS?

On social media, PROs often complain that their customers are clueless about caring for restrooms on site and helping their drivers improve service efficiency. They say trucks and equipment are parked in front of the units on construction sites, making them impossible to clean and pump. They say customers often move units to the worst possible location at a work site or away from the flow of foot traffic at special events. Is it too much to hope that your clients will heed your advice so you can provide better service or so your units aren't damaged or neglected? I don't think so. If you keep stressing the importance of logistics to quality service, they will start listening.

HOW CAN WE HELP TO PREVENT VANDALISM?

Equipment vandalism has long been a revenue killer for PROs, both in the cost of replacing damaged goods and the time it takes to clean and repair inventory. Customers failing to step up and take responsibility for this senseless damage has also been a concern. Events of the past year may begin to change that.

At a time of high demand for restrooms, you can ill afford to take units out of commission and hunt around for replacement parts and panels to make repairs. With the pandemic, vandalism has become a more acute problem, especially among units rented to municipalities to serve urban downtowns and homeless populations. And it's not just graffiti, but reports of restroom arson are on the rise.

PROs have been confronting their customers in an effort to counter these losses, and it's starting to have an impact. My hope is that your clients begin to take this problem seriously and work with you to seek solutions. And if they don't see themselves as responsible parties, it's long past the time when you need to have a talk with them about the costs of vandalism.

HOW CAN WE PROVIDE YOU WITH A TESTIMONIAL?

The pandemic and its aftermath were challenging, but you did the best you could to deliver the necessary equipment and provide quality service. Out of appreciation, happy customers may be willing to write a testimonial

for your website or through social media. This amplified form of word-of-mouth advertising is a powerful tool for marketing your company and should be encouraged.

WISHFUL THINKING?

It's not likely you'll hear all of these questions from your customers. But it would be nice to imagine a growing awareness about the challenges of portable sanitation after living through a protracted crisis. Every little step we take toward improving sanitation for the public is a worthwhile endeavor. ■

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MEET CUSTOMER DEMAND

Massachusetts PRO Fabricates Hand-Washing Stations

Left short on hand-washing stations by pandemic-related shortages, Matt Frazier realized he could build his own. More than a year later Frazier continues to see demand for the units; read more in this exclusive online article.

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OVERHEARD ONLINE

“First and foremost, you want to look at turnover — and not just the company as a whole ... You need to break it down by department and if there’s an issue, determine what the root of the problem is.”

Reshaping Your Workplace Culture
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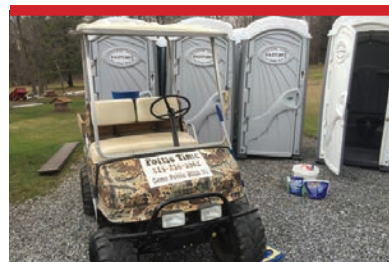


HIRING PROCESS

Don't Let Stale Hiring Practices Hamper Business

A stack of resumes, scheduling interviews, the interviews themselves — hiring new employees is a lot of stressful work. Read this exclusive online article from columnists Carter Harkins and Taylor Hill for tips to improve your hiring process.

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GIVE UP THE GHOST

Handling Flakey, New Employees

The success of your portable sanitation operation depends on the quality of your service techs. In this online article, columnist Jeremy Eskenazi shares what to do in a business world where it’s hard to find good workers, and harder to find workers who show up.

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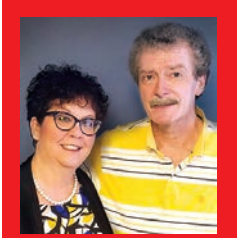
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By Jeff and Terri Wigley

Big-Spending Customers Demand Fresh and Clean Restroom Trailers

Follow this thorough maintenance guide to deliver your rolling restrooms for trouble-free performance

QUESTION: We would like to establish a restroom trailer maintenance program. We have processes and procedures for our restroom units, and we need to do this for our newest product line, luxury restroom trailers. What thoughts and ideas do you have about this subject?

ANSWER: We commend you for having a maintenance program for your units as this is an important strategy to maintain quality service for your customers. We have found service and maintenance checklists — as well as inspection forms — are the foundations of effective quality control programs.

Restroom trailers are becoming increasingly popular in our industry. These nicely equipped pieces of equipment are also a significant investment.

Many PROs will clean and visually inspect their restroom trailer prior to delivery and at the conclusion of the event, transport back to the yard. Once there, they will clean and restock the trailer, where it will sit until the next event. Does this describe your company process? If so, consider these additional suggestions to establish a more robust maintenance program for these valuable assets.

Create a quality check and maintenance plan for each stage of the rental process:

- Immediately prior to delivery
- Setup at customer location
- After event and before return trip to yard
- Between rentals

Immediately prior to delivery

A checklist is highly recommended. This allows for consistency and can prevent or avoid issues at the customer location. Problems can be resolved more easily at the yard than in the field. Consider creating a quality checklist to be used prior to delivery, at the event site, and upon return from the event. One method of inspection is an “inside-outside” approach:

INSIDE INSPECTION

- Urinals tight to walls
- Commodes tight to floor and not leaking
- Water supply lines not leaking
- Faucets tight to countertop and not leaking, underside plumbing not leaking

- Dispensers working and full of product (toilet tissue, paper towels and soap)
- Modesty partitions tight to wall and in good condition
- Doors (frames, handles, locks and hinges) are properly working
- Stall doors locked and secured prior to transport
- Countertops tight to wall without underside leaking
- Cabinets (doors, hinges, handles and locks) are all in good condition
- Lights (bulbs and covers) checked
- Skylights have covers sealed and fans working.
- Walls secure, molding in place and paint in good condition
- Floor is secure with no indentations or holes.

NOTE: Some PROs may have a separate inspection sheet for the interior of both the men’s and women’s restrooms. We have found this to be beneficial and more efficient in identifying potential issues.

Also, some PROs will attach a sketch diagram of each trailer so specific issues on the checklist can be immediately and accurately identified. We also found this to be an excellent addition to the maintenance checklist.

OUTSIDE INSPECTION

- Roof in good condition
- Seams sealed
- Skylight sealed, and skylight cover not cracked
- Air conditioner secure and seams sealed
- Exterior sheeting secure on all four sides of the trailer and paint in good condition
- Doors (frames, handles, hinges, closers, and locks) secure and properly functioning
- Exterior doors locked prior to transport
- Electrical boxes (covers, cords and adapters) present and working
- Steps, platforms and leveling jacks properly attached, security locks in place, clear of debris, anti-skid material in good condition.
- Steps, platforms and leveling jacks properly secured prior to transport
- Water and sewer connections
- Freshwater valves in good repair
- Waste discharge valve is in proper working order and cap secure and in place

- DOT lights (running lights, brake lights and turn signals) working properly
- Tongue and hitch work properly (all bolts present, tight safety chain present and breakaway box is in place)
- Air pressure, brakes, bearings and lug nuts on tires and axles checked

Once complete, this checklist should accompany the delivery driver to the event site. The delivery vehicle should have extra supplies, wheel chocks for the trailer, extra water hose and power cord, in addition to tools such as channel lock pliers, hammer, screw drivers, etc. for any possible issues that may arise at the event site. A level is another handy tool to help with proper placement and location of the restroom trailer.

Setup at customer location

With the delivery checklist in hand, the trailer can be properly set up. Any issues noted or repairs completed in the yard should be reviewed to ensure they were resolved.

- Before unhitching the trailer from the delivery vehicle, ensure the water source and/or water hoses will reach the trailer. Similarly, ensure that the power source and/or power cords will reach the trailer. When confirmed, disconnect the trailer from the truck.
- Level the trailer and ensure the steps will properly extend and reach the ground safely.
- Connect the water and the power cords.
- Unlock the entry doors and inspect the trailer interior (fixtures, commodes, stall doors).
- Once connected to water and electricity, turn on the lights, test the faucets and commodes, open the stall doors, ensure the thermostat is properly set and that the protective cover is secure to prevent tampering.
- If the trailer roof brushed against low-hanging limbs or lines, attempt to inspect for damage by standing on the back of the delivery truck or use a small ladder if available. (Some PROs will have a ladder as part of the delivery equipment.)
- Communicate with the customer and resolve outstanding questions or issues.

After event and before return trip to yard

- Inspecting for damage or wear and tear on the trailer after the event is critical and will dictate maintenance and repair tasks when the trailer is returned to the yard. A blank copy of the same quality checklist that was used prior to delivery guarantees consistency in the inspection process.
- Once complete, use the same safety measures to transport the trailer back to the yard — stall and interior doors locked; exterior doors locked; water lines and power cords stored and secured; leveling jacks retracted or stored; lights, brakes, tires and hitch inspected and secured.

Between rentals

Once the trailer is back at the yard, many PROs will do an outstanding job in cleaning the trailer both outside and inside, restocking the supplies and using a checklist like that previously described to inspect the unit before the next rental. While this is important and necessary, it falls short in having a complete maintenance plan for your trailers.

Suggestions for an improved maintenance plan:

Complete cleaning of waste tank after every rental

- Using the leveling jacks, tilt the trailer in the direction of the waste valve.
- Open the waste valve and have a small open top holding tank under the valve to collect water that will be sprayed into the trailer's waste tank.
- Depending on the construction of the trailer's waste tank, use either a spray hose or a low power pressure washer to clean the inside of the waste tank.
- One method is to begin at the commode that is furthest from the waste valve and insert the hose in that fixture. Spray down and around all the walls of the waste tank.
- After complete, move the spray hose or power washer to the waste valve and spray inside that area to dislodge remaining solid waste.
- After closing the waste valve, pump the open holding tank or other container used to capture the runoff from inside the tank.
- Level the trailer and using the opening in one of the commodes, fill the empty tank with no more than 10% of the total capacity of the waste tank with fresh water. This will keep remaining waste from hardening in the tank. Some PROs will also insert several deodorizer packets into the waste tank. Biocide packs, which break down solids, are also an excellent consideration.
- Finally, a key to controlling lingering odor is to add a small amount of water to each of the commodes to seal odor from tank below. Some PROs will also put a deodorizing pack in the water as well. This should not be done in the winter during freezing conditions.

Routine servicing of air conditioning system

This maintenance item is often overlooked but is important in the efficient operation of any restroom trailer. Several tips for monthly maintenance from trailer manufacturers include:

- Know the air conditioning unit's output capacity to determine proper thermostat settings. If you are unsure of this information, contact your trailer manufacturer for details.
- Make sure all interior vents are opened so the system is not overworked.
- Check the filters to prevent clogs that can overwork the system.
- Blow out and clean the air conditioning compressor and the fins on the evaporator. (This task can be conducted less frequently if you are not in areas with a lot of dust and wind.)

Waterless urinals

Please keep in mind that waterless urinals do not flush, but merely drain into the waste tank. A cartridge trap at the bottom of the urinal collects uric sediment. Cartridge replacement is recommended every three months or after a series of large or extended events. Manufacturers suggest piping be clean with several gallons of water and perhaps using a mild cleaner after removing the cartridge to clear the line and eliminate any odor.

Tires, axles and brakes

- Tire pressure should be checked when tires are cold. Know the proper inflation and monitor at least monthly. Inspect tires for wear and damage.
- Axles should have a visual inspection prior to every trip and mounting bolts should be checked and tightened monthly if needed.
- Brakes present an interesting challenge. Keep in mind that both the delivery vehicle as well as the restroom trailer itself have brake systems. The recommendation from manufacturers is to conduct a short road

(continued)

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test to adjust the brakes on both the delivery vehicle and the trailer. By applying the brakes at different speeds — not to exceed 25 mph — proper adjustments can be made. If wheel lock-up occurs, the brake shoe adjustment is too tight. The correct synchronization is for the trailer brakes being applied with a slight lead over the tow vehicle's brakes. Consult a mechanic if needed and monitor as needed.

Breaker box and electrical system

Check fuses, connections and wires between services. If you do not have the proper expertise, consult an electrician at least every six months.

Roof, outside walls and bottom of trailer

Perform a detailed inspection of these areas at least monthly. Thoroughly inspect for loose seams, abrasions or abnormalities. This inspection should be more detailed and more thorough than the inspection conducted prior to each delivery. Some PROs will run water over the roof and skylight areas, checking for water leaks inside the trailer.

FINAL THOUGHTS

By establishing an inspection and maintenance plan for your restroom trailers, you will increase customer satisfaction as well as increase the useful life of these valuable pieces of equipment. We have made suggestions but only you know the specific needs for your company. Once you develop a draft for a trailer quality and maintenance plan, seek input and suggestions from your crew. Once finalized, consistently execute the plan and you will have quality equipment to use in providing the best service to your customers. ■





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HOME on the RANGE

“There are a lot more important things going on than portable restrooms and freshwater, but the other side of the coin is that none of those things can go on without the services JIT and others provide.”

HANK DALLAM 



With help from the whole team, service providers for Texas-based JIT Total Site Solutions find satisfaction living a nomadic lifestyle

By Betty Dageforde

Left: The JIT Total Site Solutions team includes, from left, Wesley Neeley, Jacob Templeton, Mike Drennan, Fabian Campos and Mikkail Shepherd. (Photos by Olivia Ogren-Hrejsa)

Providing portable sanitation for energy industry construction projects in the U.S. Southwest presents unique challenges. Distances are vast, locations are remote and projects are always on the move. Many logistical issues are involved in managing these jobs and it couldn't be done without dedicated employees willing to live in the field and move with the projects, management software and numerous contracts with disposal facilities and third-party vendors. This is the niche JIT Total Site Solutions thrives in.

The company's service territory changes but is generally within a 500-mile radius of their headquarters in Boerne, Texas — from Oklahoma City north, to Corpus Christi south, New Orleans east and Carlsbad, New Mexico west. Field operations manager Mike Drennan coordinates the various components of these jobs and says the key is constant communication and making sure the far-flung employees are supported and feel part of a family.

The company operates out of a 12,000-square-foot facility in Boerne and two remote offices/yards in Coolidge, Texas, 200 miles north and Monahans, Texas, 300 miles west. Owners Austin Thompson, CEO, and Hank Dallam, president, emphasize that all team members are invaluable to the success of the company — an asset manager, human resources manager and controller in the office and a field team consisting of Drennan, two salespeople, three supervisors and 11 service technicians.

Drennan reports the area is booming, with people moving in, renewable energy taking off, oil and gas coming back and heavy highway and industrial infrastructure projects lining up. While the salespeople stay busy keeping their ear to the ground about upcoming work, reading articles and meeting with folks, Thompson says the other side of sales is excellent execution in the field which leads to referrals, invitations to bid and offers to take on additional work. One of Drennan's jobs is making sure the company maintains a good reputation.

"I pop in on all the different techs," he says. "I just show up unannounced. I visit with customers, go out in the field and check the



JIT Total Site Solutions Boerne, Texas

Owners: Austin Thompson and Hank Dallam

Founded: 1912

Employees: 22

Services: Portable sanitation, trash trailers, water tanks and holding tanks for energy sector projects

Service Area: Parts of Texas, New Mexico, Oklahoma and Louisiana

Website: jitrental.com

jobs because I demand exceptional service from my technicians. I constantly tell them I want their portable restrooms to be clean enough for my mom to go in there and feel comfortable."

NEW OWNERS, NEW SERVICES

Thompson and Dallam purchased the company in 2019, seven years after its formation. They had backgrounds in oil and gas management and were looking for something different.

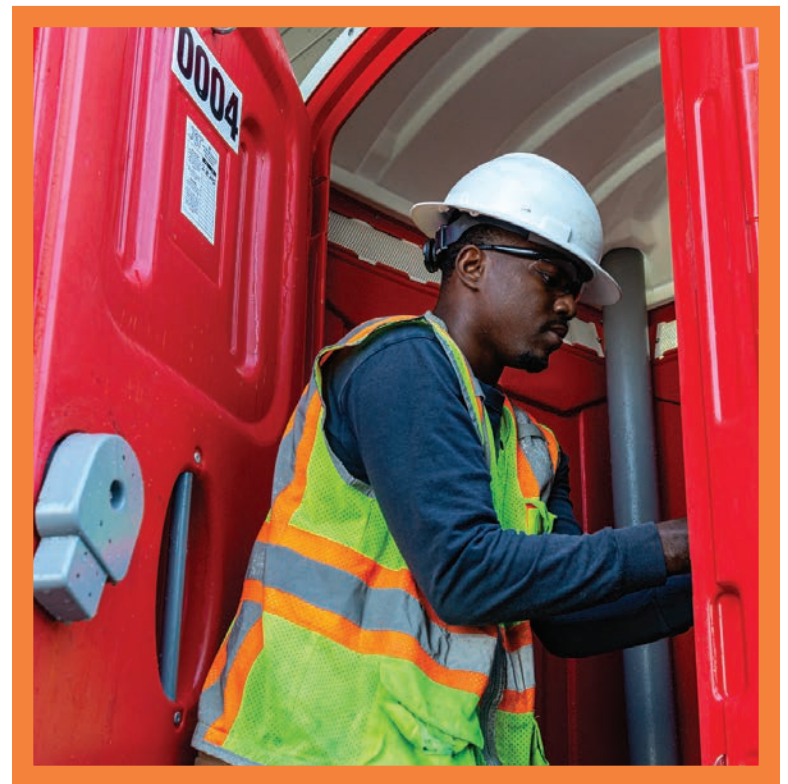
"We wanted to do something on our own," Thompson explains. "We came across this and thought it was a company we could get on board with and help." Dallam adds that the company had a good track record and a culture of caring about clients and the employees.

The business they bought was limited in scope and a little behind on some things. "We used to do our billing off a whiteboard," notes Drennan, who came with the original company. "Or we'd spend two days looking for one of our trailers."



Left: Technician Mikkail Shepherd, left, and technician Wesley Neeley discuss daily service routes.

Below: Shepherd replenishes paper products in a restroom while on a service route.



Being new to the sanitation industry, Thompson and Dallam relied on Drennan and his team to bring them up to speed, then wasted no time implementing improvements. They changed the name (previously, Just in Time Services & Rentals), brought in technology for everyone and everything, and expanded operations into renewable energy and heavy road construction projects.

CUSTOM SOLUTIONS

The company's main service offering is portable sanitation. They also offer trash trailers, holding tanks and water tanks. But they want to be viewed as a one-stop shop for their clients.

"We want to be the only number a customer has to call when setting up a new job," Drennan says. "If we don't have something, we'll third-party it." Examples include water, ice, light towers and roll-off containers.

The inventory stands at 1,600 standard portable restrooms, 10 ADA-compliant units, 100 hand-wash stations, 70 300-gallon holding tanks (all from Satellite Industries and PolyJohn), 10 Norwesco 2,500-gallon freshwater tanks, 20 10- and 20-unit transport trailers, 30 25-foot enclosed trailers used for trash, and 15 combo trash/two-unit trailers. They also have 75 small trailers that customers move around as needed, which are customized to customer needs and might include two or three units and a hand-wash station.

The service fleet includes 24 four-wheel drive Ford F-550 vacuum trucks (2018 and newer), most with 600-gallon waste/300-gallon freshwater tanks and Masport pumps. Their older tanks are steel and stainless steel from Lely Mfg. and Progress Tank. Newer units are from Satellite

Vacuum Trucks with MD950 steel tanks and Masport pumps.

The vehicles are serviced in the field by a third-party automotive garage and also undergo monthly maintenance at the company yard. JIT's standard policy is to service all units twice a week unless requested otherwise. The company uses TOICO Industries products for servicing.

NOT FOR EVERYONE

Most of the service techs live full-time in company-provided RVs, often with their families, particularly when kids are out of school or are home-schooled. And Drennan knows them all.

"Not only do I treat the employees that work with me as family, I treat their family as family. I know every one of the kids' names, their wives' names. I've been to birthday parties and you name it." Last Thanksgiving, he gathered up everyone and their families and took them to the Golden Corral for Thanksgiving dinner. At Christmas he drove around and handed out hams and gift cards.

(continued)



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Above: Regional supervisor Jacob Templeton, left, is shown with field operations manager Mike Drennan.

Techs may stay in one spot for a few months or more than a year. Because jobs are so spread out, they typically do not live near other techs. Drennan says it can be a lonely lifestyle but there are people who thrive in that environment. And he knows firsthand what it's like because he and his wife also live in an RV.

Drennan is the communication link between management, salespeople, technicians and customers. Everybody from the new guy to the company president has his phone number. He makes sure the techs are happy and never feel alone.

"I don't want my guys to just be parked up somewhere and nobody ever talks to them, and they just get a phone call from their supervisor once in a while for something they forgot to do, or whatever," he says.

Although he has an office at the Coolidge yard, Drennan spends most of his time on the road. He visits each service provider and their customer at least monthly. He'll often buy them breakfast and hold a safety meeting. Supervisors and techs also attend weekly safety meetings organized by their customer.

"I request the techs be involved in those meetings because they're part of that family, too," Drennan says. "They need to know what their customer has found that needs to be discussed."

FINDING THE RIGHT FIT

Obviously not everyone is suited for this type of work environment. The company uses their website, social media, job boards and referrals to find people, but Drennan is always on the lookout for prospective hires. He's been known to walk up to a total stranger if he sees something in that person that grabs his attention. When interviewing he says he's brutally honest with people about the realities of the job.

After a background check and orientation, new hires ride with a supervisor for a week, then an experienced tech for another week. Drennan has several discussions with trainees.

"I throw different scenarios at them — what would you do in this situation, how would you handle this. When we're both comfortable I hand him over to the supervisor and keep an eye on him from afar." He eases new hires out on their own, usually in less remote areas and sees how they do. "I spend a little extra time visiting with them, seeing how they feel. The last thing I want is for somebody to get homesick and just up and leave in the middle of the night," he says.

After training, there's a 90-day probationary period with a lot of checking in and providing feedback. "We want to make sure they're executing the way we want them to, but also so they know they're supported and know what success looks like," Thompson says.

(continued)

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Technology is indispensable for managing these projects. JIT uses Samsara software along with GPS and Google Maps. All technicians have company-provided iPhones. The technology handles everything from planning routes to keeping track of inventory, staying on top of fleet maintenance schedules and monitoring driver and vehicle performance. Drennan also uses these tools to figure out what RV parks to place the field workers for the most efficient use of their time, taking into account locations of job sites, disposal facilities, water and fuel.

"We can track where the tech uses the PTO pumps so I can pull it up on the map and figure out the best place so he's right in the middle of what he's doing," he says. "I try to keep it to where they're not driving more than two hours to do a job." He uses Google Maps to find the nearest treatment facilities to job sites, then has the office set up accounts.

"These are giant projects," Dallam says. "There are a lot more important things going on than portable restrooms and fresh water, but the other side of the coin is that none of those things can go on without the services JIT and others provide. As soon as there are boots on the ground, water, trash and sanitation, are critical." ■

"I demand exceptional service from my technicians. I constantly tell them I want their portable restrooms to be clean enough for my mom to go in there and feel comfortable."

MIKE DRENNAN



STEPPING UP DURING A WINTER STORM

In February 2021, an ice storm formed in the Pacific Northwest, eventually making its way across parts of the U.S., Mexico and Canada. Texas was especially hit hard. Mike Drennan, field operations manager for JIT Total Site Solutions, says the town of Coolidge, where the company has an outlying office, was without power and water for a week. He and five of his field staff jumped into action and did what they could to alleviate the suffering for about 40 people in a trailer park.

"We banded together and kept the power on for them," he says. "We used our trucks and charged up batteries so people could use their 12-volt heaters and stay warm." The team also supplied water and propane. Wives called around to locate these items and as soon as they found something, Drennan sent someone to get it.

They provided these services for seven days, taking turns staying up overnight charging batteries. "I was really proud how all my guys banded together," Drennan says. "Nobody complained or anything. It was just about, let's make sure all these people are taken care of."

The neighbors came up with a unique way of showing their gratitude. Drennan says he wound up with probably 15 big bottles of whiskey because somebody told somebody that he liked Crown Royal Sour Apple.



Above: Mike Drennan goes over scheduling with assistant manager Fabian Campos.

Left: Technician Mikkail Shepherd sprays the dust off of Satellite Industries restrooms. The truck is from Satellite Vacuum Trucks and carries a Masport pump.

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	RCF 500	As Per Application	28.5"	30	450	8	Fan	1,400
	RCF 870	As Per Application	28.5"	30	575	8	Fan/Air	1,400
	RCF 1200	As Per Application	28.5"	30	1,400	8	Fan	1,200
	WR 2500	As Per Application	26"	22	385		Liquid	1,600
	WR 3100	As Per Application	26"	22	422		Liquid	1,600
	WR 4000	As Per Application	27"	14.5	657		Liquid	1,300
	W1600	As Per Application	27"	29	747	6	Liquid	1,500
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	Viper	4,000	27"	30	400	6	Fan	1,100 - 1,250
	HXL75WV	2,500	27"	30	260	4	Liquid	1,100 - 1,250
	HXL75V	2,500	27"	25	230	4	Air	1,100 - 1,250
	HXL4V	1,500	27"	15	167	4	Air	1,100 - 1,400
	HXL3V	1,000	27"	15	110	4	Air	1,225 - 1,750
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<p>See ad page 29</p>	<p>FlowMark 827 S. 7th St., Kansas City, KS 66105 833-653-8100 sales@flowmark.com • www.flowmark.com</p>	Conde, Fruitland, Jurop, Masport, Moro, National Vacuum Equipment
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Below: The spectator area surrounds a green at the TPC San Antonio golf course. (Photos courtesy of Tex-San Site Services)



TEXAS Tee Time

A PGA golf event offered Tex-San Site Services the opportunity to provide top-notch service during the COVID-19 pandemic

By Ken Wysocky



ON LOCATION

- » **THE JOB:**
Valero Texas Open
- » **LOCATION:**
San Antonio, Texas
- » **THE PRO:**
Tex-San Site Services

THE TEAM

Based in Adkins, Texas, about 15 miles east of downtown San Antonio, Tex-San Site Services is owned by Roy and Krystal Baring. The company provides portable restrooms and other site services to clients in and around San Antonio and Austin. About two-thirds of the company's 15 employees played a role in servicing the Valero Texas Open, a long-running Professional Golfers' Association tournament held annually in spring. Along with the Barings, key employees included Raymond Gonzales, operations manager; Andrew McGrew, project manager; and service technicians Daniel Guzman Jr., Mike Hendricks, Carlos Velasco, Jesse Mata, Jose Sanchez, Hunter McBroom and Matthew Gonzales.

COMPANY HISTORY

The company was founded in 2014 and started out with 100 restrooms and two route drivers. Today Tex-San Site Services owns about 2,200 restrooms and performs about 6,000 services a week, with commercial clients generating about 60% of the revenue and residential construction contributing the balance. "Before COVID-19 hit, about 15% of our business volume came from special events," he says. "But last year there were hardly any special events. The Valero Texas Open was our first big event of this year."

TESTING NEW TECHNOLOGY

The PGA event gave Baring the opportunity to test two new kinds of technology on a trial

(continued)



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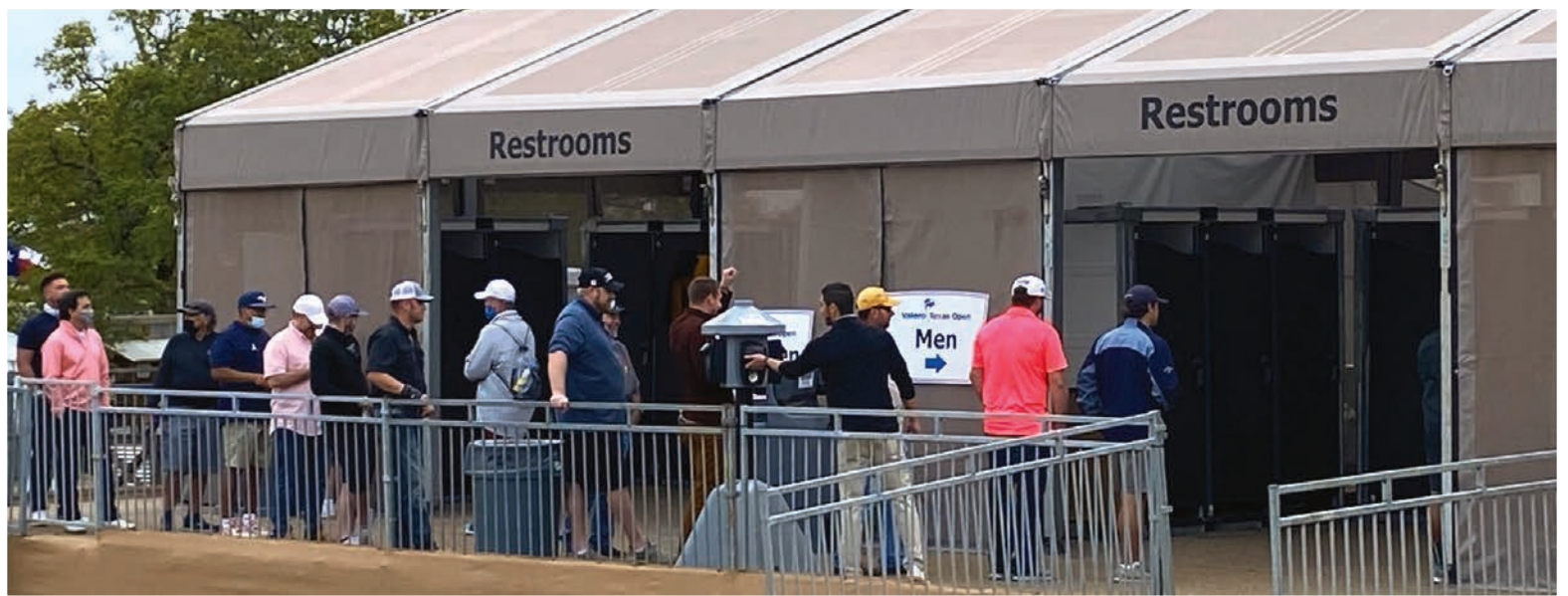
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Above: Golf fans seek relief inside the tent housing the Sanitrax system. Hand-wash stations from PolyJohn and J&J Chemical were positioned at the entrance.

Right: A delivery driver drops off components of the Sanitrax system from Sanitrax International at the Valero Texas Open.

basis: Sanitrax modular restroom units, each of which consist of three stalls with freshwater flush toilets, and the AirVote contactless consumer-feedback tool, which enables contractors to gather intel from customers, via their cellphones, about restroom conditions.

The Sanitrax modules, made by Sanitrax International, can be connected to form large banks of restrooms. The units vacuum-flush waste directly into manholes for sewer lines, if available, or into holding tanks. As such, they require much less water (up to 90% less, according to the company) than a standard portable restroom and can improve service efficiency, Baring says. That's because at worst technicians are pumping out larger holding tanks rather than individual restroom tanks.

Each unit weighs about 1,650 pounds and measures about 100 inches wide, 47 inches deep and 92 inches tall; the units collapse down to 57 inches in height for transport. A 53-foot trailer can carry 22 modules.

"This was the first time the PGA used the Sanitrax modules and everybody loved them," Baring says.

The subscription-based AirVote technology consists of a decal affixed to the inside of a restroom door. There are three QR codes on the decal — one that correlates with a smiling face, one with a neutral face and one with a sad face. It also poses a question: How clean is this restroom?

To answer that question, restroom users use their cellphone cameras to scan one of the three QR codes. A tap then sends the feedback to the contractor. There's also a field where users can include a short comment about the condition of the restroom — point out that it's dirty or out of toilet paper, for example.

"It was a little slow on the first day," Baring reports. "But once the spectators figured it out, our email was dinging like crazy."

Each decal's QR code was linked to a specifically numbered restroom and a specific location, so Tex-San employees could tell which restrooms were getting bad grades (unit number two in location 10, for example).

"It helps us a lot on the service side," he explains. "If you see a sad face on location two, unit number 10, because it's low on paper, we can restock immediately. We didn't get one radio call during the entire tournament from an event coordinator or a course official about a stocking issue."



"It let us get our feet wet for next year, which is the 100-year anniversary of the event. They're expecting beaucoup people for that."

ROY BARING

EQUIPMENT MATTERS

Most of the company's 2,200 restrooms are Tufway units from Satellite Industries, and Echo units, manufactured by J&J Portable Sanitation Products. The business also owns 40 ADA-compliant restrooms from PolyJohn; 200 hand-wash stations from PolyJohn and J&J; 100 sanitizer stations from PolyJohn; 100 250-gallon holding tanks from PolyJohn; and 10 holding tanks from Duroplas.

The company owns seven service trucks. Three are Ford F-350s that carry Best Enterprises slide-in units with 400-gallon waste/200-gallon freshwater stainless steel tanks and Conde pumps (Westmoor Ltd.). The rest of the fleet includes two Ford F-550s and two Chevrolet 5500s, all equipped with Best Enterprises stainless-steel tanks (600-gallon waste/300-gallon freshwater) and vacuum pumps from Masport or National Vacuum Equipment.

The company also owns an International truck equipped with a Progress Tank stainless-steel tank (650-gallon waste/500-gallon freshwater) and an NVE pump.

(continued)



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By Patrick Durkin | Cover Story | Nov 2012

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Right: This is what the completed set-up of the Sanitrax system looked like at the PGA event.

Below: J&J Echo restroom units were neatly tented and ready to go for thousands of attendees walking the golf course.



MORE INFO

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Westmoor Ltd.

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THE MAIN EVENT

Established in 1922, the Valero Texas Open is the third-oldest tournament on the PGA Tour, as well as the fifth-oldest professional golf tournament in North America. It's been held in the same city longer than any other PGA tournament — San Antonio has hosted all 92 events. Attendance typically hovers around 5,000 people per day on weekdays and swells to roughly 20,000 a day on weekends.

Played on the TPC San Antonio golf course at the JW Marriott San Antonio Hill Country Resort and Spa, the charity event serves as a significant fundraiser for both local and statewide organizations. This year, the tournament raised a record \$16 million; since its inception, the tournament has generated more than \$187 million in charitable contributions.

"It's a pretty big deal around here," Baring says.

Due to pandemic restrictions, attendance at this year's tournament was limited to 5,000 people per day, he says.



BY THE NUMBERS

Tex-San was prepared to service the tournament for the first time last year, but then the pandemic hit, prompting officials to cancel it. This year's tournament provided a good chance for the Tex-San team to ease into servicing the major event, due to the attendance limits.

"It let us get our feet wet for next year, which is the 100-year anniversary of the event," Baring notes. "They're expecting beaucoup people for that."

The company delivered 200 individual restrooms to the course, mostly Echo units; 10 ADA units; 38 sanitizer stations; and 25 hand-wash stations. To improve efficiency, Tex-San also used a 600-gallon water trailer to refill the service truck water tanks and the hand-wash stations.

"That way we weren't using so much water from the service trucks to fill the sink stations and we were able to service restrooms faster as well," he explains.

The restrooms were placed at 28 different locations throughout the course. To service them, the company used the Ford F-350s because they're small enough to drive on the paved golf path that winds through the course. (They weren't allowed to leave the path.)

Elsewhere, employees deployed the larger Chevrolet 5500s where space permitted and used the International truck to pump out two 2,000-gallon Duroplas holding tanks hooked up the Sanitrax units. There were eight Sanitrax modules in all, for a total of 24 stalls; the units were placed approximately in the middle of the course, amidst a cluster of food and beverage tents.

Right: Co-founder of AirVote Angelique Denneman installs QR codes for restroom users to report the condition of the units.

Below: Matt Gonzalez adds fencing panels and windscreen to provide privacy for users of the J&J Echo restrooms posted along the golf course.



EARLY START

While the tournament begins on a Thursday and runs through the following Sunday, Tex-San starts setting up 10 days before the first professional golfers tee off. Employees dropped off restrooms at the back of the course, using a large trailer that holds 20 units. From there, the crew used smaller trailers that carry only three restrooms each to deliver units to the 28 different locations, Baring says.

The restrooms were needed far in advance to accommodate people who attend smaller Pro-Am tournaments held before the main tournament, as well as players who shoot practice rounds, he notes.

“We started at 3:30 a.m. every day, cleaning and restocking restrooms, resupplying hand-wash stations and sanitizers and pumping out the holding tanks connected to the Sanitrax units,” Baring says. “We used Google maps and business management software from Pro Software Solutions to set up three routes on the course for the three smaller trucks. We used the larger trucks near the main entrance.

“We had to be off the course by 6 a.m.,” he adds. “From there, our route drivers slide into their normal days. It wasn’t that bad because they usually start at 5 a.m. anyway.”

Baring and three other employees stayed on the course all day to handle whatever brush fires popped up. To get around quickly, they used golf carts fully stocked with supplies.

“We made numerous trips out there before the tournament to get familiar with the course and teach the drivers the do’s and don’ts for working at a fancy golf course,” he explains. “We don’t want a driver ending up driving on a fairway.”

Right: Tex-San Site Services owner Roy Baring delivers tanks that are part of the Sanitrax system used at the Valero Texas Open.

The company started picking up restrooms and other equipment on Tuesday after the tournament; they couldn’t access the course on Monday because of a charity event.

“We pumped everything out on Tuesday morning,” he says. “Then the drivers went back to their normal routes for the rest of the week while a smaller crew loaded and transported everything back to our yard,” Baring says. “We finished on Friday.

“This event is a very big deal for the city and we’re very excited to be a part of it,” he adds. “We’re already planning for next year.” ■

PUMPS AND COMPONENTS

By Craig Mandli

HOSE AND FITTINGS

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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. Over-molded 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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VACUUM PUMPS

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**

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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**



PRESVAC SYSTEMS PV750

The **Presvac Systems PV750** rotary vane pump is designed for continuous full-vacuum operation in extreme conditions. It offers 400 cfm at free air, 350 cfm at 15 inches Hg, a maximum vacuum of 27 inches Hg and maximum pressure of 35 psi. Dual fans and twin ballast ports efficiently cool the pump. The solid housing with deep cooling ribs allows for greater heat transfer from the vacuum chamber. Aluminum fans and shrouding work like a heat exchanger to aid in heat reduction. Multiple manifold and drive options are available for truck, trailer or stationary applications. **800-387-7763; www.presvac.com**



(continued)

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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,

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Conde PowerPak units from **Westmoor** are suitable for slide-in tank sizes from 50 to 2,000 gallons. They are compact and available in either belt- or direct-drive configurations. Direct-drive units incorporate a centrifugal clutch that allows the user to throttle down the engine and disengage the vacuum pump. Throttle up and the pump is in action. Specify either vacuum and pressure, or vacuum-only pump choice. Diesel-powered units are also available for applications where non-sparking engines are required. **800-367-0972; www.westmoorltd.com**



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Heavy-duty **Moro USA DC** water pumps offer 20 gpm maximum flow for quick restroom fills, while 42 psi maximum pressure provides quick high-pressure cleaning. Available with cast iron or

stainless steel pump body, both models offer a stainless steel impeller and Viton elastomers. Fan-cooled, 12-volt (83-amp maximum draw) motors are epoxy-coated for durability. The continuous-duty pumps come solenoid- and pressure-switch standard for easy installation. They have 1.25-inch suction and 1-inch discharge ports. The discharge can be mounted in four positions. **800-383-6304; www.morousa.com**

SATELLITE INDUSTRIES PATHFINDER

Pathfinder from **Satellite Industries** is a sanitizing system that mounts to any service vehicle. It has a low-pressure, chemical injection delivery system that proportions the chemical/water mix for maximum effectiveness. This allows PROs to spray a cleaning agent like Pathfinder Solution or a hospital-grade, EPA-registered disinfectant like Enviro Bac 2 evenly throughout the restroom. It reduces mold and odor-causing bacteria by 86% over traditional cleaning methods. The benefit over the “scrub brush and soap” method is eliminating transfer of bacteria and germs from one unit to another, according to the maker. Users can switch from high to low pressure for the chemical application. It has a Flojet washdown pump for low pressure (50 psi at 4.5 gpm) and a CAT high pressure pump (1,000 psi at 2.5 gpm). **800-883-1123; www.satelliteindustries.com** ■



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Changes Are on the Horizon for This Portable Restroom Trade Group

By Karleen Kos

By the time you read this article, I will no longer be the staff leader at the Portable Sanitation Association International.

The author C.S. Lewis once said, “It may be hard for an egg to turn into a bird: it would be a jolly sight harder for it to learn to fly while remaining an egg. We are like eggs at present. And you cannot go on indefinitely being just an ordinary, decent egg. We must be hatched or go bad.”

It is not an exaggeration to say that working in the portable sanitation industry has been the biggest surprise and greatest adventure of my life. When I became acquainted with the PSAI in the fall of 2013, I knew nothing of portable sanitation. At the time, the PSAI was at a turning point, and so was I. The board offered to hire me, and I agreed to be the new executive director — neither of us were sure where this decision would take us. In eight years, I have learned more than I could have imagined.

“So,” you may be wondering, “Why are you gone? Why did you fly?” I stepped aside because the “egg” in this scenario isn’t me. It’s the PSAI.

Over the past many months, the PSAI board and I have been engaging in our usual long-term visioning for the association and the influence we hope that it can have on ensuring that clean, safe sanitation is available for all through the success of strong member companies. This year, for the first time, we were at a place where the things we want and need to do to accomplish our mission required more skills and resources than I can offer.

As I searched for ways to address that deficit, considering things like outsourcing, education, adding additional staff and so on, all the roads led back to one place. With me in the role of executive director, the options were far more limited than if I stepped aside and helped the board rethink how to use those resources to take the PSAI to the next level.

The board was gracious enough to allow me to be helpful in figuring out some of the next steps in taking the PSAI from an “ordinary, decent egg” into a majestic thing that can help portable sanitation rise to new levels of respect, influence and accomplishment. Whatever is in place as you read this has been carefully thought out with that goal in mind.

I ask a favor of you. Please be patient with the process. Remember these things take time. It’s work to hatch an egg, and even then, a hatchling has to gain strength before it can fly. Over the next months and years, I have every confidence the PSAI will hatch new plans, grow and succeed beyond anything that could have happened if we hadn’t taken these actions at this point in time.

As for me, I am off to join another association as its staff leader. I thank you for the help. I thank you for the reality checks. I thank you for the warmth, the humor and the friendships. Especially, I thank you for the privilege of spending these years learning from you. ■



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PRODUCT SPOTLIGHT

LunarVent Solar Exhaust Freshens Restroom Atmosphere

By Tim Dobbins

Since the dawn of portable restrooms, managing odor has been a fundamental part of the industry. With the introduction of the LunarVent Solar Exhaust Fan, LunarGlo took a mechanical, yet self-sufficient approach to odor control.

A new LunarVent solar-powered design provides 40 cfm airflow, accomplishing complete air exchange in a standard restroom in less than two minutes during daylight hours, which is a 35% increase in airflow compared to the original model. "Obviously, if one has ever used a portable restroom in the heat of summer, they know the need for this was obvious," says Judy Barton, owner of LunarGlo.

According to LunarGlo, the ventilation fans employ the same high-efficiency solar cells used in the company's solar light units. Fan housing consists of a durable, unibody PVC construction with UV protection against deterioration.

Barton says development was accomplished with the aid of a major manufacturer of portable restrooms using a standard unit to determine airflow, unit height, solar cell size and maximum outlet criteria based on airflow. "This product is application-specific," Barton says. "It's designed to create a negative pressure inside the restroom causing odors to flow from the holding tank up the stack and out to the atmosphere."

LunarVent solar fans are engineered to work on any portable restroom unit or trailer with a 4-inch exhaust vent pipe. Installation consists of sliding the fan onto the existing vent pipe. LunarVent fans have also been used effectively on permanent outdoor restrooms.

Odor control in portable restrooms create a safer, more hygienic atmosphere and also helps eliminate small flying insects and bug infestations. Each unit is waterproof, built to operate quietly, has a low profile and contains no switches that could wear out over time.

LunarVent Solar Exhaust Fans come with an 18-month repair-or-replace warranty and are fully serviceable. "Feedback has been very positive across the board," Barton says. "People love the fact that with the LunarVent fan, along with a scented wafer, the experience of using a portable restroom changes the negative feeling to one that exceeds expectation." **574-294-2624; www.lunarglo.com**

Ameri-Can Engineering's Bird passes away

Ronald C. "Ron" Bird, founder of Ameri-Can Engineering Co., passed away Aug. 30, 2021. He was 89.

Bird and his wife, Gladys, founded the company in 1988 and were considered innovators for their designs of restroom and shower trailer systems. The Birds won the 2005 Andy Gump Lifetime Achievement Award from the Portable Sanitation Association International.

"Ron loved the people of the industry and the trade shows," says Keegan Campbell, chief operating officer for Ameri-Can, based in Argos, Indiana. "The sight of Ameri-Can trailers set up in a trade show booth would bring Ron to tears of joy and pride. He instilled that pride into every team member of Ameri-Can Engineering past, present and future."

Bird is survived by children Kimberly Young, Sandi Korzen, David Bird, Steven Cook, David Harling, Thomas Harling, Patricia Lontz, Kathy Harling and Garry Harling; 26 grandchildren and 30 great-grandchildren. Preceding Bird in death were his wife, Gladys, and sons Robert Harling and Warren Harling. ■



Ronald C. "Ron" Bird and his wife, Gladys.

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New Imperial 980 U.S. gallon, portable toilet service unit mounted on a 2022 Ford F550 cab and chassis with a Masport HXL4 pump package. (Stock #13988). **www.VacuumSalesInc.com. (888) VAC-UNIT (822-8648).** (TBM)

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LET'S STICK TOGETHER AS AN INDUSTRY AND GET THROUGH IT

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It's not a situation any of us want to find ourselves in. And while PolyJohn isn't immune to these challenges and doesn't have a quick fix, we want you to know that we aren't going to abandon you. We are doing our best to listen to your concerns, minimize the negatives and help you out however we can.

It's important that we come together as an industry and support each other until we succeed in navigating through these difficult times.



For ideas of how to get into the holiday spirit throughout the year with decorated portable toilets, check out **INFOGRAPHIC: Holiday Toilet Decoration Ideas** at PROHOLIDAYTOILETDECOR.COM



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