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LOVETT SERVICES TRAINING PLEASES TEAM MEMBERS AND PROVIDES A BUSINESS EDGE **PAGE 12**

WATERJET CLEANING AND ACCESSORIES

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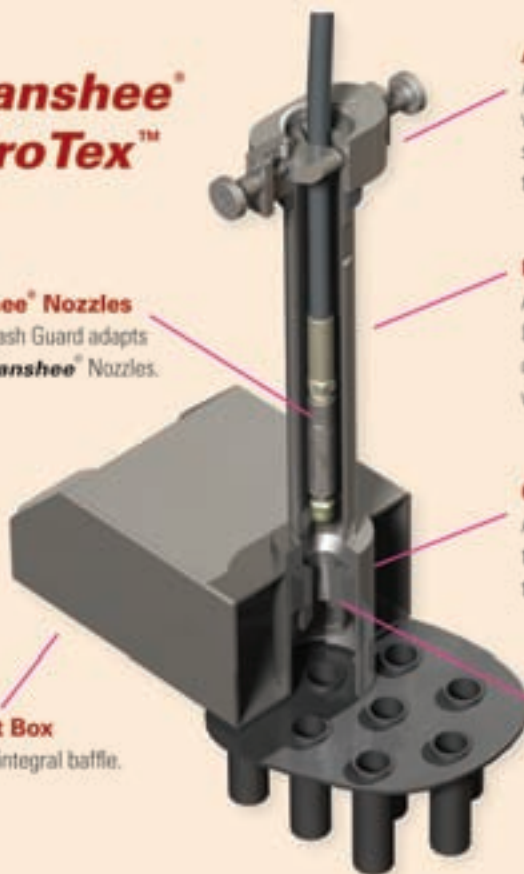
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features

12 Happy Employees, Big Dividends
By Lisa Balcerak



On the cover: Ti Sutherland leads the electrical, plumbing and roofer divisions of Lovett Services in Portland, Ore. The company's Lovett University, which provides employees with job-related training and personal enrichment classes, has proven to be a winning formula. (Photography by Christopher Lee Evacko)

28 Shifting Gears

A southeast Wisconsin plumber turns to drain cleaning as a new and stable source of business – and finds satisfaction in lasting customer relationships.
By Paul Holley

departments

10 From the Editor: Learning Is Power

Wise people through the ages, and wise service contractors, understand that investments in training and education bring big and reliable returns.
By Ted J. Rulseh

22 Safety First: Small Yet Deadly

Care is needed when using low-horsepower gasoline engines in indoor or semi-enclosed spaces.
By Ted J. Rulseh

36 Money Machines: Being the Joneses

A well-equipped, highly efficient and comfortable pipe inspection vehicle helps give a Utah contractor an extra step on competitors.
By Ken Wysocky

42 Money Manager: Avoiding Tax Pitfalls

Understanding these basic rules and procedures will help you keep more of your money and stay in the clear with the IRS.
By Fred S. Steingold

48 Product Focus: Waterjet Cleaning and Accessories

By Pete Litterski

54 Tough Job: The Light Fantastic

A UV-cured lining system provides the solution for a badly deteriorated 12-inch combined sewer in Cincinnati.
By Scottie Dayton

58 Industry News

62 Case Studies: Waterjet Cleaning and Accessories

By Scottie Dayton

64 Product News

Product Spotlight: Safety Sewer Drain Simplifies Cleanout Removal
By Ed Wodalski

74 Better Business: Defining Success

The word means different things to different people. In the end, a successful life for most means more than accomplishments and possessions.
By Dr. Linda Seger

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Special issue: Mainline Sewer Inspection

- Safety First: Causes and treatment for tinnitus
- Money Manager: Protect yourself against embezzlers
- Profile: Subterrain Technologies, Inc., Palmetto, Fla.
- Profile: Central Iowa Televising, Story City, Iowa
- Tough Job: CIPP lining helps protect a landmark in Key West, Fla.

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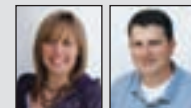
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August 2011 Advertiser Index

1-800-GOT-ROOTS? America's Sewer Service Experts

1-800-Got-Roots 40

A

Allan J. Coleman Co. 21, 43



Amazing Machinery, Inc. 44



Aqua Mole Technologies 52



Aries Industries, Inc. 23

Arthur Products 46

B



Bandlock Corp. 61



Bowman Tool Co. & Systems 40

C

Cable Center, The 59, 63



Cam Spray 56



Central Oklahoma Winnelson ... 53



Chempure Products Corp. 65



CityWide Development Group, Inc. ... 18



Coast Manufacturing 15

Coxreels 51



CUES, Inc. 57

D



Drainables Direct 60



Duracable Manufacturing Co. ... 24

E



Easy CAM, LLC 10



Electric Eel Mfg. 61



Envirosight, LLC 5



ENZ USA, Inc. 59

F



F.S. Solutions 44

Forbest Products Co. 61

G

Gamajet Cleaning Systems 27



GapVax Incorporated 75



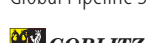
Gardner Denver Waterjetting 17



General Pipe Cleaners 2



Global Pipeline Systems 57



Gorlitz Sewer & Drain, Inc. 41



Guzzler Manufacturing, Inc. 25

H

HammerHead, an Earth Tool Co. 66



Hannay Reels 37



Hi-Vac Corporation 31

J



Jetstream of Houston 39

K



Ken-Way Corp. 46

L



Lansas Products Mfg. 52

LaPlace Equipment Company ... 57



LMK Technologies 40

M

Masterliner, Inc. 58



Milwaukee Rubber Products 56

Mr. Rooter Corp. 20



MyTana Mfg. Company, Inc. 19

N

NAWT, Inc. 69



NLB Corp. 33, 53



NozzTeq, Inc. 56

O

Oceanquip, LLC 51

P



Pat's Pump & Blower 40



Perma-Liner Industries 11



Pipeline Analytics 15



PipeLogix, Inc. 60

Piranha Hose Products 52

PrimeLine Products, Inc. 62



Pulsar 2000 34

R



Ratech Electronics Ltd. 38

Reelcraft Industries, Inc. 47



RIDGID 7



RS Technical Services 46

S



Safety Corporation of America .. 22

Sanitation Insurance Services 20



Scooter Video 35



Southland Tool Mfg. Inc. 47



Spartan Tool, LLC 76

SPiR STAR 15



Standard Equipment Co. 73



StoneAge, Inc. 4, 34

T



T&T Tools, Inc. 26



TRY TEK Machine Works, Inc. 58



TV Ferret, Inc. 51

U



US Jetting, LLC 9

V



Vac-Con, Inc. 3



Vacuum Sales, Inc. 38



Vivax-Metrotech Corp. 26

Vu-Rite Video Inspection Systems 24

W



Water Cannon, Inc. 13

WJTA - IMCA 45

Marketplace 67-69

Classifieds 70-73

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Ted J. Rulseh

Learning Is Power

WISE PEOPLE THROUGH THE AGES, AND WISE SERVICE CONTRACTORS, UNDERSTAND THAT INVESTMENTS IN TRAINING AND EDUCATION BRING BIG AND RELIABLE RETURNS.

BY TED J. RULSEH, EDITOR

“Learning is not compulsory ... neither is survival.”

W. Edwards Deming

* * *

Have you ever been tossed into a work situation for which (whether you knew it or not) you were unprepared?

It happened to me when I was promoted from an account representative role in an ad agency to a supervisor’s job. I thought being a supervisor meant mainly being a super account rep. I didn’t grasp that now my role was to get the most from my team – not to be an individual high performer.

I failed miserably – my own fault. On the other hand, I got no mentoring from within the company and was not sent to any training. Maybe if those resources had been available, things would have gone better. What about your people? Are you preparing them adequately for whatever role you expect them to fill?

* * *

“The school is the last expenditure upon which America should be willing to economize.”

Franklin D. Roosevelt

* * *

This month’s *Cleaner* focuses on Lovett Services of Portland, Ore., and its training and continuing education program, Lovett University. Many cleaning contractors invest in training, some quite generously. Lovett Services goes clear over the top.

The university, started in 2009, offers a dozen courses, most required to some degree, depending on the person’s position. How do they afford it all? Well, they’re a pretty big company, but that’s not the full explanation. Their attitude is that they can’t afford not to train their people to high levels of competence.

“If you think education is expensive, try ignorance.”

Andy McIntyre

* * *

What are the costs of sending technicians to the field without proper training? Most likely, unhappy customers. Mistreated equipment. Inefficiency. Harm to your company’s reputation. Or maybe worst of all, a serious accident because someone failed to recognize a hazard or used a machine improperly.

Now consider: What are the costs of failing to train the people who answer the phones? Skimping on training for first-line supervisors? Neglecting your own professional education?

* * *

“Learning is like rowing upstream: Not to advance is to drop back.”

Chinese Proverb

* * *

As you contemplate the importance of training, think also about what your competitors are doing. What happens if they have formal training programs, if they regularly attend industry trade shows and conferences, if they send themselves to management seminars – and you don’t?

You’ll lose ground. On the flip side, if you educate and train better than everybody else in your market, you’re likely to have an advantage. Your customers will notice the difference – in your technicians’ confidence and efficiency, and in your office associates’ courtesy and knowledge.

* * *

“Man’s mind, once stretched by a new idea, never regains its original dimensions.”

Oliver Wendell Holmes

* * *

If you’re a smaller company, not a place with 50 or 100 employees, you probably can’t duplicate what Lovett Services does, and most likely you don’t need to. But that company’s example can at least give cause for an owner to ask: Are we doing all the training we should? Could we benefit from taking it up a notch?

Training and education have the power to multiply the effectiveness of each individual and of an entire team. Our venerable 16th president may have said it best:

* * *

“If I had six hours to chop down a tree, I’d spend the first four hours sharpening the axe.”

Abraham Lincoln

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Well-trained technicians are a hallmark of Lovett Services. Here, Corey Mohr, field technician/equipment manager, uses a Harben trailer jetter to clear a clogged catch basin drain. (Photography by Christopher Lee Evacko)

Happy Employees, BIG DIVIDENDS

AN IN-HOUSE UNIVERSITY GIVES LOVETT SERVICES EMPLOYEES A LEG UP IN THE COMPETITIVE MARKETPLACE, ALONG WITH PERSONAL ENRICHMENT
BY LISA BALCERAK

A well-trained team can make the difference between business success and failure. Lovett Services in Portland, Ore., has built a loyal workforce by also helping its people become happier and more well-rounded. Technicians, administrative staff and management all attend Lovett University to learn everything from customer service to ladder safety to Investing 101.

“We expose all Lovett employees to the big picture, not just the part they play,” says Ti Sutherland, division manager for Lovett’s electrical, plumbing and roofer divisions. “They learn how their part affects the whole company.”

Dale Lovett founded Lovett Services in 1997 with an excavator and a dump truck. By 2005, the company expanded to offer full-service plumbing, drain cleaning and directional drilling for residential, commercial, industrial and municipal customers. Electrical services were added in 2007, and concrete restoration/waterproofing earlier this year.

Today, Lovett has 50 employees across all divisions – 35 technicians on the plumbing and roofer side, which accounts for 40 percent of revenue. The company serves an area with two million population in the Portland and greater Vancouver areas.

profile

LOVETT SERVICES, PORTLAND, ORE.



OWNER:	Dale Lovett
SERVICE AREA:	Portland and Vancouver metro areas
YEARS IN BUSINESS:	14
STAFF:	35 (plumbing and roofer divisions)
FLEET:	25 service trucks
WEBSITE:	www.lovettservices.com

BEING AGILE

Lovett technicians drive 25 box-style trucks stocked with equipment and inventory. The fleet includes primarily Gorlitz cable machines, about 20 in all, in a range of sizes to suit the scope of drains to be serviced. The firm also uses six RIDGID sewer cameras, six Ditch Witch Jet Trac directional drilling rigs in different capacities, eight Yanmar excavators, and one Komatsu excavator.

By having in-house capabilities beyond plumbing, Lovett has built a name for itself in a competitive field. “A plumbing and drain-cleaning project can quickly take a turn and require an electrician or the installation of an under-

(continued)

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ground utility,” says general manager Dustin Wolfe. “We have that talent in-house, so we don’t need a subcontractor and can get the work done quickly and efficiently.”

Lovett technicians have learned that when customers call, they are usually describing a symptom of a larger problem – so they need to be adaptable. For example, a technician may go to service a backed-up drain but learn that the real problem is a collapsed or dilapidated drain line that may need replacing. The drain technician can then contact a co-worker in the excavation group for horizontal directional drilling. Then a Lovett plumber can make the connections to the water or sewer lines.

In some states, updates to the electrical system within a home may need to be made current with code when plumbing lines are replaced. In that situation, Lovett has the electrical staff to help complete the project.

LEARNING FOR LIFE

Lovett takes great pride in its employees: The goal is to build a culture of continual self-improvement and to educate employees on what work culture means and how it benefits everyone. That’s the impetus behind Lovett University.

“The fact that a customer’s drain is now working is important, but we teach that we will be judged on a lot of other things besides our technical know-how,” Wolfe says.

All employees take part in a mentor-style orientation that introduces them quickly to the Lovett culture. “We look for talented people who bring substantial skills to the table, but our goal is to show all employees that they don’t just work for Lovett; they *are* Lovett,” Wolfe says.

Employees can enter the mentor program to learn a new skill or work on a skill they want to improve. For example, an excavator technician who wants to become an apprentice or work in a different division can be partnered with a mentor in that area. An administrator can learn management skills from a mentor to prepare for a future in management.



Lovett Services technicians like Corey Mohr are trained to be adaptable and solve real problems, instead of simply curing symptoms.

“We expose all Lovett employees to the big picture, not just the part they play. They learn how their part affects the whole company.”

Ti Sutherland

LOVETT UNIVERSITY

In the fall of 2009, with the realization that the company’s future depended on its people, management began the process of harvesting knowledge that employees brought to the table. They also determined the best way to share that knowledge, expertise and attitude. As a result, Lovett University was launched in the spring of 2010.

Instructors have been in-house, utilizing the expertise and talent of Lovett employees. Employees have been asked for their input on course design and content, as well. Lovett also has found that many vendors would be happy to play a role in the Lovett University course curriculum in the future.

(continued)



Travis Stovall, financial adviser, leads one of the Lovett University courses. All employees take part in the mentor-style orientation that introduces them quickly to the Lovett culture. Lovett University offers classes before and after the regular workday for employees’ convenience.

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Division manager Ti Sutherland and general manager Dustin Wolfe take a conference call. Lovett Services covers an area with two million population in the Portland and greater Vancouver areas.

Lovett University offers one- to four-hour classes before and after the regular workday for employees' convenience. Classes are conducted on-site in a large conference room that easily accommodates up to 24 people. One of the first classes everyone takes is Customer Service 101, which covers how powerful each employee is in creating a positive perception with customers. The next stop at Lovett University is Finance 101 where all employees learn how profit and loss works.

"The fact that a customer's drain is now working is important, but we teach that we will be judged on a lot of other things besides our technical know-how."

Dustin Wolfe

From the top line to the bottom line, and all points in between, the class discusses where and how each person affects profitability and the company's ability to grow. "We've found that most employees were not exposed to this aspect of doing business while in school or training, and understanding the big picture is important for everyone," Sutherland says.

SOMETHING FOR ALL

Members of the management team can take finance courses, as well as classes on interviewing techniques, human resources, vision, mission, values, goal-setting and business objectives. Lovett also requires in-house job-related courses for technicians.

In all, there are currently 16 classes on the agenda, with plans to add 10 to 12 more this year. These classes include: Customer Service 101; Finance 101; Investing 101; Estimating and Bidding; Behavioral Interviewing Techniques; Visions, Missions and Values; Financial Planning 201; Setting Goals and Objectives; The Legal Aspects of Human Resource Management; Introduction to Emotional Intelligence; Understanding Workmen's Compensation; Lasers

and Grade 101; HDPE Pipe Fusion Certification; Competent Person for Trench Safety; Confined Space Certification and Fork Lift Certification. Additional programs and classes for the remainder of 2011 include Positive and Progressive Discipline; Sales Training 101 and 201; Job Site Behavior; CPR; Lock-out-Tag-out; and Fall Protection.

Most classes do not include tests except for certification classes that require them. Instead, instructors use exercises during class to demonstrate the practical application of what students just learned.

"Numerous classes are required for all Lovett employees, as we feel it is the best way to expose them to the Lovett culture and make sure we are all on the same agenda," Wolfe says.

To pay back employees for their contributions, and to build character in the staff, Lovett offers optional courses that don't directly relate to the business. For example, Investing 101 discusses the basics of personal investing, the value of money, and investment options.

THE PRICE OF SUCCESS

The cost for time and resources for such a comprehensive training program may be significant, but its payback is large enough to justify and sustain it.

"The more classes we do, the more we ask how we can afford NOT to offer them," says Ti Sutherland, division manager for Lovett's electrical, plumbing and roofer divisions. "The feedback from participants is great. We don't look at Lovett University as an expense but as an investment, and we witness both immediate and long-term return on that investment. Lovett University supports and defines our culture: *Building On Our People First.*"

Helping employees on a personal level creates a positive influence that carries over to work: People care about each other and the company and want to give back. "Investing in our employees pays us back by creating a more rewarding workplace where people want to be," says Sutherland. "Lovett is a center for human potential."

Customers notice the difference in Lovett employees, and that feedback drives the company's leaders to continue investing in the staff. "We get comments from customers saying, 'Wow. What are you doing over there? Your employees are so passionate about their job, so excited. The customer service is outstanding!'" says Wolfe.

Happy customers have led to a 90 percent repeat and referral business rate. Happy employees have led to nearly 100 percent staff retention. Building up people and focusing on self-improvement pays dividends on multiple levels.

(continued)

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The Lovett team includes, from left, Corey Mohr, field technician/equipment manager; Tom Wolfe, excavation department manager; Dustin Wolfe, general manager; Stan "JJ" Chapman, directional drill department manager; and Ti Sutherland, division manager.

"We don't pay employees the highest in the area, but the environment here is so different from anywhere else," Wolfe says. "Employees like showing up. Dale Lovett gets letters from employee spouses thanking us for what we did to change their partners' attitudes about work and life. We are attracting talent here."

"Price isn't the most important variable anymore. It's about building relationships and showing commitment to customer service ...

It's about creating and maintaining relationships."

Ti Sutherland

CHANGING INDUSTRY

Lovett observes that over the past few years, customers have come to expect more from their plumbing and drain service providers: Price-based competition is a thing of the past, and there is more opportunity for companies that focus on customer service.

"Price isn't the most important variable anymore," says Sutherland. "It's about building relationships and showing commitment to customer service. We rise to the challenge when a customer has a concern, and we've made a name as a company that will go above and beyond to make it right. It's not about making the quick dollar. It's about creating and maintaining relationships."

Lovett employees aren't paid by commission, and so they are free to make decisions in the best interests of customers. "It's just another way that Lovett employees can learn from one another and work together in a balanced way," says Sutherland. "Your employees will decide your future well before you do." c

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Small Yet Deadly

CARE IS NEEDED WHEN USING LOW-HORSEPOWER GASOLINE ENGINES IN INDOOR OR SEMI-ENCLOSED SPACES

BY TED J. RULSEH

Small doesn't necessarily mean safe. Low-horsepower gasoline engines like those used on pressure washers, portable waterjetters, air compressors, and generators produce carbon monoxide in exhaust just as larger engines do. When used for work indoors or in semi-enclosed spaces, they need to be treated with care.

"Carbon monoxide (CO) can rapidly accumulate even in areas that appear to be well ventilated and build up to dangerous or fatal concentrations within minutes," according to a fact sheet from the National Institute for Occupational Safety and Health. If you doubt it, consider these examples cited by NIOSH:

- A plumber used a gasoline-powered concrete saw in a basement with open doors and windows and a cooling fan. He got a severe headache, dizziness and other symptoms related to CO poisoning.

- A farmer died of CO poisoning while using a pressure washer with an 11 hp engine to clean his barn. He had worked 30 minutes before being overcome.
- A worker at a water treatment plant lost consciousness working in a large room with an 8 hp gasoline-powered pump. Doors next to the work area were open. His hospital diagnosis was CO poisoning.
- Five workers were treated for CO poisoning after using two 8 hp pressure washers in a poorly ventilated parking garage.

These examples show a range of CO effects in varied settings, with exposures lasting different amounts of time and with different types of ventilation. Even opening doors and windows and using fans did not ensure safety. CO is a dangerous poison, and operating gasoline engines and tools indoors is risky.

Small gasoline engines and tools produce high concentrations of CO – a poisonous gas that can cause illness, permanent nervous system damage and death. Because it is colorless, odorless, and nonirritating, CO can overcome a person without warning. People can quickly show symptoms that inhibit their ability to seek safety.

Many workers gain a false sense of security because they are familiar with small engines, having used them many times before. To prevent CO poisoning, NIOSH offers several recommendations for employers and equipment users.

- Don't allow use of tools powered by gasoline engines inside buildings or in partially enclosed areas unless the engine can be located outside, away from air intakes. For example, always place the pump and power unit of a pressure washer outside and run only the high-pressure wash line inside.
- Consider using tools powered by electricity or compressed air for indoor jobs where practical and where it is safe to do so.
- Learn the symptoms of CO overexposure: headache, nausea, weakness, dizziness, visual disturbances, changes in personality, loss of consciousness. Any of these can occur within minutes. Watch co-workers for symptoms.
- If you have any symptoms, immediately turn off equipment and go outdoors or to a place with uncontaminated air.
- Call 911 for medical attention or assistance if symptoms occur. Do not drive a motor vehicle – get someone else to drive you to a health care facility.
- Use personal CO monitors where potential sources of CO exist. Monitors should have audible alarms to warn workers when CO levels are high.

In addition, employers should conduct workplace surveys to identify potential sources of CO exposure, and educate workers about the sources of CO and conditions that may result in CO poisoning.

Don't let a small and inexpensive work tool become the cause of an incident that costs you dearly – most of all through the loss of a valued employee. **c**

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Shifting GEARS

A SOUTHEAST WISCONSIN PLUMBER TURNS TO DRAIN CLEANING AS A NEW AND STABLE SOURCE OF BUSINESS – AND FINDS SATISFACTION IN LASTING CUSTOMER RELATIONSHIPS **BY PAUL HOLLEY**

Reinvention is the name of the game for John Donovan. During the past four years, he has changed the course of his business from bidding on plumbing installation contracts to providing drain cleaning and general plumbing services as owner of Mr. Rooter of Southeast Wisconsin.



John Donovan, owner of Mr. Rooter of Southeast Wisconsin, changed the course of his business from plumbing installation to drain cleaning and general plumbing services. Here, service technician Derek Hanson cleans a drain for a business customer. (Photography by Gregory Shaver)



LEFT PHOTO: Service technician Ray Templeman loads equipment into one of the company's well-stocked service vans. RIGHT PHOTO: Members of the team talk over business strategy.

Donovan's journey included learning about and buying drain service equipment, adopting a customer-service mindset and surviving the Great Recession of 2008-09. "I was delightfully naïve about what I needed to know," he says. "Fortunately, I learned very quickly."

Today he has seven employees and a fleet of four well-equipped service vehicles and provides drain- and sewer-related services that include cleaning, waterjetting, and cured-in-place pipe lining. His robust marketing program includes both traditional directory advertising and ventures online with a website and presences on social networking sites.

APPRENTICE TO ENTREPRENEUR

While he didn't think of it at the time, Donovan, 49, had reinvented himself before he started his business. In the early 1990s, he left a job as traffic

he started to see glimmers that the region's construction boom couldn't be sustained, especially when the buzz among contractors and subcontractors was about the possibility of lenders foreclosing on weak projects.

So, when representatives of The Dwyer Group, owner of the Mr. Rooter franchise organization, contacted him that summer, Donovan listened. He thought diversifying into residential drain cleaning and general plumbing would be a good long-term strategy, and he believed access to a national brand and its advertising, training, operating procedures and dispatching software would provide a head start.

By December, Donovan launched Mr. Rooter of Southeast Wisconsin, covering a three-county area. His journey was just starting.

THE LEARNING CURVE

Donovan had to get used to the idea of serving an 80 percent residential customer base and building repeat business instead of just bidding on one-time jobs. "The contractor doesn't always speak the customer's language," he says. "But, when you're running a service-oriented business, it causes you to meet and relate to people. I've found I really like that."



"I was delightfully naïve about what I needed to know. Fortunately, I learned very quickly."

John Donovan

manager at a manufacturer to join the five-year apprenticeship program of the Plumber Union Local 75 in Milwaukee. "It seemed like a good opportunity to control my own future and career," he says. "I felt the need to do something different."

After working at two Milwaukee-area mechanical contractors and achieving master plumber status in 2003, Donovan started Donovan Plumbing, handling commercial and residential installations and remodeling. In about 2006,

Donovan also quickly saw that he needed to devote time to business development. "In a little company when you're busy, you're not generating new business," he says. "You've got to be paying attention to that. I think that's a hard thing for a tradesman to put his head around."

Donovan's learning curve also included buying and equipping a service truck from the ground up. "The biggest shocker was buying cameras," he says. "As a contractor, that was something I hadn't used. They're highly recommended



Mr. Rooter owner John Donovan sets high standards when hiring technicians. He looks for excellent people skills in particular. Technicians have individual annual sales and service goals.

To maximize cash flow, he stretched out payments to vendors to 60 days and worked out a temporary rent reduction from his landlord. That allowed him to retain his three full-time and two part-time employees. Next, finding that his four skid-mounted jetters lacked the cleaning power he needed, Donovan sold two of them and bought his trailer jetter.

"I couldn't sleep when I first decided to buy it, but it turned out to be a life-saving decision," he says. "We would have been out of business if not for that jetter. I really believe that." Besides using it for his own work, Donovan subcontracts it to other area plumbers. Equipped with a Warthog nozzle (StoneAge), the unit is very effective on roots. It enabled him to triple his sewer cleaning volume.

Nevertheless, 2009 was a lean year as residential customers chose to delay all but emergency plumbing projects.

(continued)

to diagnose problems and share the information with customers. I'm glad I have them."

A fully equipped service truck was a \$55,000 outlay, including decals and paint. Donovan financed his first truck through his bank and bought the tools and equipment on his own. Mr. Rooter of Southeast Wisconsin now runs four service trucks – a Chevrolet 1-ton cube van, a GMC 1-ton cube van and two GMC service vans. The equipment roster includes:

- Three RIDGID compact color cameras
- Two RIDGID Scout locators
- Two Mini SeeSnake cameras from RIDGID
- A PROvision 2.0 camera from Spartan Tool LLC
- Five drum machines from RIDGID (a K-7500, two K-6200s and two K-3800s)
- Four cable machines from Spartan Tool (a Model 2001, two Model 81s and a Model 100)
- A model J3080 jetter from General Pipe Cleaners (3,000 psi/8 gpm)
- A model KJ-3000 jetter from RIDGID (3,000 psi/4 gpm)
- A trailer-mounted model jetter from US Jetting (4,000 psi/18 gpm)
- A MaxLiner lateral lining system from PrimeLine Products

BOTTOMING OUT

The company's first year was busy and successful, and Donovan enjoyed the problem-solving aspect of drain cleaning. He added a second service truck in summer 2007 and planned to phase out his bid contract work over 18 months.

"We started out with a bang. I was very excited. Then, it got really, really scary," he says. Service call volume started to drop off in the second quarter of 2008 and didn't recover for nearly a year. Donovan continued with bid work for remodeling and plumbing upgrade projects, but those dried up by the end of 2008.

BUYING SMART

In mid-2009, John Donovan, owner of Mr. Rooter of Southeast Wisconsin, thought he could smell an opportunity. "About 15 percent of the sewers we were cleaning needed repair, and half of those needed lining," he says. "I figured there was an opportunity to grow."

There were just a couple of small problems. Donovan didn't own lining equipment and couldn't afford to buy new. But he suspected that struggling plumbing and construction contractors might be disposing of surplus equipment.

So, he started shopping. Among his calls was Alpine Leasing Inc. of Anaheim Calif., which had an available MaxLiner lateral lining system from PrimeLine Products Inc. Alpine had repossessed the almost-new equipment from an East Coast plumbing contractor.

Donovan struck a three-year deal to lease the equipment for much less than the price of a new unit. In addition, Pipeline Supply Co., the company that originally sold the equipment, offered free training for Donovan and his technicians. "It has added to our bottom line," he says. "We may go a couple of months without using it and then get two or three calls in a row."

Donovan sees equipment purchases as an investment in capacity. Among the items on his shopping list are an all-weather, high-pressure waterjetting unit and more video inspection gear. He's also considering adding excavation and shoring equipment. Donovan offers these suggestions for effective equipment purchasing.

Network. "I talk to people I know in the industry. The Pumper & Cleaner Expo provides a great opportunity for that."

Buy a little more power than you need. "The extra flexibility you get is worth it. You can't turn up the flame on a candle."

Buy for the future. "Unfortunately, some people look at equipment as toys. It's really an investment."

Don't be afraid to ask the wrong question. "I learned a lot about drain cleaning and equipment by asking a lot of questions."

Shop, shop, shop. Donovan regularly scours classified ads in industry trade magazines and websites, contacts manufacturers, and calls on banks and commercial leasing companies for leads on quality equipment.

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John Donovan, center, with members of the team at Mr. Rooter of Southeast Wisconsin: from left, service technicians Dave Ziensky, Shane Donovan, Derek Hanson, and Ray Templeman.

SILVER LININGS

The next year was surprisingly better, and Donovan began to expand again and chart a new growth path. Today, the firm has four technicians, an office manager/dispatcher, and an employee who assists with dispatch and coordinates marketing, including managing the website. Recently, the company began using Facebook and Twitter to stay in touch with customers.

“About 60 percent of our new customers come through the Yellow Pages because that’s where people tend to go in an emergency. But the under-40 demographic has huge potential, and they are more oriented to the Internet.”

John Donovan

Yellow Pages directory advertising accounts for about two-thirds of the company’s marketing budget, and the rest goes for Internet and direct mail. Donovan expects the website and online advertising to prevail eventually.

“Because there are such high numbers of homeowners, there is still an emphasis on the Yellow Pages,” he says. “About 60 percent of our new customers come through the Yellow Pages because that’s where people tend to go in an emergency. But the under-40 demographic has huge potential, and they are more oriented to the Internet.”

Donovan is selective when hiring technicians. “A technician who works for us has to be a people person with terrific people skills,” he says. “You have to be a listener, a detective and a mechanic. That’s not always an easy combination to find.” He has had success recruiting from the Craigslist website and from his technicians’ referrals. One departing technician referred his own brother for a job.

The technicians have individual annual sales and service goals for earning bonuses. “It’s important that they’re successful today so we’ll have success for the future,” Donovan says.

LESSONS LEARNED

Donovan calls the 2008-09 recession, “a real business education. Today, I think we’re better off for it.” Among the lessons learned:

Be there for your customers. “To me, nothing is more sacred than answering the customer call. If you really want to be in business, you’d better have you or your people answering the phone.”

Invest quality time in your business. To keep from getting caught up in day-to-day issues, he blocks out time each week for planning and assessment.

Be willing and able to change with conditions. “The market changed dramatically and we had to change with it.” Consumers who once were satisfied with good service now expect providers also to deliver value, such as maintenance advice.

Pay attention to the dollars. His highest priority is to maintain a cash reserve to cover two months of payroll expenses.

Donovan knows he has more to learn. In early 2011, he enrolled in a short course from the local Service Corps of Retired Executives (SCORE) chapter on creating balance sheets and profit-and-loss statements. “I don’t think I’ll ever stop learning,” he says. **C**

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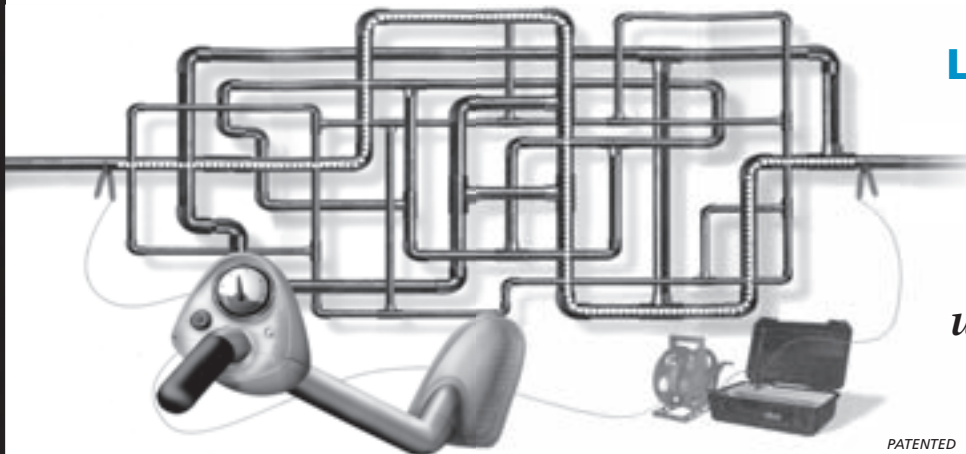
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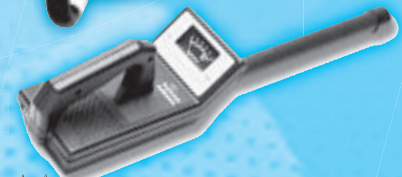
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Being the Joneses

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BY KEN WYSOCKY

The way brothers Mark and Dave Denny see the world of municipal sewer maintenance, it's better to be the Joneses than to try keeping up with them. The brothers, co-owners of Twin "D" Inc. in Layton, Utah, recently bought their seventh inspection camera truck from CUES.

Sewer cameras face harsh conditions, Mark observes. "There's real value in buying new equipment. People say they can't afford a \$200,000 camera van, but the real question is: Can you afford the downtime associated with an older piece of equipment?"

"Downtime has a price. You get upset customers, fall behind schedule and lose quality time in the pipe. New equipment also is very important for us because you have to keep up with technology, which is changing all the time."

FAST SETUP

Built on a 2011 Dodge 4500 chassis with a 16-foot box body from America's Body Co., the Evolution Series truck carries a Summit K2 video inspection system with Granite XP software; an OZII camera with full pan-and-tilt function, 360-degree rotating head and 40:1 zoom capability; wireless handheld controllers; an Ultra Shorty 21 self-propelled camera transporter that can inspect 6- to 24-inch pipes; and 1,500 feet of cable, 500 feet longer than standard. The brothers ordered the longer cable because it helps reduce setup and breakdown times and boosts productivity.

"The time you need to set up the video equipment is nonprofit time because you're not getting paid for the camera unless it's crawling down the

money machines

OWNER:	Twin "D" Inc., Layton, Utah
FUNCTION:	Pipeline video inspection truck
VEHICLE:	2011 Dodge 4500 chassis, box body from America's Body Co.
EQUIPMENT:	CUES CCTV camera system, fuel-efficient diesel engine and diesel generator
COST:	\$200,000

Twin "D" invested in this CUES camera inspection truck, which includes a Summit K2 video inspection system and OZII camera with full pan-and-tilt function. (Photo courtesy of Twin "D")



pipe,” says Dave. “If you can eliminate 15 minutes of setup time and get paid for 1,500 feet instead of 1,000 feet of inspection, you’re inspecting one-third more footage per setup, and your profitability goes up significantly.”

In addition, the longer cable allows crews to access remote locations where they can’t set up a truck over a manhole. For example, the company inspects earthen dams and reservoirs where crews must park atop a dam, then carry a cable to the bottom.

STINGY ON FUEL

The truck gets almost twice the mileage of the unit it replaces with a fuel-efficient 6.7-liter Cummins diesel engine. It also has a more fuel-efficient diesel generator made by Onan Corp. (a Cummins subsidiary) that is also quieter for working in residential neighborhoods or at night.

“The time you need to set up the video equipment is nonprofit time because you’re not getting paid for the camera unless it’s crawling down the pipe. If you can eliminate 15 minutes of setup time and get paid for 1,500 feet instead of 1,000 feet of inspection ... your profitability goes up significantly.”

Dave Denny

Creature comforts also boost productivity. Along with heating and air-conditioning, the truck offers a regular cab in place of a walk-through cab, providing more comfortable seating and a quieter environment. There’s also a mini-kitchen with a microwave oven. These comforts are important because crews cover all of Utah and part of southern Idaho and Wyoming.

“Some of our customers are 325 to 350 miles away,” Dave notes. “So the truck in effect has to serve as a mobile office. Our guys often work in cold weather, too, so if they’re comfortable in the truck, they’ll stay out in the field, instead of warming up in, say, a coffee shop. Overall, I’d say our crews are 10 to 15 percent more productive because of the truck’s comforts, plus the longer cable and minimal downtime.”

Dave also believes that if a vehicle is comfortable and new, crew members take more pride in it and take better care of it. “It’s good for them and the company,” he says. “There’s more cost at the start with new equipment, but it pays dividends in the long run through better productivity and profitability.”

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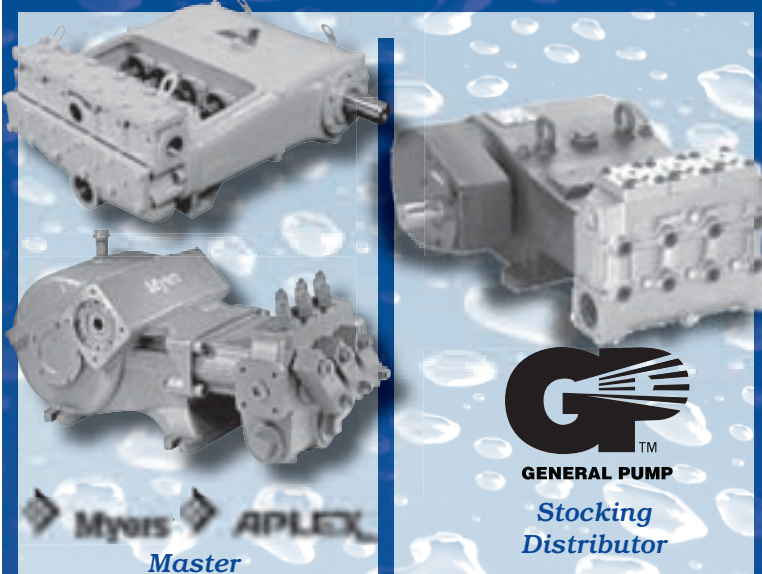
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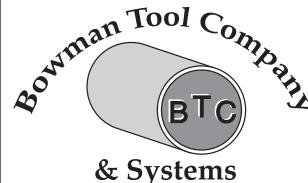
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Avoiding Tax Pitfalls

UNDERSTANDING THESE BASIC RULES AND PROCEDURES WILL HELP YOU KEEP MORE OF YOUR MONEY AND STAY IN THE CLEAR WITH THE IRS

BY FRED S. STEINGOLD



Fred S. Steingold practices law in Ann Arbor, Mich. He is the author of Legal Guide for Starting and Running a Small Business and The Employer's Legal Handbook, published by Nolo. Legal strategies may vary depending on the state in which you live and the specifics of your situation. See your lawyer for legal advice.

The tax laws contain pitfalls for the unwary business owner. Knowledge is your best defense. Here are four key areas you should be aware of.

Independent contractors

For some kinds of work – part-time bookkeeping, for example – you may have a choice of hiring an employee or independent contractor. There can be advantages to going the independent contractor route.

For starters, you don't have to withhold taxes from the worker's check, and you don't have to pay any Social Security tax. Your only responsibility is to complete a Form 1099-MISC if you pay the person \$600 or more during the year.

Also, you save the expense of providing an office or other workspace, and the ongoing expenses of fringe benefits and insurance. All in all, opting for an independent is often quite attractive – but not so fast. The IRS is looking over your shoulder.

If you treat someone as an independent contractor who is really an employee, you may have to pay the Social Security tax and the income tax you should have withheld. So who qualifies as an independent contractor and who doesn't?

A true independent contractor controls both the outcome of a project and the means of accomplishing it. And an independent contractor typically offers his or her services to the public at large – not to just one company.

The IRS weighs 20 factors in deciding if a person is an employee or a contractor.

If you're not sure how to classify someone, fill out IRS Form SS-8.

If the IRS reviews the form and agrees that the worker is a contractor, you're home free.

But it's more complicated than that. The IRS weighs 20 factors in deciding if a person is an employee or a contractor. If you're not sure how to classify someone, fill out IRS Form SS-8. If the IRS reviews the form and agrees that the worker is a contractor, you're home free. For more information, download IRS Publication 15-A – "Employer's Supplemental Tax Guide" – at www.irs.gov.

Estimated taxes

The money you earn as a sole proprietor, a partner, a shareholder in an S corporation, or a member of a typical LLC isn't subject to withholding – unless it's paid in the form of salary. However, you'll need to pay estimated taxes to the IRS.

You'll need to ask your accountant how much to pay in estimated taxes based on your income. Then, you'll make quarterly payments of estimated taxes during the year. What happens if you don't send in enough tax money during the year? You'll have to pay interest and penalties. For more details, get IRS Publication 505, "Tax Withholding and Estimated Taxes," available at the IRS website.

Employee taxes

As an employer, you'll be withholding income tax and Social Security tax from your employees' paychecks. Make sure you remit those withholdings to the IRS on time. If you don't, your business will owe substantial penalties. And that's not all. If you own a small business and are personally involved in its management, you can be held personally liable for those taxes and penalties if your business lacks the funds to pay them.

Unreasonable compensation

Here's a tax problem you may have to address if your business starts earning really big bucks. Suppose you set up your business as a corporation – not an S corporation, just a regular corporation. The corporation can pay salary and bonuses to you and deduct those payments as business expenses.

The net effect is that you pay income tax on this compensation, and the corporation pays no tax on those funds. That's great – your income is taxed just once.

But if the corporation pays you dividends, something different happens. The corporation can't deduct dividends when it computes its taxable income – and that's bad. Why? Because the dividends get taxed twice: once when the corporate earnings are reported, and again when you pay personal income tax.

Usually, you can avoid this problem by having the corporation pay you no

dividends – just salary and bonuses. The IRS will go along with this if your compensation is reasonable.

But if your corporation pays you salary

and bonuses that are excessive, the IRS treats the excess as dividends, which are double-taxed. The IRS may conclude that an annual salary of \$300,000 is peanuts for a major league baseball player, but out of line for the president of a small business.

So how do you protect yourself? Collect data on what other, similar executives are paid so you can justify your worth in the marketplace. Or see your accountant about shifting to S corporation status. No matter how much you earn from an S corporation, you're only taxed once. **c**

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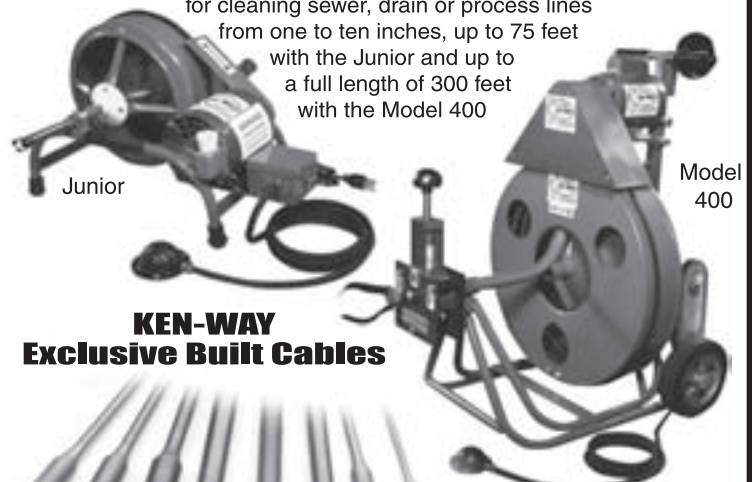
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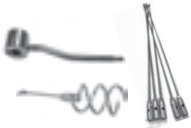
9" Catch basin spoon



Camera hook



Proofers



Sewer rods, tools accessories



Handy-clams 6' - 25'



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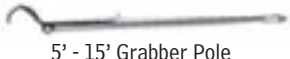
6-Wire, Finned and Football extensions



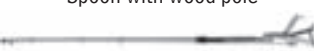
Fiberglass pole sets



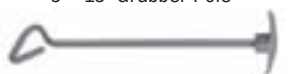
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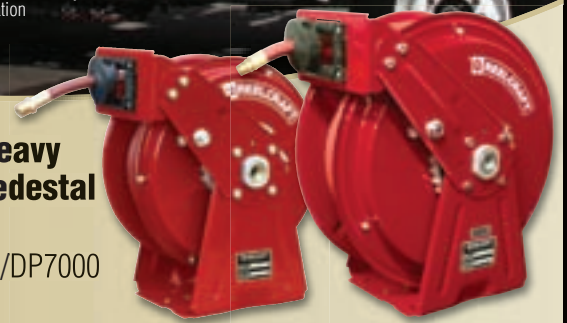
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The **RIDGID KJ-3100 waterjetter** clears blockages in 2- to 10-inch drain lines with 3,000 psi working pressure and 5.5 gpm flow. Powered by a 16 hp gasoline engine, it is mounted on a heavy-duty, two-wheeled cart that fits through standard-sized doors and negotiates tight turns.

The hose reel quickly detaches from the cart for easy loading into service vehicles and permits easy access to hard-to-reach drains. The 3/8-inch jetter hose is 200 feet long. The unit includes pulse action, which allows the cleaning head and hose to maneuver through traps and bends. The high-pressure pump is a triplex design with a corrosion-resistant brass head, forged for strength and durability. The unit comes with a propulsion nozzle that helps to carry the hose quickly through pipes to obstructions, and a penetrating nozzle to cut through ice and sludge. **800/474-3443; www.ridgid.com.**



NEW HOSE REELS

Series CT hose reels from **Reelcraft** store longer lengths of high-pressure wash hose. The reels include a balanced brass swivel and brake assembly attached to the main shaft, eliminating de-spooling when the reel is not in use. The inlet hose connects to the swivel through the tubular base. The reel is powder-coated at the component level for corrosion resistance. Reels are available for up to 100 feet of 5,000 psi hose. **800/444-3134; www.reelcraft.com.**



COMPACT ELECTRIC JETTER

Gorlitz Model GO 1500A Series jetters are compact, simple and portable and require limited maintenance. The frame has an integral carrying handle, a reel accessory tube, retractable pull handle and phenolic 4-inch wheels for easy transportation. All models include a custom-built dual-capacitor 2 hp electric motor drawing 19.8 amps at full load. The duplex ceramic plunger pump with dual pulsation generates more than 1,500 psi/2.1 gpm. The unit carries a 1/8-inch 50-foot trap hose to clear drain lines from 1 1/2 to 3 inches. The hose and reel connections have quick-disconnect fittings. An accessory tube accepts an optional reel for compact hose storage and operation. **877/446-7548; www.gorlitz.com.**



CRANK AND MOTORIZED REELS

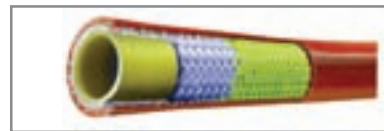
The **1125 Series** hand-crank and motorized hose reels from **Coxreels** include a low-profile outlet riser and open drum slot design, providing a non-crimping, flat, smooth hose wrap. The reels have full-flow, machined-from-solid swivels that allow for simple seal maintenance and fast and easy hose installation.

The CNC robotically welded steel A-frame keeps the reel rigid and free from bending and loosening, making it suitable for pressure washing, wash down, industrial and ground maintenance applications on stationary and mobile units. The reels are built of heavy-gauge steel and sealed with a long-lasting and chip-resistant CPC blue powder-coat finish. **800/269-7335; www.coxreels.com.**



ROOT REMOVAL TOOL

The **Cak** tool distributed by **UEMSI** allows operators to clean pipes filled with roots and deposit buildup and clear the materials out of the line. It uses a solid front blade and steel cables that rip out roots and scrape the pipe walls clean of scaling. Once the materials are broken free, the jets on the back of a root cutter flush them out. The tool can be attached to any root cutter motor system with a 1-inch main shaft. It comes with the main body, a 5- or 7-inch front solid blade, and three sets of cables from 6 to 30 inches. **800/666-0766; www.uemsi.com.**



THERMOPLASTIC HOSE

Piranha Hose Products, a Kuriyama Group Company, offers **Armor Belt** and **Slither** high-pressure thermoplastic sewer cleaning hoses. **Armor Belt** hose is constructed with a yellow polyolefin tube and is highly durable and resistant to cuts, abrasion and crushing. **Slither** hose with optional polyether urethane **Slither** cover is ultra slippery, allowing the hose to maneuver around and through difficult sewer bends. **800/250-5132; www.piranhahose.com.**



TRAILER JETTER

The **Bulldog** trailer-mounted waterjetter from **John Bean Sprayers** is a compact unit designed to be easy and efficient to operate. It includes wireless remote

control capability, jet pulsation, antifreeze circulation, a mini-jet system with quick-release mount, and an Udor 18 gpm/4,000 psi run-dry pump. Two lockable tool/accessory storage boxes are optional.

The hydraulically driven hose reel mounted on a bearing system provides easy access to the line regardless how the vehicle is parked. A 2 1/2-inch water fill system with air gap allows quick hydrant filling while protecting the potable water supply. The unit comes with a 2 5/16-inch ball hitch (pintle hitch available), electric brakes with an emergency activation system, and an electronic safety strobe light. Users can choose a 350- or 700-gallon black polyethylene tank. 800/241-2308; www.johnbeansprayers.com.

ELECTRIC AND GASOLINE JETTERS

Eel Jet EJ1500 electric and EJ3000 gasoline-power jetters from Electric Eel Mfg. are portable units for cleaning drain lines. The EJ1500 cleans 1 1/2- to 4-inch lines with a 1,500 psi/1.7 gpm pump, 1.5 hp/15-amp motor, duplex pump with pulsation, and reel with capacity for 150 feet of 1/4-inch hose.



The EJ3000 cleans 2- to 8-inch lines up to 300 feet long with a 3,000 psi/4.7 gpm pump, 13 hp overhead valve engine (electric start available), 2-to-1 gear-reduced triplex pump with pulsation, and a 300-foot-capacity hose reel. A throttle-back control automatically adjusts engine speed, and a low-tone muffler allows quiet operation. 800/833-1212; www.electriceel.com.

CLEANING WITH AIR AND WATER

The BL Swiper cleaning nozzle from NozzTeq comes in two sizes, for 8- to 18-inch pipes, and in a version with six water-jets and six air channels for pipes 15 inches and up. The design optimizes cleaning by using both water flow from the jets and air-flow in the pipe. The pressurized water flow creates jet streams, and the jet streams create thrust through the air channels. The channels are placed in the center of the nozzle so that the combined force of air and water cleans the pipe with less water usage. 866/620-5915; www.nozzteq.com.



INSPECTION AND CLEANING

Kleen-Vue system from KEG Technologies lets users clean lines and record and watch the process as it happens. The system gives the operator immediate visual feedback on pipe conditions, saving time, water and fuel. Users can clean, provide documentation, and maximize the effectiveness of traditional camera and video systems.

The camera system is wireless. Two cameras are factory installed on an eight- or 12-jet cleaning unit, providing forward and rear views. The unit is propelled by water pressure from the cleaning nozzle with KEG fluid mechanics. A water-powered turbine generates electrical power to the camera and lighting. A video receiver mounted at the manhole receives the images and forwards the signals to the monitor at the operator's station. The recording system then makes video records of the cleaning process. 866/595-0515; www.keg-pipe.com.

LOW-NOISE JETTER

The Warrior trailer jetter from Spartan Tool delivers 4,000 psi/18 gpm and cleans up to 24-inch pipes. When matched with the controlled rotation of a Warthog nozzle, the jetter becomes a root-cutting machine. The trailer's exterior shell serves as a sound dampener, eliminating the need for OSHA-mandated hearing protection. The 87 hp Kubota turbo diesel engine is matched to a Giant pump. Equipped with a full antifreeze system, a wash down kit and 75 feet of auxiliary hose for small drain lines, the machine also is available with a wireless remote control. 800/435-3866; www.spartantool.com.



HOT-WATER CART JETTER

The cart-mounted J/NP-1300-01 hot-water jetter/pressure washer from Amazing Machinery operates at up to 4,000 psi/3.5 gpm and can clean 2- to 6-inch lines. A 13 hp electric-start Vanguard motor powers a General direct-drive ceramic plunger pump with aqua pulse feature as well as an adjustable chemical injector.

A Wayne diesel-fired burner with a Schedule 80 coil heats water to 195 degrees F. The unit includes a hose reel and 150 feet of 1/4-inch low-friction sewer hose, allowing operators to jet drains with the machine operating safely outdoors. Also included are a 50-foot pressure washer hose and a 5-foot jumper hose with ball valve water flow operation. For jetting, the package includes a 1/4-inch ram sewer nozzle, a 1/4-inch laser sewer nozzle, and a 1/4-inch rotating sewer nozzle, a trigger gun with a dual-insulated wand, four pressure washer spray tips, and one chemical tip. 800/504-7435; www.amazingmachinery.com.

DRAIN JETTER

The upgraded JM-3080 Jet-Set waterjet drain-cleaning machine from General Pipe Cleaners has a removable 300-foot-capacity hose reel, allowing users to use a gasoline-fueled machine on remote or indoor applications. The unit generates 3,000 psi/8 gpm. Vibra-pulse on demand helps the hose slide down long runs and around tight bends.

A 20 hp Honda engine with electric start and 2-to-1 gear reducer drives the pump, while a 12-gallon buffer tank maintains the jet if the water supply cannot match pump demand. The jetter is mounted on a tubular frame with four pneumatic tires and a wheel brake. Standard safety features include a thermal relief valve to protect the pump from heat damage and a backflow check valve and inlet filter. The unit comes with a toolbox, spray wand and chemical injector. 800/245-6200; www.drainbrain.com/jetset.



HIGH-CAPACITY JETTER

With a 700-gallon water tank and a 400-foot, 3/4-inch high-impact thermo-plastic sewer hose, the 7040-SC trailer jetter from O'Brien Mfg., a division of Hi-Vac Corp., has the capacity and versatility for cleaning a wide range of pipes. Its 65 hp diesel engine drives a triplex pump that delivers 2,000 psi/40 gpm. The 190-degree swivel reel allows easy access to a manhole regardless how the trailer is parked. 800/752-2400; www.hi-vac.com.

UPDATED JETTER

The **Big Brute** jetter from **JETTERS NorthWest** has been updated to 4,000 psi with a new class of Honda engines now standard on the cart-mounted unit. With an adjustable flow rate of up to 8.5 gpm, the jetter is designed for cleaning 8-inch and smaller pipes, but can be used on some 10-inch and larger lines. The unit includes 300 feet of jetting hose and a set of four nozzles. It is available with a propane-fueled engine and can be configured as a skid unit for van mounting. 877/901-1936; www.jettersonorthwest.com.



COMBINATION SEWER CLEANER



AllJetVac P Series combination sewer cleaners from **Vacall** use a positive displacement blower system for efficient cleaning. The blower is powered by the chassis engine rather than a second engine, reducing fuel consumption, service time and emissions while

holding down cost. Standard aluminum water tanks and optional galvanized debris tanks have 6-, 8-, 10- or 12-cubic-yard capacities; 1,000-, 1,200- and 1,500-gallon water tanks are available. The series has a front-mounted pivoting hose reel and 8-foot 6-inch extending boom with 180-degree rotation. Rear-mounted boom and hose reel design and fan blower models are available. 330/339-2211; www.vacallindustries.com.

HYDRAULIC REELS

6200 Series industrial jetting hose reels from **Hannay Reels** are engineered with a direct-drive hydraulic motor that allows precise payout of hose without maintenance. With a capacity of 500 feet of 1-inch hose, the series features a swinging hose guide arm with roller and operator handle; an external hose connection that allows access without removing all the hose from the spool; and a heavy-duty ball-bearing swivel base. 877/467-3357; www.hannay.com.



COMPLETE PACKAGE

The **XT Jetter** package from **Water Cannon** comes in models delivering 3,200 psi/5 gpm, 3,500 psi/5.5 gpm or 4,200 psi/5.5 gpm. Selective hydro pulse provides pulsation on demand, and adjustable pressure allows users to control operating pressures from 100 psi upward.

A ball valve shutoff protects the jetter from damage. A 50-foot super kit provides the option to pressure wash, making the equipment cross-functional. The complete

system also includes a 350-foot hose reel for 200 or 300 feet of Piranha jetter hose. A second 125-foot jetter hose and four stainless steel jetter nozzles are included. 800/333-9274; www.watercannon.com.



DRAIN FLUSHER

The **DrainJet-Pro** drain flusher from **Petersen Products** is designed for use with high-pressure jetters. The device has NPT thread connections for connecting directly to jetter hose. It is designed for higher pressures, is flexible for navigating bends, and may be used as a pipe plug with the outlet end closed with a standard threaded pipe plug. 800/926-1926; www.petersen-products.com.



TRUCK-MOUNTED JETTER

The truck-mounted **Ramjet** jetter from **Vactor Mfg.** delivers flows of 60 to 100 gpm at 2,000 or 2,500 psi at 60 to 100 gpm. The Jet Rodder water pump is a single-piston, hydraulically driven, dual-acting pump that delivers a jackhammer action water flow to

break up line blockages and scour caked-on debris from pipe walls. The unit comes with a 2,500-gallon water tank. It can be configured with a front- or rear-mounted hose reel. An auto-wind hose guide allows hands-free operation from the control panel. 800/627-3171; www.vactor.com.

VACUUM/JETTING COMBINATION

MC Series combination vacuum/jetters from **GapVax** are built with 3/16-inch ASTM A572 Grade 50 Exten steel. The system has a unitized water and debris tank with a double subframe. The stainless steel water tank has a 2,000-gallon capacity and the debris body capacity ranges from 5 to 12 cubic yards. A heavy-duty double-acting single-lift cylinder provides a stable 50-degree dump angle.

The front-mounted hose reel can store up to 800 feet of 1-inch hose. The standard water pump is rated at 2,000 psi/80 gpm. Vacuum pump options range from 3,500 to 5,000 cfm. An 8-foot front-mounted, telescopic boom with dual lift cylinders reaches 26 feet with 270-degree rotation. Options include a wash down system, hydroexcavation package, extra storage space, heated boxes, liquid-level load indicators, remote pendant and wireless remote controls for the boom and vacuum break, and water controls. 814/535-6766; www.gapvax.com.



HYDRODYNAMIC NOZZLES

Pipe Wolf series nozzles from **USB-Sewer Equipment Corporation** are designed to deal with emergency blockages including grease, silt and roots in sewer lines from 4 to 15 inches. The nozzles are machined with Optimized 3D Hydro Mechanics to redirect the water stream to spin the tempered stainless steel head at speeds of 6,000 to 12,000 rpm. There are four models with connections for 1/2-, 3/4- and 1-inch hoses. 770/984-8880; www.usbsec.com.





TUBE-CLEANING NOZZLES

Typhoon10 series self-rotating, tube-cleaning nozzles from NLB Corp. are made to clean tubes with diameters of at least 0.75 inches. The RPN 2020 is rated for a maximum operating pressure of 20,000 psi and the RPN 1520 is rated for up to 15,000 psi. Both models rotate at 7,000 rpm with maximum flow of 20 gpm and feature the latest NLB seal design that reduces leakage by 50 percent. 248/624-5555; www.nlbcorp.com.

NOZZLE SAFETY DEVICE

The **Banshee ProTex** flex-lancing guard from **StoneAge** improves safety in the waterblast workplace. The ProTex is a lightweight, durable splashguard designed to keep operators of handheld flexible hoses safe from the potential hazards of high-pressure waterjets. The unit weighs 12.4 pounds and has a hose range of 1/4 to 1/2 inches. An optional 3-foot-long tube is available for use with a stringer. 866/795-1586; www.stoneagetools.com.



EFFECTIVE PIPE CLEANING



The **Enz Golden Jet 10.125TR** turbine nozzle operates at flows as low as 13 gpm at 2,000 psi. The turbine design allows for lower flow and less water usage while maintaining high torque for effective cleaning in 5- to 12-inch lines. Sealed bearings allow the nozzle to be operated with clean or recycled water. The tool removes roots as well as grease, solids, mineral deposits, concrete and grout. With the complete kit, users can select pre-cut chains, skids, and two head styles. 877/369-8721; www.enzusainc.com. c

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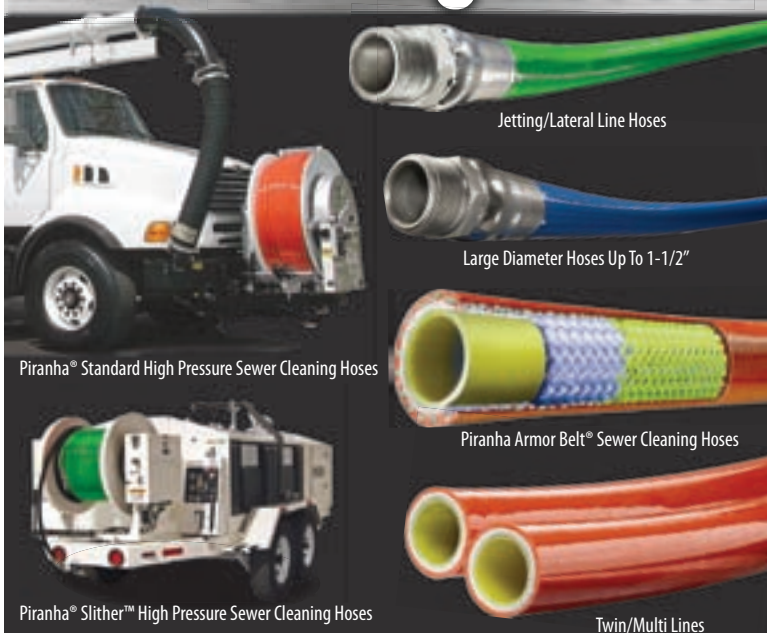
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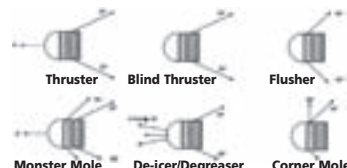
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3/8"	\$200	\$37
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A UV-CURED LINING SYSTEM PROVIDES THE SOLUTION FOR A BADLY DETERIORATED 12-INCH COMBINED SEWER IN CINCINNATI.

BY SCOTTIE DAYTON

During inspection of the Metropolitan Sewer District of Greater Cincinnati (Ohio) combined sewers, workers discovered two sections of 12-inch vitrified clay pipe with collapsing crowns, missing pieces, and joints settled as much as 1.5 inches.

City engineers estimated a cost of \$3.4 million to open-cut and replace the 1,196 feet of pipe. To provide the required structural support, felt liners needed walls that were too thick to accommodate flows in the collapsed sections with 9-inch diameters.

After three years of searching for solutions, the city found StreamLinerUV-cured fiberglass reinforced lining systems from LightStream in San Diego, Calif. ASTM D790 test results showed that the liners have a flexural modulus of more than 1.8 million psi and a flexural strength of more than 60,000 psi. The UV-cure process significantly reduced bypass time to lessen the chance of SSOs.

John Flynn III of Flynn Brothers Contracting in Louisville, Ky., won the contract with a \$150,000 bid. "I had just become a certified installer and

"For the first two days, we had no water until noon. After the fire marshal granted permission to access the hydrants, I bought a propane torpedo heater and camping tent, erected it over a hydrant, and ran the heater while we drew water."

John Flynn III

some equipment hadn't arrived," he says. "Contractors from California and Georgia arrived with what I needed." Freezing temperatures, limited access, and municipal regulations slowed progress, but cooperation from all parties enabled completion of the project in seven days.

BRIGHT ALLEY

The 8- to 23-foot-deep Forest Oak Court line ran under residential buildings and at one point was 11 feet from condominiums. A pickle factory and chrome-plating plant were upstream of the 14-foot-deep Bright Alley sewer that discharged into a 96-inch main. Each line required four liners, manhole to manhole.

Flynn hired SWS Environmental of Cincinnati to clean and inspect the pipe before lining it. With a 7 a.m. temperature around 12 degrees, Tim Clepper, SWS vice president, field supervisor, and safety officer, could not run the Aquatech B10 combination truck (Hi-Vac Corp.) without freezing the lines or damaging the Pratisoli recirculating pumps. City regulations kept him from



Workers from Flynn Brothers Contracting move a liner to a manhole in an alley. The nose of the liner is folded back over a nylon choker with a cable attachment and secured with two nylon straps. (Photos courtesy of Metropolitan Sewer District of Greater Cincinnati)

tough job

PROJECT: Restore and structurally support two sections of partially collapsed combined sewer

CUSTOMER: Metropolitan Sewer District of Greater Cincinnati

CONTRACTORS: Flynn Brothers Contracting, Louisville, Ky.; SWS Environmental, Cincinnati, Ohio; Avrett Plumbing Co., Augusta, Ga.; IST Innovative Sewer Technologies, La Jolla, Calif.

EQUIPMENT: StreamLinerUV-cured fiberglass reinforced lining system, LightStream LP

RESULTS: Lines replaced without open-trench excavation

using the fire hydrants at temperatures below 32 degrees F. Everyone waited until 11 a.m. when the morning warmed up.

"For the first two days, we had no water until noon," says Flynn. "After the fire marshal granted permission to access the hydrants, I bought a propane torpedo heater and camping tent, erected it over a hydrant, and ran the heater while we drew water."

Aries inspection equipment recorded a large deposit in the Bright Alley line. The alley was too narrow for the combination truck, so Clepper used an Extendajet easement machine to reach the manhole. "The material appeared to be concrete, but was actually something from the plating factory," says Flynn.

Workers lay out a liner wrapped in UV-protective yellow foil before cutting it to length.

“Tim’s first attempt to remove it polished the face to a bright silver.”

Using a sand and sludge nozzle from Shamrock Pipe Tools and 80 gpm/1,200 psi, Clepper eventually dislodged enough material to satisfy the city.

ALLEY LOGISTICS

LightStream consultants Roy Gallegos and Rene Quitter delivered the eight wetted-out 5-mm liners from the San Diego factory. The liners, wrapped in UV-protective yellow foil and folded in light-proof crates, have a zero to 0.2 percent shrinkage factor.

Avrett Plumbing Co. in Augusta, Ga., sent Emelio Torres and Chris Cogswell with the liner command station and 13-foot-long StreamLinerUV light train on 750 feet of cable. Flynn hired Stefan McKellar from IST Innovative Sewer Technologies in La Jolla, Calif., to reinstate the laterals.

The staging area was an empty lot midway in the alley, which turned 90 degrees and ended at the plating plant’s parking lot. “Our equipment wouldn’t go around the bend to the upstream manhole,” says Flynn. “I spoke to Jim Gentil, the plant’s president, and he let us enter from his side of the street, take down some chain link fencing, and set up in the parking lot.”

During discussions, Flynn learned that the city regulated the plant’s industrial wastewater discharge – 3,000 to 4,000 gallons daily between 1 and 3 p.m. The volume would overwhelm his rented 4-inch diesel trailer-mounted self-priming bypass pump. Mike Stevens, with MSD Greater Cincinnati, worked with district and plant officials to change the discharge times.

AIR AND LIGHT

Liners were cut to length. The longest run was 230 feet. To install them, workers laid a roller assembly over a manhole, then laid the liner on 2-mm white sliding foil to protect it and facilitate its passage.



The 13-foot-long Light Train for liner curing has eight 400-watt ultraviolet bulbs.

They folded the liner in half lengthwise to fit the width over the roller, then folded the nose back over a nylon choker with a cable attached. After securing the nose with two nylon straps, five crew members passed the liner by hand from the truck to a manhole, where it was pulled in by a shop-built 3-ton winch powered by a lawn mower engine.



In a confined-space-entry procedure, a worker at the bottom of the manhole made sure that the pulling cable was level and aligned with the pipe so as not to damage the liner. When it reached the downstream manhole, the crew freed it, but left enough material to slip over cylindrical cans called gate valves, one in each end of the liner. They were duct taped, then winched down with a ratchet strap for an airtight seal.

“I inflated the liner to 8 psi from the command station,” says Cogswell. “Roy then removed the upstream can to insert the light train and reattached the can, and I pressurized the liner again.”

As Gallegos pulled a rope attached to the light source, a camera on each end of it enabled Cogswell to inspect the liner for imperfections and fit. “If something were wrong, we could collapse the liner and fix the problem,” he says. The cameras found no imperfections.

Communicating by two-way radio, Cogswell told Gallegos when to stop pulling as the light source reached the end of the liner. After setting certain fields in the operating program, he ignited the eight 400-watt UV lights and the computer controlled the speed of the cable reel, which pulled the lights upstream as they cured the resin.

ACCEPTANCE

The most difficult run in Bright Alley was also one of the shortest – 136 feet. The junction where the 12-inch line tied into the 96-inch main had no manhole, and access to the main was almost 8 feet downstream. “We set the winch at that manhole, then mounted a pulley at the bottom to guide the cable,” says Flynn. “Another pulley mounted on the pipe wall opposite the junction ran the cable straight into the 12-inch line.” The setup was flawless and the lining process went smoothly.

Before lining began at Forest Oak Court, Flynn’s crew distributed flyers explaining what would happen and asking residents not to wash clothes or take showers during work hours. “They all cooperated, and went out of their way not to park around our equipment,” says Flynn.

“One day, we pulled in three liners between 8 a.m. and 3:30 a.m. We had some mechanical trouble, and Stefan ended up reinstating laterals at two in the morning. They were very understanding of the terrible noise. Only one lady poked her head out the window to ask how long we’d be.”

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COXREELS EXPANDS MANUFACTURING CAPABILITIES

Coxreels is expanding its manufacturing facility. The added space will enable the company to double capacity levels by the end of 2011.

AP/M PERMAFORM NAMES WOLF REGIONAL MANAGER

AP/M PERMAFORM named Robin Wolf East Coast regional manager for its trenchless renewal and replacement equipment and technologies. She has been involved in the precast concrete industry since 1999.



Robin Wolf

MR. ROOTER EXPANDS OPERATIONS, FRANCHISE DEVELOPMENT TEAMS

Mr. Rooter Corp. added Keegan Rogers and Dianna Worthington to its operations team. The company also promoted Sam Thurman and added Clint Smith to its franchise development team.

SUPER PRODUCTS NAMES REIS INDUSTRIAL SALES MANAGER

Super Products LLC named Mike Reis industrial sales manager for its Western Region. Reis has a background in sales, rental and customer service, focusing on heavy-duty truck and equipment suppliers.



Mike Reis

DITCH WITCH RECOGNIZES TOP DEALERSHIPS

The Charles Machine Works Inc., manufacturer of Ditch Witch products, recognized its 2010 Crescent Club of top dealers. Members include Brandt Tractor Ltd., Regina, Saskatchewan, Canada; Ditch Witch of Oklahoma, Edmond, Okla.; Ditch Witch of North Dakota, Mandan, N.D.; Witch Equipment Company Inc., Fort Worth, Texas; Ditch Witch Southwest, Lubbock, Texas; Ditch Witch of South Louisiana, Geismar, La.; Ditch Witch of Minnesota Inc., Shakopee, Minn.; Ditch Witch-Iowa, Slater, Iowa; Ditch With Midwest, Carol Stream, Ill.; Ditch Witch of West Texas Inc., Amarillo, Texas; and Ditch Witch Sales of Michigan, Howell, Mich.

WORKERS RETURN AT GENERAL WIRE

Members of the United Steel Workers Union returned to work June 13 at General Wire Spring Co., parent company of General Pipe Cleaners, after a 14-week strike. David Silverman, executive vice president of Global Sales, thanked customers and sales representatives for their patience and support. Assisted by temporary workers, General continued to take and fill orders during the negotiations.

FS SOLUTIONS ADDS ONLINE TRAINING

Federal Signal Environmental Solutions Group added three online training courses designed to increase job safety, operational efficiency and regulatory compliance. The courses provide introductory content or serve as prerequisites for advanced classroom and hands-on training sessions. Curriculum includes "Fundamentals of Waterblast Theory, Skills and Safety," "Vacuum/Air Moving Fundamentals, Safety and Skills," and "OSHA's Combustible Dust National Compliance Directive."

STONEAGE RECEIVES EXPORT AWARD

StoneAge Tools Inc. received the Governor's Award for Excellence in Exporting at World Trade Day 2011 in Denver. The award recognizes Colorado companies that demonstrate a commitment to international trade. StoneAge was recognized in the small manufacturer category as a world leader in providing tools and equipment for water blast cleaning. Based in Durango, Colo., the company, which exports to 43 foreign countries, also received a site visit from the governor in June. c



Caption: Gov. John Hickenlooper (left) presents the Colorado Award for Excellence in Exporting to StoneAge CEO Kerry Petranek.

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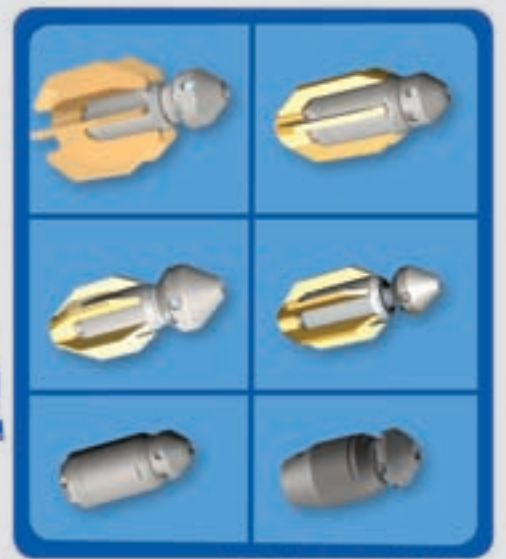
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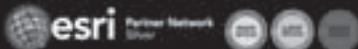
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PROBLEM

Shon Westart, water superintendent for Vienna, Mo., needed new equipment for cleaning sewers, clearing blockages and cutting roots. His main concern was that the machine would have to be powerful enough to propel a Warthog nozzle from StoneAge.

SOLUTION

Westart bought a 7065 culvert cleaner trailer jetter from O'Brien Mfg., a product of Hi-Vac Corp. The tandem-axle, trailer-mounted unit has a Cummins 110 hp water-cooled diesel engine, triplex pump rated at 65 gpm/2,000 psi, 700-gallon polyethylene water tank with sump and side baffles, catwalk fenders, and a 190-degree pivot/swivel hose reel with 400 feet of 1-inch thermoplastic sewer hose and 20 feet of contrasting leader hose. The 6-inch channel frame trailer and dual 6,000-pound DOT-rated axles can carry a full tank of water at highway speeds.



RESULT

"The unit has been spectacular maintenance-wise and is very easy to use," says Westart. "It pushes the Warthog and penetrator and flusher nozzles with no problem." 800/752-2400; www.hi-vac.com.

READY TO CLEAN

PROBLEM

Snow- and ice-clogged culverts caused snowmelt and spring rains to back up in Mower County (Minn.) drainage ditches. The County Highway Department used a boiler steamer to melt the clogs and release the trapped water to prevent flooding of the roads. When the unit became unsafe and unreliable due to age, Dick Miller, county maintenance supervisor, searched for a replacement.

SOLUTION

In 2008, the county purchased a PLHW853600 trailer-mounted heavy-duty pressure washer from Power Line Industries. A 38 hp Kohler engine and General triple belt-driven TSF pump deliver 8.5 gpm/3,600 psi for deep penetration. The onboard diesel heater maintains water at 200 degrees F. The unit also has a soap injection system.



RESULT

"The washer is super reliable and versatile," says Miller. "We even clean our fleet of trucks and the engines with it." 800/624-8186; www.powerlineindustries.com.



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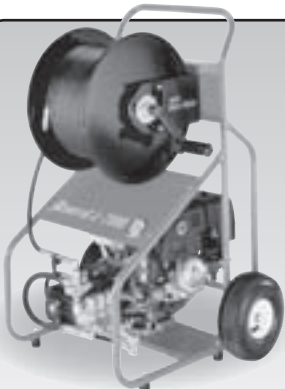
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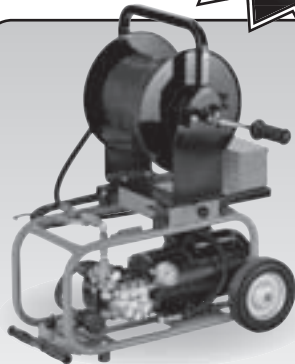
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Safety Sewer Drain Simplifies Cleanout Removal

BY ED WODALSKI

The Safety Sewer Drain from Four M is designed to eliminate the mess and threat of contamination when removing the cleanout on a plugged drain. Made of clear polypropylene, the device fits over a 4-inch cleanout. Sewage drains through a valve-controlled hose into a bucket or other receptacle. The device also can be adapted to work on a 3-inch cleanout.

"I was in the septic- and drain-cleaning business for 20 years, and I just thought there had to be a better way to take that cap off without getting contaminated," says inventor and company co-owner Pat Marciniak. "I used it for a couple years and people said I should get a patent on it, so I did."

The device is simple to operate. After loosening the drain plug with a wrench, the user lubricates the O-rings, places the device over the plug, and tightens the attached hose clamps. Making sure the drain valve is in the off position, the user pushes the handle over the drain plug nut and turns the piston to the left.



"The pressure usually pushes it back, so you know when the plug comes off," Marciniak says. A clear reservoir lets the user see when the drain is empty. When done, the user removes the device and is ready to clean the drain.

Homeowners especially appreciate the no-mess system, Marciniak says. "I can't tell you the hours I've spent cleaning up after making a mess in somebody's basement. You don't look like a professional when you do that."

The device, which cleans with soap and water, makes cleaning drains safer than working from a roof vent pipe, especially on a two-story house or in the winter. It is also quicker and less messy than having to remove a toilet. 906/753-4002; www.safetysewerdrain.com.

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The Kinetic Water Ram from General Pipe Cleaners uses compressed air to generate a shock wave that cleans clogged drains. The shock wave bypasses vents and goes around bends to reach the stoppage. The built-in pump and pressure gauge let the operator select the right amount of force for each job. The system uses no electrical power or CO₂ gas. The unit comes in a metal toolbox with a variety of accessories, including tapered rubber cones and set of expansion plugs to handle 1 1/4- to 4-inch lines. An optional toilet attachment screws onto the front of the device, turning it into a powerful plunger. 800/245-6200; www.drainbrain.com.



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DEEP MANHOLE TUBE HOLDER**

The Deep Manhole Tube Holder from Southland Tool Mfg. eliminates some of the dangers involved with connecting multiple lengths of vacuum tubing before dropping them down a manhole. The safety system allows the operator to support the tubes in the manhole and add tubes as needed, decreasing the risk of hitting suspended electrical wires. It weighs 10 pounds and is designed for 24- to 36-inch manholes. Extensions are available for larger openings. The system is patent pending. 714/632-8198; www.southlandtool.com.



**MCELROY INTRODUCES
MEGAMC POLYHORSE**

The MegaMc PolyHorse pipe-handling system from McElroy is made for use with a pipe fusion machine. It has a maximum capacity of 70,000 pounds and maximum pipe

length weight of 10,500 pounds. The unit includes a series of pipe racks and powered pipe stands. A single operator can maneuver pipe onto the stands and into a pipe fusion machine by remote control. 918/836-8611; www.mcelroy.com/fusion.

**CONDEX OFFERS
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The Triple D line of horizontal directional drilling, compaction boring tools and backreamers from Condux International includes solid body and solid body fluted reamers, wing reamers, clay reamers, as well as stacked plate and barrel reamers. All units are manufactured from either solid alloy steel, tool steel or heat-treated alloy steel. Each reamer is available in a range of sizes with various swivel options (when applicable). 507/387-6576; www.condux.com.



**STONEAGE INTRODUCES WGP-1
WARTHOG SEWER NOZZLE**

The 9.1-inch-long, 4.8-inch-diameter Maximum Thrust WGP-1 Warthog sewer-cleaning nozzle from StoneAge Inc. is designed for 8- to 36-inch lines. Weighing 12.1 pounds, it features five jet ports, including a boring jet offset at 15 degrees and four jets at 155 degrees for greater forward thrust. The nozzle has an operating pressure of 1,500-3,000 psi, rotation speed of 150-300 rpm, flow of 50-80 gpm and pulling force of 100-140 lbs. The inlet port comes in either 1 npt or BSPP. 866/795-1586; www.stoneagetools.com.

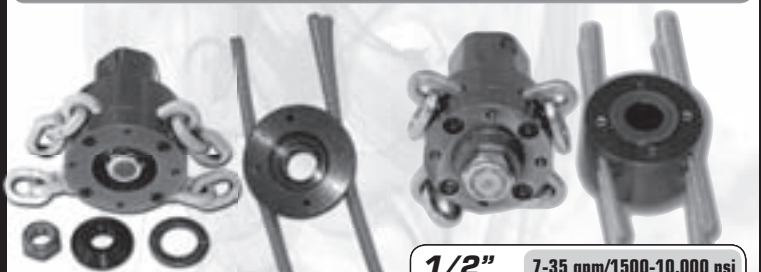


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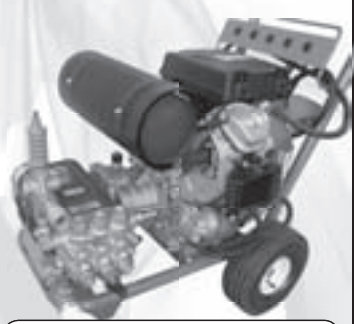
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JET VACS



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1998 Ford LT8501: Cummins diesel, 147K miles. 237" WB, 2,824 hours on reel, Safe Jet vac body, push-bottom a/t, spring susp., disc wheels. \$59,500
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1996 Vactor 2110, PD blower, 60 gpm, 2000 psi pump, extendible boom, articulating hose reel, epoxy-coated debris tank. See pictures at www.empireequip.com. Truck located in Fresno, CA. \$45,000. Call 559-276-0186. (CPBM)

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Defining Success

THE WORD MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE. IN THE END, A SUCCESSFUL LIFE FOR MOST MEANS MORE THAN ACCOMPLISHMENTS AND POSSESSIONS.

BY DR. LINDA SEGER

We all seem to want it. We all seem to seek it. Success seems to be the magic word for what we chase after, prepare for, choose, desire. It's how we often define our lives. Money, fame, and power are often what we have been told make up success.

If we don't get it, we're consumed with envy of those who do. Some who feel they have lost this golden ring have mental breakdowns and mid-life crises, or get ill just thinking about it. Others give up and decide that success isn't all that important;

or contributing to make the world better in some way. It simply means more things.

Other countries define success in terms of whether their work supports their family life. If they enjoy their work and it enables them to spend time with their family and have a balanced life, they consider themselves successful.

For example, an Israeli screenwriter was asked if she had plans to come to Los Angeles to try to break into the Hollywood film industry. She replied, "Probably not, since I can't imagine being

venture and harmony to the work relationship. Nobody wants to work among discord. For many, if work relationships aren't fulfilling and harmonious, they don't feel good about their work, themselves or others.

Success and balance

Some define success by a sense of balance between work and the rest of their lives. For them, work is not what success is about: life needs balance, and work is not the only thing. John

Some define success by a sense of balance between work and the rest of their lives.

For them, work is not what success is about: life needs balance, and work is not the only thing.

what is important is simply having a job and keeping food on the table.

Some, at the end of life, suddenly realize they blew it, and what they thought they had, they never had at all.

Worldview definitions

Americans tend to define success by money and what it can buy. We are known around the world as a materialistic country, always striving after things and defining success by the accoutrements, such as snazzy cars, the size of our homes and designer clothes. And that's just what we get — more things. That doesn't mean more fulfillment

that far away from my family." For her, success would be getting her film made in Israel, without compromising her family life.

Success and effectiveness

For some, success is defined by effectiveness. The question is: Are they making things happen? Are they achieving project goals? Are they contributing in a way that adds value? Success for these people means the project becomes better from their participation. They see results and feel fulfilled, but also know their work fulfills others, because the product they make is useful, or the service they provide is helpful.

Success and joy

Some define success by whether their job suits them, and by how much joy they feel when they work, the joy they feel when they finish, and the joy others feel as a result. If their work doesn't add to their own and others' happiness and joy, then no matter how much money they earn or how many accolades they receive, they don't feel successful.

This joy comes not only from their own work but also from collaboration with others who bring skills to the

Woolman, an early American abolitionist, cut back on his successful work as a tailor because he wanted to be "free of cumber."

When his work was getting so cumbersome that it left him no time for other things of value, he did not consider himself successful. If a job demands all of our time, precluding physical exercise, time with family and friends, and time for spiritual growth, then the balance is off and we might consider life unsuccessful. This can lead to a frenetic lifestyle, as well as illness, family problems, and loss of values.

Making a difference

Ultimately, many define success by how their lives will be summed up at their funeral. Will attendees talk about how much money the person made? Or will they talk about the person's contributions and how blessed they feel to have known him or her as a friend and co-worker? For most, success is ultimately defined by the good one has contributed, and by what others remember. Has the person made a difference? **C**

ABOUT THE AUTHOR Dr. Linda Seger is the author of *The Better Way to Win: Connecting Not Competing for Success*, and *Spiritual Steps on the Road to Success: Gaining the Goal Without Losing Your Soul*. She can be contacted through her websites, www.lindaseger.com and www.spiritual-steps.com.



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