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↓ GIRL POWER

Cassie Collinson and her all-female crew won't back away from the toughest jobs in an effort to provide great customer service

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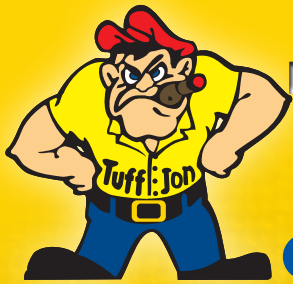
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Going the Distance

Fresh off an Ironman competition, Jonathan Ibbetson committed himself to another lofty personal goal: building a successful portable restroom operation

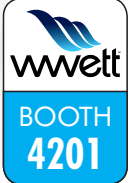
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Tuff-Jon III



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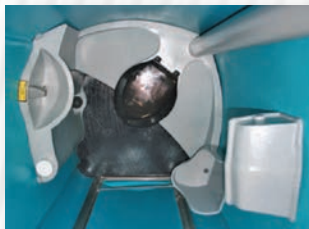
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Interior View of Deluxe TJ-III



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By Jim Kneiszel

Follow These Steps to Find a Healthy Work-Life Balance



The portable sanitation industry and small-business ownership are demanding and difficult endeavors. To survive and thrive, PROs must carve out time for a rich personal life.

The other day a snapshot of a billboard popped up on my social media feed carrying an important message. It read, “Never get so busy making a living that you forget to make a life.”

For many small-business owners, this roadside sign could make you hit the brakes, skid to a stop and think about what you’re doing. I know the reminder prompted me to reconsider my priorities. Maybe many of you can relate to my experience over a 40-year work life:

- I have never taken two weeks of vacation in a row.
- I work on evenings and weekends when a project needs to get done.
- Growing up I loved camping and fishing, but I haven’t done enough of either the past 25 years.
- Many is the time I have that familiar conversation with a good friend or relative about how we should get together more often, then we never do it.

This is not to say I’ve put my personal life on hold entirely as I’ve been busy working. On the positive side of the ledger, I’ve attended all the kids’ sporting events, band concerts and theatrical events. Like many of you, I’ve utilized flextime so I’m not AWOL from important family and recreation time. In my wastewater industry-supporting role, I don’t do the same type of work you do. I’ve always viewed the life of a PRO as a 24/7 job, but one where you can hopefully take a few hours here or there to be involved in those family milestone events.

That said, I think most of us feel like we would do a lot more, on the homefront or with rest and relaxation, if work responsibilities weren’t constantly calling.

I know, I know; this is the worst time of the year to be thinking of taking an extended vacation or impromptu days off in the middle of the week. The summer is no time for PROs to be planning a cruise or driving the length of Route 66. But as you toil away six or seven days a week in the

busy season, maybe it should be a time to contemplate ways you might escape the grind of running your own business during the rest of the year.

We’re all in the same boat, so let me start rowing by throwing out some suggestions of ways to carve out time for rest and relaxation in the coming year. As the work piles up — both with the equipment in the field and the paperwork on your desks — this may seem like a hopeless exercise. But life is short, and we all need an occasional reset of priorities to have a healthy, balanced life. So here goes.

It’s difficult for most small business owners to give up decision making authority to others. It’s silly, really, how we feel compelled to be included on every day-to-day decision when there is usually someone in your crew who can take over when you go away.

CONSULT THE CALENDAR

Make plans, or your plans will never materialize. I have an exceptionally busy lifelong friend who has an important position far beyond my station in life. When I want to see him, he pulls out a calendar and starts looking a few months down the road for a free afternoon. At first I thought this was odd, but unless he plans that far ahead, we just won’t be able to see each other. So don’t be afraid to look a year out if you want to plan for a family reunion or an important family trip. If you don’t write it down, it may never happen.

And as for planning to block out time for a sabbatical from the portable sanitation grind, pay attention to the ebb and flow of your business and map out the slowest weeks of the year when you are most likely to be able to get away. For many PROs, this might come late in the year just before or after the holidays or on a few rainy weeks in March when customers aren’t so demanding. Learn to forecast these times and mark them off as vacation days, then follow through.

TALK TO YOUR FAMILY

Sit down for a family meeting and discuss what your spouse, your kids and your parents dream of doing together as a group. This might result in a fabulous family getaway, or it might simply be making a point of spending a day a month or several long weekends pursuing a shared interest or just spending time together. I suspect many of you hear from your families about the long hours you devote to work and the hope that you could take more time off. If you can make more room for family time the rest of the year, they might better understand your need to work 12 hours a day between Memorial Day and Labor Day.

SET ASIDE FUNDS FOR FUN

Remember the Christmas Club? In the old days we would set aside money throughout the year and withdraw it to buy holiday gifts. We did this to ensure an impressive pile of wrapped packages under the Christmas tree. At this time of the year, when the money is coming in, build a financial account to pay for vacations and cover your expenses when you're not on duty. The cost of a special trip is not just in the plane tickets, hotels and meals out; you must also be able to pay your salary, insurances and other expenses when you aren't working. After all, there's no such thing as a paid vacation when you own the business.

COMMIT TO DELEGATING AT WORK

It's difficult for most small-business owners to give up decision making authority to others. It's silly, really, how we feel compelled to be included on every day-to-day decision when there is usually someone in your crew who can take over when you go away. I always think about what I've seen at nearly 20 years of Pumper & Cleaner Expos (now the WWETT Show). As cellphones became commonplace about 15 years ago, it became a constant sight to see wastewater contractors duck out of Expo seminars to tend to one emergency or another back home.

What could be so important to distract these business owners during the one opportunity a year they have to gain continuing education credits or make important networking connections? So-and-so company needs six clean restrooms and we have to make some changes to a delivery route? You know you can train others to handle those situations. In fact, you probably have someone on your staff right now who could run the company if you want to leave for a three-week road trip to Yellowstone National Park. Empowering your crew provides many benefits.

REALIZE YOU CAN RUN THE BUSINESS FROM THE BEACH

Back to technology for a moment. Maybe a decade ago it didn't seem feasible to hit the road with your family and leave the management duties behind. But with cellphones, file sharing on the cloud and great workflow planning tools at your fingertips, you can easily keep in touch with the business from a national park campground, your parents' house in Florida or while hiking the Appalachian Trail. Spending an hour a day on important communications with the office is a small price to pay to pull off the family vacation of a lifetime or spending precious days or weeks with parents or old friends.

ENCOURAGE OTHERS TO FOLLOW YOUR LEAD

By carving out time to enrich your life, you are setting an example for so many other people who work hard and put off important time with family and friends and richly deserved vacations. We're all dedicated to our businesses and often put work first, so your example is, in essence, giving others permission to reorder their priorities in life.

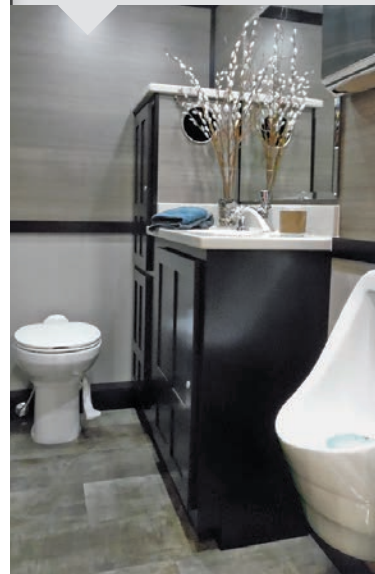
HOW ARE YOU DOING?

Perhaps some of you have found a way to strike a healthy balance between work and leisure. If so, please share your secrets with the rest of us workaholics.

I think ultimately, we all want to feel gratification for building strong businesses and serving our customers well. But at the same time, we want to be able to say we dedicated ourselves to family and stopping to smell the roses along the way. This reminds me of another adage I see pop up on social media occasionally that gives pause: "No one ever said on their death bed, 'I wish I'd spent more time at work.'" ■



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AT THE READY

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LICENSE AND REGISTRATION, PLEASE

Don't Fall Behind on the Necessary Credentials

Consider the last time you updated any licensing beyond annual CDL or hazmat renewal requirements. In this online article, columnist Amanda Clark makes the case for not only for keeping licensures up to date but for remaining proactive too.

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How Would Minimum Wage Changes Impact Your Company and Crew?

When it comes to discussing federal wage issues, present a clear message and openly address inevitable questions and concerns from employees

QUESTION: The federal minimum wage will be increasing at some point soon and we are wondering how to address this with our employees in terms of the impact on their pay and the expectation of pay increases for themselves. What suggestions do you have?

ANSWER: The question is certainly timely and relevant. As we will briefly explain below, specific answers as to increase percentages or the impact on other company benefits are unique to each PRO in our industry. An added complexity is that individual states have their own minimum wage laws. Also take into account that many proposals reach the higher minimum wage in steps over several years. We will deal in generalities and make overall suggestions as to approaches to consider with any future increase in the federal minimum wage.

A few facts that may be relevant in discussions between management and employees:

- The federal minimum wage was established in 1938 at \$0.25 per hour and has been raised 22 times by Congress. The last increase was effective in January 2009 when the rate rose from \$6.55 to \$7.25.
- 29 states and the District of Columbia have a minimum wage higher than the federal minimum wage.
- 28 states and the District of Columbia have increased their minimum wages since January 2014.

Given all these differences in wage rates between states, it is not feasible nor permissible for us to present or to suggest any wage specifics. Taking the above into consideration, this is indeed a topic that employees will be interested in and perhaps concerned about.

Here are some suggestions on handling these wage discussions within your company:

BE PROACTIVE IN PRESENTING THE FACT THAT THE FEDERAL MINIMUM WAGE WILL BE INCREASING. Everyone in the company needs to be aware of exactly what that means. This topic has been front and center in recent months

Your company's employee benefits statement can be as simple or as detailed as you wish. The point of this exercise is to demonstrate that each employee is important, appreciated and well-compensated for the job they perform.

and open communication is necessary. Just as PROs have consistently demonstrated during the COVID-19 pandemic, the sharing and discussion of relevant information is remarkably effective and appreciated throughout the company.

CONSIDER A COMPANY OR DEPARTMENT MEETING TO HAVE THIS DISCUSSION. Using this approach, everyone in the room is presented with the same information at the same time. Entertain questions and discussion as needed. To further increase employee satisfaction and morale, we would suggest making the offer to address individual questions or concerns in private.

DISCUSS ECONOMIC IMPACTS ON THE EMPLOYEES AS WELL AS THE COMPANY. In some situations, in some states an increase to the federal minimum will be minimal, while in other states it could be significant. Any potential increase in salaries will increase expenses and taxes for the company. The company must evaluate its pricing structure to customers and examine company expense line items.

ACCURATELY PRESENT THE NUMBERS. Most people are probably unaware of the vast differences in wage rates from state to state. Present how this change will specifically affect your state. Hypothetically, if the federal minimum wage rate were set at \$14.50, most people would assume that it doubled, or increased 100%, from the \$7.25 rate. This would be the case if your state's minimum matched that of the federal government. As previously discussed, however, this is not always the case. If you live in a state with a minimum wage of perhaps \$11.00 an hour, the increase is \$3.50 an hour or roughly a 50% increase.

ADDRESS THE OVERWHELMINGLY OBVIOUS QUESTION OF “HOW WILL THIS INCREASE AFFECT MY WAGES?” Once again, stick to the facts. You may decide, for example, that if the minimum wage increases \$X.00 per hour in your particular state that everyone’s salary increases \$X.00 per hour. You may, however, decide that your employee wages are so far more than the minimum, that only a small increase, or no increase is warranted at this time. Explain the logic of the company’s position in a simple, calm and easy-to-understand manner.

CONSIDER CREATING AN EMPLOYEE BENEFITS STATEMENT. Present to employees with the total compensation package, which includes all benefits — insurance, paid time off, 401(k), bonuses, commissions, etc. This big-picture approach takes the discussion away from the hourly wage comparison with federal minimum wages. We would suggest presenting an overview in the company meeting and then perhaps an individual statement to each employee. Perhaps if this is done for the first time now for the fiscal new year, it could perhaps evolve into an annual statement for each employee. Total compensation may be much more than an hourly wage and, of course, will vary from company to company.

EXAMPLE:

Your company’s employee benefits statement can be as simple or as detailed as you wish. The point of this exercise is to demonstrate that each employee is important, appreciated and well-compensated for the job they perform. The total benefits received may be much more than just an hourly rate, or base salary.

Consider a three-column format:

The first column could list “Direct Pay” on top, followed by “Indirect Pay” further down this column.

The second column could list “Company Contribution” and the third column “Your Contribution.”

	COMPANY CONTRIBUTION	YOUR CONTRIBUTION
DIRECT PAY		
EARNINGS	100%	0%
BONUS	100%	0%
INDIRECT PAY		
BENEFITS	GREAT MAJORITY	SMALL AMOUNT OR 0%
TAXES	AS REQUIRED	AS REQUIRED
TOTAL PAY	COMPANY EXPENSE	EMPLOYEE TOTAL COMPENSATION

Under “Direct Pay,” you may want to list the previous year’s earnings. If the employee is relatively new, perhaps their six-month total or even just a quarterly total for much newer employees. Do not forget any bonuses or other incentives earned.

“Indirect Pay,” is where each company’s form will differ widely. Some benefits are standard and obvious while others will vary from company to company. While most of your employees will have 12 months’ worth of data, remember to adjust the annual benefit to reflect the correct amount if you are showing only partial-year totals.

Use the second column, entitled “Company Contribution” and the third column “Your Contribution” as appropriate.

- Government-mandated benefits (all are “Company Contributions” and nothing for “Your Contributions” except for FICA limits and possibly state disability)
- Social Security/Medicare (FICA)
- Workers’ compensation
- Federal and state unemployment
- State disability
- If applicable, some portion of various insurance coverages could be “Company Contribution” and some “Your Contribution.”
- Health insurance
- Dental insurance
- Vision insurance
- Possibly, a 401(k) or some other company-sponsored savings plan. The amount contributed by the company and employee will vary
- Perhaps cellphones are provided and/or an allowance is made toward the employee’s monthly bill. This amount will be in the column “Company Contribution”
- List sick and personal days as benefits even though the dollar amount will be included in the “Direct Pay” amount
- Service techs may have uniforms provided by the company
- Other benefits

FINAL THOUGHTS:

Open communication is a strategy we found highly effective in our business and the COVID pandemic has further demonstrated the value of that policy. In the event of an increase in the federal minimum wage, proactively communicate with your employees. Discuss the facts and circumstances for your particular state, and finally, present a detailed statement of all benefits that are part of their total compensation package. ■

Below: The staff of Cassie's Cans in West Kingston, Rhode Island, includes, from left, Selena Gordon, Cassie Collinson and Karissa Doak. They are shown with Ford service trucks built out by TankTec and FlowMark with pumps from National Vacuum Equipment. (Photos by Joe Vericker)



➔ GIRL POWER

Cassie Collinson and her all-female crew won't back away from the toughest jobs in an effort to provide great customer service

By Dee Goerge

Cassie Collinson started her business, Cassie's Cans, before she could drink in a bar. She was just 20 and admits that after long days and weeks of physically challenging work plus office tasks, there were days when she wondered why she hadn't gone to college instead. Collinson learned everything about the portable restroom business through trial and error. Six years later, she's glad she persisted through the first two years. Now, with her team of three other women and two-tone lime green restrooms, Cassie's Cans has branded itself and can be spotted all over Rhode Island.

BRANCHING OFF

When Collinson jotted ideas for a portable restroom business on the back of a restaurant's placemat, she was with her father, Richard Collinson. Collinson was working full time with him in his roofer service business while figuring out what business

she should start. She prefers working in the field rather than in an office and had met a few people in the wastewater industry, who led her to think it could be a lucrative opportunity.

"After writing up a proposal for a business I truly knew nothing about, I got approved for a \$68,000 business loan, which allowed me to purchase my first flatbed, tank and 20 toilets from PolyJohn," she recalls.

She had office/bookwork experience working with her dad, but everything else was unknown territory. One thing she had in her favor was a good role model and very supportive parents.

With contacts from her dad's customer list, she started picking up customers, mostly for construction sites, which continues to be about 90% of her business. With "physical grit," she learned how to pump, unload at the treatment plant, fix and maintain her truck and restrooms.



Cassie's Cans
West Kingston, Rhode Island

Owner: Cassie Collinson

Founded: 2015

Employees: 4

Services: Portable sanitation

Service Area: Rhode Island

Website: www.cassiescans.com

Right: Cassie Collinson poses with her crew, and her two dogs, in the company yard. On the left is Selena Gordon, and on the right is Karissa Doak. The truck is a Ford F-550 built out by FlowMark to carry six restrooms on the flatbed.

The hard learning curve was not endured alone, as she recalls relying on her father and boyfriend, Tyler Tuchon, many times through the years.

“There were nights at 9 p.m. when I’d call Tyler in tears, exhausted, starting at a broken hose or valve on the truck. Completely at my wits’ end, he’d show up and somehow fix the problem on the spot with wrenches and duct tape. There were Saturday nights when my parents left dinner dates and drove to my unheated shop at the time. My mother would just hug me while my dad sang to himself and wrenched on a broken pump because I had no idea how to fix it. Those are moments I will never forget.”

GETTING HELP

By the time she was 22, Collinson was working long days transporting and pumping restrooms and doing all the office work.

“When I was on the road full time, I was practically running my office out of my service truck and running myself dry,” she recalls. But she had built up her business enough to afford to hire an employee. Later she added two more to her team.

“Just having the girls pull up, wave and smile adds brightness to a job site. We try to be diligent about calls and over all absolutely caring about every issue.”

CASSIE COLLINSON



“I’ve been lucky enough to hire young, hardworking girls who go out in the pump trucks every day, all week and service our job site toilets. The girls have come on board, trained on the road, been taught to service their own trucks daily, stock supplies, fix and repair toilets, and pretty much manage themselves at their designated service routes for the week. We work year-round, as a team,” Collinson says.

The all-female crew, including Karissa Doak and Selena Gordon, is unusual in portable sanitation. New customers are often surprised when female pumpers deliver and service restrooms. But there haven’t been any issues for the women in a male-dominated industry. “The working class has no restrictions,” Collinson says. “Women can be in any trade just as long as they put in the work.”



Left: The crew at Cassie's Cans enjoys a casual working relationship.

Below: Cassie Collinson, shown filling out a job order, started her company six years ago at 20 years old.



THE JOB

"In 2020, my job became more managerial. It isn't my favorite thing, but I need to be at my desk so I'm not falling behind," Collinson notes, adding she also drives routes two or three days a week.

She uses QuickBooks for accounting but sets up route sheets the old-fashioned way. Each night she looks at the jobs and sets up routes with three drivers going in different directions and prints them out in Word documents. Each driver services 40-70 restrooms a day during a 10- to 12-hour shift.

Collinson has a website and Facebook page, though she admits she doesn't spend as much time with social media as she should. Most of her advertising is word-of-mouth from satisfied customers and through local chambers of commerce.

To keep the business running smoothly, she often spends at least part of her Saturday hanging around at the shop she shares with her dad. Working alone, she details the trucks parked inside and makes sure everything is ready for the next week.

Cassie's Cans has steady work year-round with construction clients from small home remodelers to bigger companies that contract a couple dozen restrooms for a couple of years. The business also provides restrooms for beaches, events and private parties. Collinson invested in a 2019 A Rest-

"I've been lucky enough to hire young, hardworking girls who go out in the pump trucks every day, all week and service our job site toilets. The girls ... pretty much manage themselves at their designated service routes for the week."

CASSIE COLLINSON



Above: Karissa Doak, top, and Selena Gordon prep a service truck for a daily route.

room Trailer Co. (ART Co.) restroom trailer to develop higher end markets. But, due to COVID-19, there wasn't much demand for it in 2020. There was a need for sinks, however, so she purchased 10 single-sink units from PolyJohn for construction customers.

Plus, with more people preferring to travel with campers during the pandemic, Cassie's Cans picked up extra work pumping RVs at small campground as well as for individual homeowners who used campers for guests.

THE FLEET

Because most of the restrooms are for construction sites, about 90% of the 350 portable restrooms are standard PJN3s from PolyJohn. The other 10% are split between PolyJohn handicap and luxury restrooms. Cassie's Cans has two Liquid Waste Industries trailers for hauling multiple units.

Smaller numbers of restrooms can be hauled on the vacuum trucks in Collinson's fleet. She has a 2008 Ford F-550 flatbed carrying a 540-gallon waste/260-gallon freshwater aluminum tank from TankTec that she and her father put together for her first truck. She also has a 2017 Ford F-550 with FlowMark 700-gallon waste/300-gallon freshwater stainless steel tank,

(continued)



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Above: Cassie Collinson, left, works with Karissa Doak at Cassie's Cans.



Left: Doak moves a restroom in the company yard.

National Vacuum Equipment 304 pump and fold-down restroom carrier, and a 2019 Ford F-550 flatbed with a FlowMark 500-gallon waste/300-gallon freshwater stainless tank and NVE 304 pump. The newest truck can hold up to six restrooms accessible with a Tommy Gate lift.

For backup and small operations, she has a 2007 Chevy 3500 Duramax pickup. Collinson had a local welder fabricate a 150-gallon waste tank from a propane tank, and she and her dad added two 50-gallon plastic freshwater tanks, a Conde pump and Honda engine.

TRAINING AND MAINTAINING

Though the trucks don't require CDLs, Collinson acknowledges it takes training and experience for new hires to learn to maneuver the wide dually trucks on the highway and backing down driveways and into sites for restroom delivery and servicing. She makes sure drivers are trained in safety and that they understand the truck's limitations.

Cassie's Cans emphasize cleanliness in their trucks and restrooms, and Collinson's slogan is "The Greenest & Cleanest Can serving all of Rhode Island!"

"They (drivers) service their own trucks — empty pump oil every day, clean secondary pumps and power-wash equipment," Collinson says. The skills empower them with the knowledge they are capable of many kinds of work.

The job hasn't been right for everyone, and Collinson knows workers may not stay with her forever, but she shows appreciation through cash tips and encouraging supportive energy around the shop.

(continued)

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“We don’t have a policy to hire just women, but just having girls on board is kind of fun. We take pride in our hard, blue-collar work,” she says. “They’ve come and learned the job, young girls who enjoy working hard and are tightknit. When you build this team, it’s something to be proud of, and I try to reciprocate my appreciation.”

FINDING BALANCE

Collinson is proud of how she’s grown her business from 20 restrooms and one truck to 350 restrooms and three pumper trucks. “Cassie’s Cans is a crazy idea that worked,” she says, and 2020’s pandemic didn’t slow it down.

She acknowledges her success is based on her stubbornness, hard work and long days, especially during her first two years in business. “I wanted people to take me seriously. I didn’t want to fail,” she recalls.

Now, with her team, she acknowledges another reason for continued success is positive branding for Cassie’s Cans.

“Just having the girls pull up, wave and smile adds brightness to a job site. We try to be diligent about calls and over all absolutely caring about every issue,” Collinson says. “I appreciate my team of girls very much.

Yes, I worked my butt off. But without people showing up every day, you don’t have a business that’s going to grow.”

Besides that, having a crew allows Collinson to regain some of the social time she missed in her early 20s. Though the phone is never turned off, she actually finds time to be with her friends, boating on the ocean or sitting around a campfire, enjoying a beer. ■

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See ad, page 64

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INSPIRING YOUNG PEOPLE

Cassie Collinson says she enjoys stepping out of work boots and getting dressed up with her girlfriends and employees for fun nights out. People are usually surprised when she tells them she owns Cassie’s Cans, a portable restroom business.

“My friends are all hard-working. Some are shocked, but everyone has their own path,” she says. “People ask questions and want to know how you did it. They are proud or very supportive.”

She admits that when she received her high school diploma, she never imagined she’d own a portable restroom business. But she knew that instead of college she was more suited for working in a trade.

“I hope I will inspire young people that they don’t have to go to college,” Collinson says.

It’s hard work, she notes, and running your own business is a love-hate relationship especially in the beginning when you feel like you are missing out on all the fun your friends are having.

The commitment pays off, she adds, and she feels fortunate to have customers who continue to give her work.

She encourages people to pursue opportunities that are out of their realm and comfort zone. There were stressful days and sleepless nights as she learned about the business. Having a support system, especially her family, is also important.

“I’ve grown up and now am not so worried that it keeps me up,” Collinson says. “That’s the way it goes when you see that what you are doing is working. For years, I delivered or serviced on a Sunday if someone asked or needed a favor. I didn’t feel like I had the option to say ‘no’ while I was building a name for myself. However as years pass, you learn that most Sundays can wait until Monday. Truthfully, I’m still trying to be comfortable with punching out on a Saturday or Sunday though.”

Collinson says she’s enjoying the benefits of running a successful business. And there is one unexpected benefit of running a business with physical demands such as servicing restrooms.

“I can eat at McDonald’s as much as I want and I don’t have to go to the gym,” Collinson says with a laugh. But, she quickly adds, she usually follows a healthy diet and doesn’t eat too much fast food.



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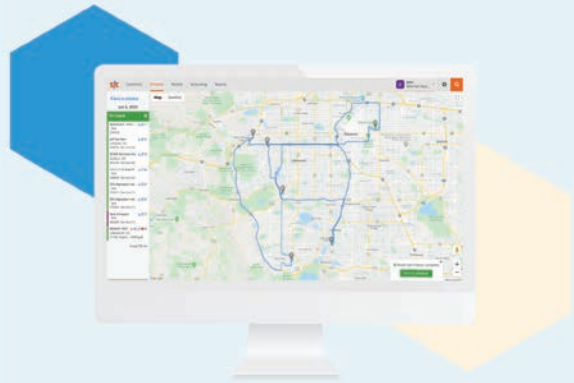
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The Business Incubator introduces readers to new restroom operators. We will revisit owners of the startup companies when they become more established to find out how they met many challenges along the way. If you know someone new to the portable sanitation industry who you would like to suggest for one of these features, send his or her contact information to editor@promonthly.com.

Left: Ibbetson is shown on the job with his converted Ford Transit service rig. (Photos courtesy of Fast Loo)

Going the DISTANCE

Fresh off an Ironman competition, Jonathan Ibbetson committed himself to another lofty personal goal: building a successful portable restroom operation

By Betty Dageforde

In 2018, Jonathan Ibbetson's wife Cara, a nurse, told him he needed to start exercising again. He went all-out and signed up for an Ironman triathlon in Wales. He spent a year training for the 2.5-mile swim, 110-mile bike ride and 26-mile run. But it turns out he was training for more than just the Ironman. By the time he finished the triathlon the following December, he was on his way to a new career.

Ibbetson had been working in the food-packaging printing business for 24 years, most recently in management. But he was increasingly bored. "Although it pays very well and gives us a nice lifestyle, it was slowly killing me inside," he says. He had in the back of his mind he'd like to start a business.

Ironman training gave him three things: First, the guilt he felt for spending so much time away from the family led him to thinking he could have used that time pursuing his entrepreneurial dream. Second, it gave him confidence he could achieve anything he put his mind to. And third, he used a lot of portable restrooms, which gave him a business idea as he was exposed to the good, the bad and the ugly of the industry. He started looking online at companies and

(continued)



Ibbetson on the 26-mile running leg of the Wales Ironman marathon, which also included a 2.5-mile swim and 110-mile bike ride.

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Left: Ibbetson is shown with Fast Loo's 2016 Ford Transit van converted to a flatbed by Rapide Tankers that carries four restrooms, a 180-gallon waste/100-gallon freshwater steel tank with a Honda GX240 pump, and a Honda GC160 power washer.

Below: Jonathan Ibbetson displays mementos of his Ironman triathlon, which motivated him, in part, to start a restroom business.

his enthusiasm grew. He didn't quit his job but in early 2020 Fast Loo in Leeds, England, was born.

FIRST STEP — GET HELP

Although research helped, Ibbetson knew he had to talk to people and get hands-on experience. He called a few companies, and all were helpful and encouraging. Then he contacted a company 100 miles away and asked if he could work for them for a day. After that experience he was ready to put in an order with the local PolyJohn dealer for 10 units.

The next helping hand came from Richard Poulton at Rapide Tankers. "He basically makes all the tankers in the U.K. for all the toilet companies," Ibbetson says. "He was really nice and gave me lots of advice and told me what I needed."

Ibbetson bought a 2016 long-wheeled Ford Transit van, which Poulton converted to a flat bed with room to carry four units, a 180-gallon waste/100-gallon freshwater steel tank with a Honda GX240 pump, and a Honda GC160 power washer. He lowered the bed to facilitate manual loading of units.

A BLESSING IN DISGUISE

Ibbetson was now anxious to get started, but world events interfered. In March the prime minister announced the country was going into full COVID lockdown. "I started panicking, thinking, 'What have I done?'"

Poulton reassured him everything would work out. "And then I just put my head down and really started planning," Ibbetson says. It turned out there was a lot to plan: figuring out a name, creating a logo, pricing,

"When the phone rings, I still get a buzz. I love the process, the journey of starting a business and growing it. The money's coming in and it's great, but it's more the journey, really, and enjoying it."

JONATHAN IBBETSON



bookkeeping, marketing, where to store equipment. The name basically just popped into Ibbetson's head. His website designer convinced him he needed a logo, so he had to work out a design and choose colors. He says he quite likes the blue and green Cara picked because it stands out. His website was to be his only form of marketing so, being especially concerned about ranking well on Google searches, he learned all he could about search engine optimization, or SEO.

Everything came together by June, just as the country opened back up, and the phone started to ring.

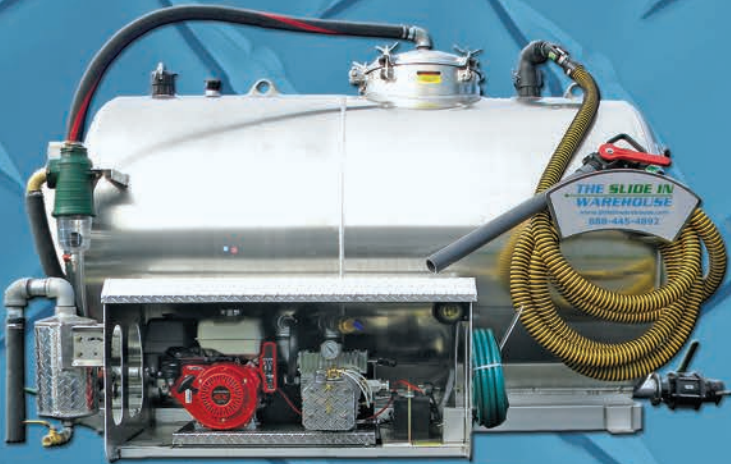
RAMPING UP

By the end of July, all 10 units were rented out and Ibbetson was ready to order more. Unfortunately his supplier had none in stock. He found a large contractor in another part of the country, AndyLoos, who agreed to sell him some units (Satellite Industries) and, again, the owner, his daughter and an associate gave Ibbetson lots of advice and encouragement.

(continued)

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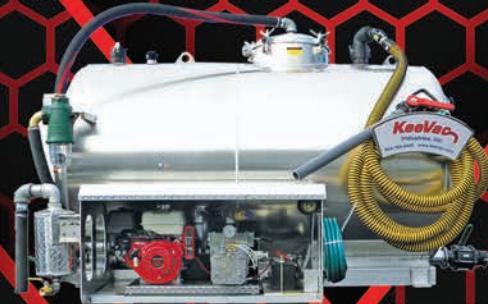
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Left: Ibbetson loads PolyJohn restrooms onto the flatbed of his truck built out by Rapide Tankers in the U.K.

Below: This PolyJohn unit is fitted with a health and safety compliant sink (full forearm wash), a flushing recirculating toilet tank, both required at U.K. construction sites, and a hot-water heater, an option growing in popularity.

Every month or so Ibbetson now goes to the Satellite plant in Coventry and buys four units. Satellite personnel have also been very helpful, he says. He was especially encouraged when the salesman told him the big companies were buying lots of units. "I'm thinking if they're buying a lot, there's obviously work out there."

Ibbetson is now up to 65 Maxim 3000s, two PolyJohn wheelchair-accessible units, and two units with hot-water sinks which he built himself using Hotshot heaters from RLT Design in York (one is currently in a barn, the other at Leeds City Center), all with hand-pump flush systems and foot pump-operated sinks and liquid soap dispensers per U.K. legal requirements. Ibbetson keeps track of his equipment using Google maps.

BIGGEST HEADACHE

Ibbetson says invoicing has been the hardest part — the book work, the collections, the time. He started out using Excel but as the company grew it just wasn't working. "It was too time-consuming and

invoice." He currently invoices customers once a month but believes bi-weekly would be better.

Ibbetson is now working on automating the collections process. "I rely on customers to pay and some don't. Then you're chasing overdue invoices and sending emails and when they don't respond you've got to ring them up. I want a better system, so I'm working on going cardless where they pay online." Ideally, he'd like to set it up so when a customer orders units and pays a deposit online, he sees when they've paid and delivers the units, and each month automatically collects payment from the customer's bank.

PLANS AND ADVICE — AND ONE REGRET

Ibbetson's first goal was to get to a point where he could quit his printing job, which he was able to do by March 2021. Near-term plans include making improvements to the website, especially emphasizing that he's a local company; finding a covered facility with utilities to store equipment and provide him an office so he can quit working out of his van; getting into events; purchasing routing software; and hiring help once he gets up to 80 or 90 units.

Ibbetson's biggest bit of advice is to just have confidence in yourself and do it. "I didn't know anything about (the industry), but you just read up on it and speak to people. You can think about it and dream about it, but you've got to actually put things in place and do it. I honestly believe you do reap what you sow. And if there's a problem, there's always a solution, always."

Although holding down a full-time job while getting a business off the ground was brutal, Ibbetson, now 40, says his only regret is not starting the business 10 years earlier. "I still get excited. When the phone rings, I still get a buzz. I love the process, the journey of starting a business and growing it. The money's coming in and it's great, but it's more the journey, really, and enjoying it." ■





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



The Portable Sanitation Industry Continues a Rich History of Innovation

By Karleen Kos

History never looks like history when you are living through it.

— John Gardner

If you have seen the PSAI's Association Insight newsletters this year, you know that we are celebrating the organization's 50th anniversary in 2021.

I don't know if the 26 people who gathered in in January 1971 expected the association would be here half a century later. Thanks to their work, the dedication of the hundreds of volunteers who have followed, and the enthusiasm of our member companies, we are going stronger than ever and so is our industry.

A series of newsletter articles has chronicled some of the industry's milestones since the early 1940s. For example:

- World War II shipyards and the postwar homebuilding boom created the initial demand for portable sanitation options, making old-fashioned outhouses and privies obsolete.
- Portable sanitation pioneers built units out of plywood weighing between 350 and 400 pounds. These were eventually replaced by fiberglass units, which were lighter but more fragile. Eventually inventors and other visionaries took the baton to develop today's line of waterproof, durable, lightweight polyethylene portable restrooms and hand-wash stations.
- The odor had to go. Chemists and imaginative thinkers developed formulas and transformed existing cleaning products into the staples of today's deodorizer segment.
- Mechanics and engineers saw how concepts used in recreational vehicles and temporary housing could raise the bar for nonsewered sanitation. And with that, the specialty trailer industry was born.

How we got from the beginning to today is a fascinating study in creativity and business acumen. The people who built our industry at the beginning have largely passed on. Many of their descendants are still engaged, though, and they remind us that a firm foundation means our companies can survive some massive challenges. Even a pandemic.

The past 16 months have given us a storm not seen before in this industry. When COVID-19 hit and events shut down, many feared our

industry would be devastated. Others saw opportunity. By finding ways to get things done in spite of shortages, cancellations and new demands, these leaders have helped usher in a new era for portable sanitation. As a result of their work, I believe we are going to see the following changes embedded in the future of our industry:

- Higher expectations for the cleanliness, servicing and ratios of portable units.
- The presence of hand-wash facilities wherever restrooms are present, and additional hand-wash or sanitizing options wherever food is served.
- Products and service options that ensure handwashing is feasible regardless of outdoor temperature.
- Higher demand for flushing systems and trailers.
- Greater awareness of the Americans with Disabilities Act and the need for portable equipment to provide substantially equivalent access and experiences for persons with disabilities.

Our portable sanitation forebears thought little about the fact that they were making history. Similarly, our industry peers today are focused on getting the job done. Let it be known that their innovations, earnestness and customer outreach are changing things. For good. Already we have seen operators and suppliers rising to address these changing demands. They drive home the point that portable sanitation can be better, not just during COVID, but all the time.

This is the tipping point the PSAI has been preparing for. I've written previously about our long-term strategy to evolve the reputation of portable sanitation from one in which our products and services were viewed as a "necessary evil" to one where they are seen as "a respected alternative."

John Gardener was wrong this time. We are witnessing history in the making folks, and we know what it looks like. It looks like this. ■



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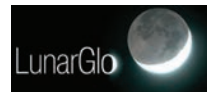
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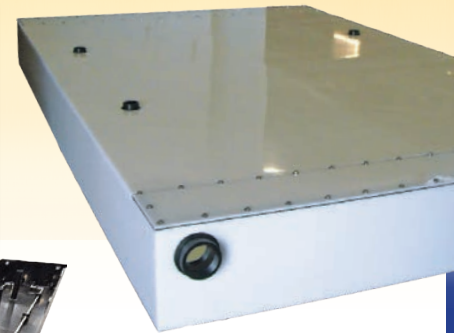
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PRODUCT SPOTLIGHT

Rich Restrooms trailer features anti-microbial touch surfaces

By Tim Dobbins

There is no such thing as too clean when it comes to portable restroom trailers. Combining a well-designed floor plan with anti-microbial materials was the goal when Rich Specialty Trailers started engineering and producing the Neptune Anti-Virus series of restroom trailers.

The Neptune Anti-Virus restroom trailer is built with permanent interior walls that kill the microbes known to carry viruses. "This product is unique because the interior anti-microbial protection treatment provides a permanent nonleaching barrier that actively destroys microorganisms that come into contact with it in a physical manner without creating opportunities for adaptive or resistant strains to form," says Sheldon Rheinheimer, vice president of sales at Rich Specialty Trailers.

The material used is imported from Europe, where it was originally tested and used in medical applications and proven to be effective at killing viruses, including COVID-19. "With the obvious concern for sanitary and safe products for the marketplace, the public has an additional level of protection from the spread of the COVID-19 virus," Rheinheimer says. "This material is also now available on many of our shower trailer floor plans."

According to Rich Specialty Trailers, the material is compliant with all global regulations and proven to provide a safe, nontoxic and nonhazardous surface that is thermally stable and resistant to strong acids and bases used for cleaning. The anti-microbial forms a colorless and odorless polymer that bonds molecularly to the treated interior surfaces forming a protective barrier that kills viruses on contact.

The trailer is built using composite materials on the walls, ceiling and floor, making the trailer water-resistant for easier maintenance and cleaning, according to Rheinheimer. Male and female restrooms come standard, along with three hand-wash sinks on the exterior rear of the trailer, allowing them to be used without entering the restrooms. The sinks use self-closing faucets to save water, and dividers between sinks can also be ordered providing another barrier to reduce the risk of spreading infection.

"The product has given the customer peace of mind to know there is much less of a chance to catch a virus in the products we are building and our clients are renting to the public," Rheinheimer says. "The COVID-19 virus has created public awareness of the need to maintain clean sanitation facilities. Our Neptune product gives the sanitation pro another tool in their rental fleet." **260-593-2279; www.richrestrooms.com.**



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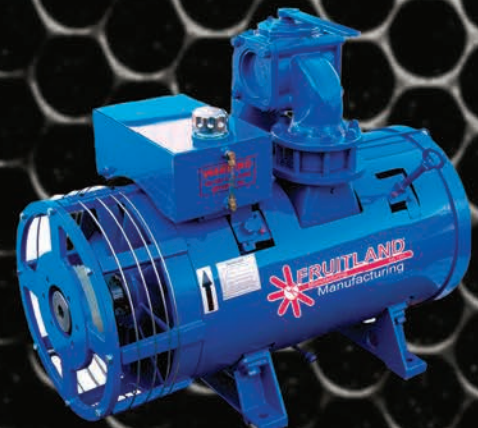
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