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June 2022
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FUN in the SUN

Florida's Anderson Rentals
has had its fair share of
challenges, but it's blue
skies after 55 years in
the family business

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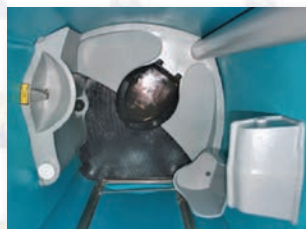
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Karen Carlin, Columbia River Affordable Portables (The Dalles, OR)

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By Jim Kneiszel

A Tale of Two Companies

Our two featured PROs this month couldn't be more different, but they demonstrate the dynamic range of the portable sanitation industry — and that there's more than one way to achieve success



As I reviewed the editorial content for this issue of *PRO*, I was struck by stark differences between the two companies in our main features. One has been in business for 55 years, surviving through many economic hills and valleys. The other is freshly minted during the COVID-19 pandemic and hoping for longevity. One has been a savvy industry leader built on experience and knowhow. The other is an upstart driven by enthusiasm and a backbreaking work ethic more than dollars and a conventional business approach.

The established company is run conservatively, though its leaders are willing to make well-reasoned investments in its future success. The newcomer is taking chances, and has an unorthodox — some might say controversial — approach to building the customer base.

And the leader of one company is nearing retirement, while the leader of the other is just getting started.

Contrasting these two companies is a thought-provoking exercise, for sure. And in the end, each has its own lessons to pass along to PROs and offers a different kind of wisdom about making it in a competitive business environment.



Eric Anderson

THE OLD GUARD

Anderson Rentals in Mims, Florida, has been a respected fixture in the restroom industry for a long time. So long that I have been acquainted with Eric Anderson — who owns it with brother John and relative Woody Donnelly — for almost 20 years. As you will read in writer Ken Wysocky's *PROfile* story, Anderson, 60, is planning on retiring next year and ushering a new generation into leadership roles at the family business.

With the benefit of looking back at his career, Anderson explains how he learned it is better to be more profitable than to own more restrooms. At the apex of an expansion, the company had an inventory of 10,000 restrooms and about 100 employees covering a 15-county region. The last economic downturn made Anderson smarter,

“Either you really love this business — and are willing to put in the hours, the effort, learn everything you need to learn, go the extra mile, without doubting yourself — or this is not for you.”

– Mario Hernandez

and he focused more on margins than swinging the biggest stick.

“Would you rather be a \$10-million-a-year company making 10% profit or a \$7-million-a-year business doing 30%? I'll take the latter every time,” he said. “Profit should always be the ultimate measurement of success. ... I don't worry about trying to be the largest operator in Florida anymore.”

You might call it right-sizing. And while they may have reduced inventory, the truck

fleet and payroll, Anderson is investing in other ways to secure the future of the business for generations to come. One, they embraced diversification, buying a roll-off container business so they could offer existing construction customers another product they needed. Two, they have constantly upgraded equipment and built a mechanic's facility to properly care for trucks. Three, they have employed software to raise productivity. And four, they are working on creation of a projected \$3 million treatment facility to control disposal costs over the long haul.

“This company could have virtually no disposal costs after six years of operation — who wouldn't want that in their corner?” He asked. “I don't want the next generation of ownership to ever have to worry about waste disposal again.”

Anderson Rentals is in an enviable position to learn from the past and tweak the business plan for greater success. That the Anderson family has persevered through stock market and real estate booms and busts shows they have had quality leadership at the helm. They are where many smaller companies want to end up, with a rich family legacy worth protecting.

THE YOUNG GUN

Mario Hernandez powers Tex-Mex Toilets of San Antonio on youthful energy and an aspirational spirit. Highlighted in one of our newer features,



Business Incubator, Hernandez started from scratch in 2020 with 13 used restrooms and an older vacuum truck. For the first year, Hernandez worked full time for someone else, then pulled night and weekend shifts growing the fledgling business.

Hernandez is not without some background in the wastewater industry. His parents, Mario Hernandez and Mercedes Reyes, operate a septic service business, and though he obtained a degree in biomedical engineering and worked in other jobs, he felt a calling for portable sanitation. As he

told writer Betty Dageforde in our Business Incubator feature, the restroom business fed an entrepreneurial hunger he felt all along. Most PROs could relate to that.

"I felt I could achieve more that way — not by myself but with my ideas," he remarked. "I felt my own ideas could drive me in the direction I want to take my life."

One idea drove him more than any other: a need he saw to provide service for Mexican immigrants in the construction industry. An immigrant himself, Hernandez felt Hispanic workers in southern Texas weren't getting the type of service they desired. He reasoned that they wanted to deal with PROs who could speak their language and in what he termed "the Mexican way."

This is where many folks in the portable sanitation industry might take issue with Hernandez's business plan. He recognizes that immigrant companies want low-cost service, so he doesn't require contracts, deposits or insurance from his customers. PROs may argue these practices put established companies at an unfair competitive disadvantage.

Does this fall under the category of low-balling, a practice derided by many in the industry? That's when new companies greatly reduce their prices in an effort to gain market share without regard for profits and quality service. Or is Hernandez simply offering more flexible service an overcoming a language barrier because that's what his customers want? Hernandez would argue the latter.

"I take a higher risk by not asking for (contracts or deposits) but I just try to do it the Mexican way. I understand their needs. They like that," he explained. "Things happen and so they need to cancel. But the next time ... you're going to be happy to rent from me because I didn't take your \$50 deposit."

Hernandez's hard work is paying off so far, and we hope to follow up with him in years to come. Meanwhile, he's going to take satisfaction in building the business.

"Either you really love this business — and are willing to put in the hours, the effort, learn everything you need to learn, go the extra mile, without doubting yourself — or this is not for you," he summed up his entry into the industry.

NOW IT'S YOUR TURN

Where does your company fit into the broad spectrum of portable sanitation? A multigenerational company deeply rooted in your community? Maybe you just bought your first truck and shipment of restrooms hoping to build your own success story? Or somewhere in between? Whatever the case, we'd love to tell your story to add additional insight into running a small service-based business in a great industry. ■

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WINDS OF CHANGE

Workforce Demands Are Shifting

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OVERHEARD ONLINE

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How to Capitalize on the Infrastructure Bill
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GLOBAL POSITIONING SOS

Troubleshoot Your Portable Restrooms' GPS

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CUSTOMER EDUCATION

Succession Plan Now to Avoid Conflict Later

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By Jeff and Terri Wigley

It's Go Time! Help Your Crew Get the Job Done Faster

These days service routes are long and available hours in the day seem short. Follow these tips to raise efficiency in the field.

Two of the questions that came in this month involve route unit servicing. In June, our residential and commercial routes are becoming busier due to warmer weather and longer daylight hours.

QUESTION: Our routes are really growing right now, and we need to concentrate on efficiency in servicing this growing number of units. Please share tips to reduce delays at the job site and thereby increase our efficiency?

ANSWER: Service efficiency, while maintaining high quality customer satisfaction, is a worthwhile goal. Keeping in mind that there will always be delays of some sort on the typical route service day, attempting to minimize these situations will benefit your company. Here are some tips to consider:

ROUTE SERVICE TRUCK

Carry an extra pump hose and plastic wand (stinger). In the event of a major clog, you can simply replace the hose and continue servicing. Using the same logic, if the wand becomes clogged, a replacement will allow the service technician to continue working without delay. In other instances, the wand, being plastic, can crack or break and a backup eliminates additional work to repair.

When possible, carry an extra restroom on the truck. If there is damage to a unit in the field, it can be immediately replaced, and the route can continue without much disruption. This also eliminates another trip to the location and keeps a unit in service for the customer.

If an extra unit cannot be loaded on the truck, remind the service technician that any units that are scheduled to be picked up can also serve as replacement units. Although this is against many PROs' policies of returning all units to the yard to be thoroughly inspected, cleaned and serviced before being delivered again, this exception to that policy can save time.

PARTS AND SUPPLIES

Including an extra toilet seat, door latches and hand sanitizers on each service vehicle will be of great use in the field. These quick repairs will restore the condition of a unit and eliminate the need for a swap-out or another trip to the job site to repair.

A small section of lightweight chain and several extra locks will also be of value if a unit is in a position where wind damage or similar circumstances could impact it. Being able to chain a unit to a fence, pole or tree will reduce

The dream scenario is to have the inspector in a truck with a small vacuum tank where units could be serviced if needed, as well as the ability to carry at least one unit that could be switched out or added as an additional unit on the job site.

tip-overs, which can produce lengthy delays on the service route.

If your company uses liquid deodorizers, consider carrying a quantity of deodorizer pods in a sealed plastic container should the liquid deodorizer run out or be spilled.

EQUIPMENT PLACEMENT IN THE FIELD

The basics of unit placement should be discussed with employees on a routine basis. A sound practice is to place units on level ground, away from heavily congested areas, against walls or trees, and not behind locked gates where we do not have either a key or a combination. Securing units to avoid tipovers is important as well.

Place holding tanks using the same practices. Another tip is that if the tank can be placed where the disposal cap is at the lowest point, pumping of the tank is much quicker and the tank can be completely emptied.

One tip recently shared with us involves crane units. How many times have we driven up to the job site on the same designated day at around the same designated time and the crane unit is still on the top of the building? The PRO shared that their company always delivers two crane units to the site although they only charge for the service of one. One crane unit stays on the building until the day before the scheduled service.

At that time, the second crane unit, which has been locked and secured on the ground all week, is switched out with the used unit. That unit is then chained and put out of service. When the route service tech comes the next day, there is one locked crane unit on the ground that can be easily serviced without delay. After servicing, it is then locked and the route service tech continues on.

The "10-foot rule" is an approach some PROs use, placing sinks and

sink stations no more 10 feet from a unit or a bank of units. Being able to pull to a point where both the unit and the sink can be serviced without moving the service vehicle is an efficient timesaver.

TRAFFIC REPORTS: THE 511 SYSTEM OR OTHER SOURCES

At certain times in the route, travel on interstates, major highways or busy streets may be required. Keeping apprised of traffic conditions is a way to increase efficiency. In today's world there are a multitude of "apps that can do that." One system we would also like to highlight is the 511 U.S. Department of Transportation and Federal Communications System of sharing traffic and road conditions on a nationwide basis that began in March 1999. Here in Georgia, we have the 511GA app that drivers use to access traffic information from all areas of the state. Avoiding traffic jams is a major efficiency bonus.

< • >

QUESTION: Our company strives to constantly improve our level of service. We have considered some type of unit inspection program in the field. What suggestions do you have to structure such a program?

ANSWER: Ensuring the route service technician is providing good service, the opportunity to inspect the equipment and its placement in the field, the ability to solve potential problems that may surface and interaction with the customer on site is invaluable. Building that customer relationship will ensure continued jobs in the future and hopefully inspire that customer to refer your company to others.

As with company policies and procedures, performance plans and other processes, once it is in writing it becomes "official."

General suggestions to include on a written form for portable restroom inspections would include:

1. Overall condition of the unit
2. Specifics as to cleanliness and structural condition of the door, walls, base, roof, tank, urinal, tissue holder and sanitizers, if applicable.
3. Having the information on when the unit was last serviced and its service history; and is the unit being overused?
4. Is the unit in the best location for use and for service? If not, make suggestions for better positioning.
5. Are the outside decals in good condition or do new decals need to be applied?
6. Other?

It would be ideal to have the person doing unit inspections driving a company truck. In fact, the dream scenario is to have the inspector in a truck with a small vacuum tank where units could be serviced if needed, as well as the ability to carry at least one unit that could be switched out or added as an additional unit on the job site. Using this model, the inspector can also be the problem-solver.

Regardless of the vehicle that is used to conduct inspections, the secondary responsibility of the unit inspector should be to look for future job sites along their journey.

Providing driver route feedback, increasing customer satisfaction and increasing sales leads are all advantages of a unit inspection program.

FINAL THOUGHTS

The busy season is here! The ability to maximize efficiency is good for employees and customers alike. With a field inspection program, you can provide excellent customer service while prospecting for new jobs along the way.

We invite you to share your ideas and experiences in these areas with us. We will then share them here in a future column. ■

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Below: The team at Anderson Rentals includes, from left, Ben Anderson, Eric Anderson, Woody Donnelly and John Anderson. (Photos by Preston Mack)

➔ FUN in the SUN

Florida's Anderson Rentals has had its fair share of challenges, but it's blue skies after 55 years in the family business

By Ken Wysocky



Anderson Rentals Inc. Mims, Florida

Owners: Eric and John Anderson
and Woody Donnelly

Founded: 1967

Employees: 50

Services: Portable sanitation, roll-off
containers

Service Area: East Central Florida

Website: www.potty.com

About 16 years ago, Anderson Rentals was one of the largest independent portable sanitation companies in Florida, with more than 10,000 restrooms, roughly 100 employees and a service area that covered 15 counties in the southeastern corner of the state.

Today the company — based in Mims, a coastal town east of Orlando — is still going strong as a major player in the industry. But in many respects, it's also a much different business: fewer employees, about a 50% reduction in restroom inventory, a reduced geographic footprint to 10 counties, additional services added and a reconfigured customer base.

Furthermore, in its 2.0 version, the company — now in its second generation of family ownership with a third generation waiting in the wings — is more profitable than when it was much bigger, says Eric Anderson, a company co-owner.

"We're more efficient than when we were

bigger," says Anderson, who owns the business with his brother, John, and Woody Donnelly, his brother Bob's son-in-law.

"Bigger isn't always better," he continues. "Would you rather be a \$10-million-a-year company making 10% profit or a \$7-million-a-year business doing 30%? I'll take the latter every time.

"I always was very proud to say we were the largest family-owned-and-operated portable restroom company in Florida," Anderson adds. "But profit should always be the ultimate measurement of success. ... I don't worry about trying to be the largest operator in Florida anymore."

The company's makeover offers several key takeaways for PROs, including the value of offering diverse services, using data to increase efficiency, and striving for waste-disposal independence. It also illustrates the power of resilience and flexibility in the face of economic adversity, which is what spurred the company's makeover.

ADAPTIVE STRATEGIES

In this case, that economic adversity emerged in 2006 in the form of a housing bubble in Florida that burst in 2006, far ahead of the deep national recession of 2008. Itw was a devastating blow to Anderson Rentals, which relied heavily on restroom rentals to residential home-building companies.

But in a bend-but-don't-break survival move, the company downsized to about 2,500 restrooms and 26 employees. At the same time, it slowly pivoted into rentals to contractors that build commercial buildings, a sector that wasn't affected as much by the housing market implosion, Anderson says.

The downsizing also opened the door to two other strategies in the company's resurgence: converting its restroom inventory from fiberglass units to polyethylene, the modern industry standard, and taking a calculated risk buying a roll-off container business, he says.

"The owner of a roll-off company that also was heavily tied into residential construction asked us if we wanted to buy the business, which at the time had only 10% of its roll-offs rented," he explains. "So we bought the business for pennies on the dollar.

"I can count on one hand the number of spats we've had. We've always operated with the same philosophy: If everyone doesn't say yes to something, we step back and discuss it further — or we don't do it at all."

ERIC ANDERSON

"Because we already had connections through renting portable restrooms, we had 95% of the roll-offs rented within a year," he continues. "And during that time, we also bought another roll-off company that was dying on the vine, which gave us a total of about 300 roll-offs."

The lesson here for other PROs? Be alert for opportunities to diversify into complementary businesses — something the company's accountant had recommended for years — and then cross-market the services, Anderson says.

"Roll-offs helped us get a foot in the door to rent restrooms to commercial contractors," he notes. "That helped us generate more and more revenue from restrooms, so the acquisitions were a big win for us. In a way, I guess the housing bubble burst did us a favor in some respects."

Today, the company owns 450 roll-offs, mostly 20-cubic-yard units. The company also owns eight trucks — mostly Internationals and Sterlings — to transport roll-offs, he says.

INVESTING IN EQUIPMENT

The company owns a large fleet of other vehicles, too, including 42 restroom service trucks, all equipped with Masport HXL4 vacuum pumps. One truck was built out by Progress Tank on an International chassis, featuring a 1,000-gallon waste/300-gallon freshwater stainless steel tank with a Masport HXL4 pump.

The rest of the restroom trucks are self-fabricated, featuring International chassis and 1,000-gallon waste/300-gallon freshwater steel tanks.

The business also relies on a 5,460-gallon steel tanker trailer from Ma-com. The tanker is used to collect waste off-loaded by drivers into storage tanks — a 10,000-gallon tank at the main yard in Mims and two 2,000-

Below: Woody Donnelly returns a portable restroom to Anderson Rentals, while Ben Anderson waits with the skid-steer.



Below: David Bevilacqua completes repairs on an Armal restroom in the company shop.



gallon storage tanks at facilities in Lakeland and Fort Pierce — and hauls it away for disposal, Anderson explains.

The company also owns 5,000 Armal restrooms, about 160 handicapped-accessible units from Satellite Industries, 180 hand-wash stations from Poly-John and more than 100 holding tanks from Satellite.

In addition, the company has invested in more than a dozen restroom trailers, seven from Satellite Suites, one from Advanced Containment Systems Inc. (ACSI), one from Black Tie Products and five from Wells Cargo; others are self-fabricated.

KEYS TO SUCCESS

Anderson says the company is data driven to improve efficiency and productivity. As an example, he cites the firm's emphasis on services per hour as a productivity benchmark, which is tracked with business management software called Tower, from the AMCS.

"We focus heavily on services per hour, not on how many restrooms or trucks we have out," he says. "We know we're making a profit if they do more than three restrooms per hour." The software was written for the waste disposal industry, but it also covers roll-offs and restrooms.

"You can keep track of individual restrooms, but the software also pushed us to look at services per hour," he continues. "We get a weekly re-

"You can keep track of individual restrooms, but the software also pushed us to look at services per hour. We get a weekly report and know how many restrooms per hour drivers are doing. We also know exactly who's the most profitable route driver."

ERIC ANDERSON



Above: Bevilacqua replaces a door on a damaged unit.

port and know how many restrooms per hour drivers are doing. We also know exactly who's the most profitable route driver.

"The software also does a great job of optimizing our routes."

Another factor in the company's success and longevity is a 5,625-square-foot mechanic shop that helps minimize truck downtime and makes repairs more cost-effective than relying on outside mechanics. Five full-time mechanics work in the facility, including Anderson's nephew and head mechanic, Ben Anderson.

John Anderson also contributes heavily as supervisor who also performs maintenance on all service trucks and restroom trailers.

Built in 1998, the facility is equipped to do everything from major engine repairs to transferring tanks from one truck to another to welding and fabrication work on roll-off containers and other machines and equipment, he says.

"It makes you stronger in every aspect when you're more self-sufficient," Anderson says. "You give a repair shop a truck that needs a clutch or transmission repair and you won't see it for maybe two weeks. That's time and money right down the drain."

(continued)

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Above: Steve Newton welds structural beams for a 20-yard container at the Anderson Rentals facility in Mims, Florida.

“We can do that kind of work in one day and have the truck back on the road the next day.”

Providing simple and fundamental elements of customer service also play a key role.

“When potential new customers ask me how they can be sure we’ll do what we say we’ll do, I tell them that we’ve been in business for more than 50 years,” he says. “And you don’t achieve that if don’t do what you tell customers you’re going to do. We’re as reliable as the day is long.”

FAMILY OWNERSHIP MATTERS

Family ownership has been a major selling point for the company, and has helped attract and retain new employees, Anderson says.

“The ace up our sleeve is we’re family-run and our employees like the fact that we’re family run,” he notes. “I can’t tell you how many employees have come to us looking for jobs because of that or how many have left to work somewhere else and then came back.

“It also helps that our employees see us get into trucks and make deliveries,” he adds. “We’re not just sitting in an office. ... We don’t ask our employees to do anything that we wouldn’t do ourselves.”

Furthermore, the company actively seeks out new ideas from employees. At annual end-of-the-year planning meetings, for example, Anderson will ask everyone present what they would do if they had a blank check to improve the business.

(continued)



Above: Ben Anderson uses a Bobcat skid-steer to move an Armal restroom across the Anderson Rentals yard.

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"It really encourages out-of-the-box thinking," he says. "Sometimes you get so tied into running the business that you don't have time to stop and think about what you really need."

Great family relations also paved the way for growth. The company was established as Handy House in 1967 by Anderson's parents, Ray and Marguerite Anderson, and four of their seven sons — William (now retired), Bob, John and Eric — worked at the company and eventually became co-owners.

"I can count on one hand the number of spats we've had," he says. "We've always operated with the same philosophy: If everyone doesn't say yes to something, we step back and discuss it further — or we don't do it at all."

SUCCESSION PLANS

Anderson never planned on a career in the portable sanitation industry. He was intent on going to college to study advertising. But then he met his wife, Betty Ann, and decided to stay at home and work in the family business.

Now age 60, Anderson plans to retire in January 2023. And he's confident the family business will continue to thrive, thanks to a succession plan that properly incentivizes the next generation of ownership.

"My younger brother John may retire soon, too," he says. "And Woody Donnelly basically is already at the helm. When we retire, we sell our shares back to the corporation in phases.

"In corporate America these days, the third generation usually runs the business into the ground," he continues. "To avoid that, our next generation has that carrot — accumulation of shares of stock — at the end of the stick. They see what we have and they want that, which hopefully motivates them to keep investing in the company and running it profitably so they can get those shares of stock.

"We're super proud of what we've built," he concludes. "My dad was the proudest peacock in the land and I feel the same way. It's been a really fun ride." ■

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Above: Kevin Darst repairs a restroom trailer faucet. They have trailers from Satellite Suites, Advanced Containment Systems (ACSI), Black Tie Products, Wells Cargo and some that are built by Anderson Rentals.

SEEKING A DISPOSAL SOLUTION

It's unlikely that Eric Anderson will ever forget the email he received on a Friday afternoon in February 2019 — a message that disrupted operations at Anderson Rentals and sent management on a journey toward waste disposal independence.

"We received an email literally at 5 p.m. from the Brevard County waste processing plant, telling us we couldn't bring our waste there anymore," says Anderson, who owns the family-run company with his brother, John, and Woody Donnelly, his retired brother Bob's brother-in-law. "There was no advance warning or a reason given."

Just like other portable sanitation companies in the region, Anderson Rentals was used to living with a precarious disposal situation. And while the email notice was a body blow (the company was taking about 25,000 gallons of waste a week to the facility), it also motivated company leaders to develop plans to build their own \$1.5 million disposal facility.

The heart of the facility will be an aerobic system developed by Earthtek Environmental, called an Amber Moving Bed Biofilm Reactor (MBBR). It's essentially a "Superman of septic tanks" that relies on aeration and bacteria that "eat" solid waste, Anderson explains.

The system will be capable of processing 20,000 gallons of waste per day, even though it's not much bigger than a traditional residential septic system. It requires

about a quarter acre of land, Anderson says — but there lies the rub.

"We've already spent two years trying to find a piece of dirt to build it on," he says. "It's been hard because the land needs to be zoned for light-industrial and not hooked up to a sewer. If it is sewer, we'll be required to tap into it, which isn't what we want to do because, first of all, we would be our own sewer plant, and second, we want to avoid the impact fees associated with a sewer connection."

Even though the system requires only about a quarter-acre of land, Anderson is looking for a larger parcel the company could utilize for other revenue streams.

"Disposal costs around here are so high that the plant could pay for itself in eight years, which would be an awesome return on investment," Anderson says.

In the meantime, Anderson has cobbled together a network of treatment centers the company uses for disposal. But the end goal is self-sufficiency.

"I don't want the next generation of ownership to ever have to worry about waste disposal again," he says. "I want them to have more time to concentrate on other business issues.

"This company could have virtually no disposal costs after six years of operation — who wouldn't want that in their corner?" he concludes. "Plus there are ancillary benefits, like less time wasted driving to disposal centers and waiting in line, less wear and tear on trucks and so forth."



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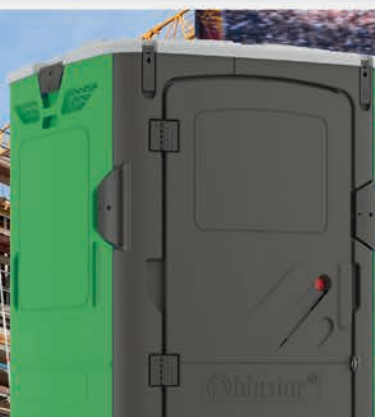
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Below: Mario Hernandez has started Tex-Mex Toilets to fulfill his small-business dreams. He is shown with his first vacuum truck, an older Ford F-350 carrying a Satellite Vacuum Trucks tank and Condé (Westmoor Ltd.) pump. (Photos by Mark Greenberg)



BREAKING DOWN BARRIERS

Tex-Mex Toilets concentrates on the needs of immigrant-run construction companies to build a healthy startup restroom business

By Betty Dageforde



Business **INCUBATOR**

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.

After obtaining a degree in biomedical engineering, Mario Hernandez got a job at a primate research center. He found the work interesting but never felt it was his true calling. He had grown up helping his parents, Mario Hernandez and Mercedes Reyes, in their septic service business and found himself circling back to the wastewater industry.

By 2020, he was working at a bathroom supply company. But when he noticed an unfilled need in the portable restroom market in San Antonio, he saw an opportunity to go into business for himself. "I felt I could achieve more that way — not by myself but with my ideas," he says. "I felt my own ideas could drive me in the direction I want to take my life."

He kept his day job but, with the support of his wife Hayli Phillips, an intergovernmental affairs manager for the county river authority, in August 2020 he registered with the state as Tex-Mex Toilets, the name being a combination of their two heritages.

Over the next few months he did some research, finalized plans, bought portable restrooms and a vacuum truck, and began advertising.

His target market was Mexican immigrant construction companies which he felt were being underserved. Being from Mexico himself, having moved to Texas as a child, he spoke Spanish and knew their customs and how they liked to do business.

He picked up his first customer in December 2020. A year later, he owned 70 units, the majority from PolyJohn, and three trucks and had left his job. He believes his success was not only a result of his own knowledge, ambition and hard work, but also the inspiration of his parents from whom he gained industry knowledge, and the encouragement of his wife, without which he says he could not have done it.

ON A SHOESTRING

Although Hernandez had a good job, he wanted to start his business with minimal investment. "I just didn't want to break the bank," he says. "I wanted to see what was the most cost-efficient way I could do it." One way was sourcing used equipment and using social media to find customers and employees.

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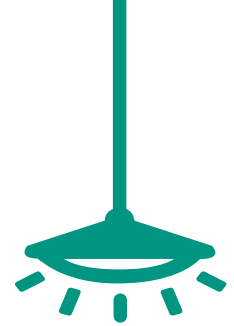
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Left: Hernandez delivers a Satellite Industries restroom to a construction site. Tex-Mex Toilets has found a niche in providing portable sanitation to Mexican immigrant builders.

Below: Until he recently quit his day job, Hernandez had been working 16 hours a day to satisfy demand for restroom service.

He found a 2002 Ford F-350 and then a 2015 Satellite Vacuum Trucks 600-gallon waste/300-gallon freshwater steel tank with a Condé (Westmoor Ltd.) pump. Although they were bargains, he did have to do some tweaking. “It didn’t run because that tank is driven by a hydraulic pump and the F-350 automatic does not have a PTO engagement system so I had to figure it out,” he says. “That was a crazy adventure.” He built his own hauling trailer paired with a Ford F-150.

Initially he bought 13 used portable restrooms (one came with a surprise snake). They were different brands, many in poor condition but he cleaned and repaired them. So far they have been satisfactory for his construction customers.

His radio ad through a free community marketplace on a local radio station brought him his first customer.

“I feel I do something that maybe doesn’t change the world, but it changed my world. I have a lot of satisfaction in what I do.”

MARIO HERNANDEZ



CONNECTING WITH THE CUSTOMER

Hernandez knows how the immigrant construction companies want to do business — straightforward, no red tape, low cost. He’s flexible and does not require contracts, deposits or insurance. “I take a higher risk by not asking for all of that but I just try to do it the Mexican way,” he says. “I understand their needs. They like that.”

He has had very few problems. He may lose out on a weekend rental now and then when a customer cancels without a deposit, but it’s made up for in good customer relations. “Things happen and so they need to cancel,” he says. “But the next time your party comes through you’re going to be happy to rent from me because I didn’t take your \$50 deposit.”

He did choose to register his business as a limited liability corporation (LLC) to avoid personal liability. “I know that accidents happen every single day,” he says.

KEEPING UP WITH DEMAND

Once Hernandez had his first customer, word spread quickly. Then customers started requesting units for their get-togethers, weddings and quinceañeras (a Mexican tradition to celebrate a girl’s 15th birthday). Fortunately, among his collection of units he had 10 or 12 in good condition and even a couple of flush units.

Existing customers also asked for septic services. In October 2021 his parents gave him one of their old vacuum trucks, a 1985 International with a 1,400-gallon steel tank and Fruitland pump.

The challenge for Hernandez wasn’t finding work but finding time. “Time management has been the hardest thing. When everything exploded I just really couldn’t do everything. I finally left my job in June and that solved my main problem.”

(continued)

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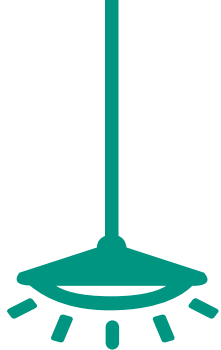
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Right: Mario Hernandez returns the hose to his vacuum truck after a service call.

Below: Hernandez services a Satellite Industries restroom on a construction site in San Antonio.



FINDING HELP

Before he left his job, Hernandez was working 16-hour days, seven days a week. He knew he had to have help, but it was tough. “It’s really hard to find someone who wants to be in waste,” he says. “And every company is struggling for employees.” Finally, Hayli heard from a friend about an ambulance driver, Michael Collins, looking for side work. “I never thought he’d want to get into this but since day one he has exceeded (expectations),” Hernandez says. Unfortunately, Collins will soon leave to train as a physician assistant.

But Hernandez hopes to have several people onboard soon. He’s purchased another vacuum truck, a 1999 Ford F-450 built out by Liquid Waste Industries with a 300-gallon waste/100-gallon freshwater steel tank and Ju-rop pump.

FINAL THOUGHTS

Regrets: Hernandez says it might have been better to go the financing route rather than pay cash for everything. “I think if I had done that, it would have been working smarter rather than harder.”

Surprises: “I didn’t think it would go as fast as it did,” he says. “I thought it was going to take years. But the market is so good and if you know how to target it right, there are endless possibilities.”

Plans: The future includes adding septic work, buying hand-wash stations and servicing grease traps. And Hernandez says he knows he’s going to have to welcome technology into his life. “Right now I’m kind of against it but I know when the company grows more we’re going to have to do things different.” His website was hacked, so he gave up the domain name and has mixed feelings about trying again — Facebook seems sufficient but a website provides more credibility.

Advice: “Either you really love this business — and are willing to put in the hours, the effort, learn everything you need to learn, go the extra mile, without doubting yourself — or this is not for you.”

Best thing about it: “I feel I do something that maybe doesn’t change the world, but it changed my world. I have a lot of satisfaction in what I do.”

The rest of 2022 promises to be busy. Not only is his business thriving but he and Hayli will soon be first-time parents. ■





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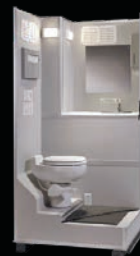
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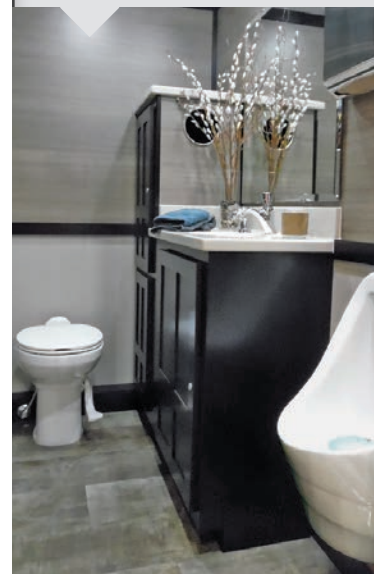
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PRODUCT NEWS



PRODUCT SPOTLIGHT

KeeVac FD Series slide-in tanks offer driver convenience

By Tim Dobbins

KeeVac manufactured the FD Series of slide-in vacuum tanks with flanged and dished heads for operators who require rugged equipment to trek off the beaten path.

"We had customers experiencing cracking in the interior water tanks, rendering the tank useless and out of commission," says Jessica Villareal, marketing director for KeeVac. "The FD tanks are built for rough duty service on off-road service routes."

Each FD series tank is constructed of 5454-H32 marine-grade mill-finish aluminum. Two configurations are available: one with the pump located on the rear of the tank and the other with it positioned on the side and set up for a conventional mount. The tanks feature a side-by-side construction that can be manufactured to the customer's capacity needs.

"The tanks offer a full 20-inch manway for ease of cleaning and servicing, as well as the capability to customize the waste and water compartment splits for customers who need more or less water for servicing their routes," Villareal says.

FD tanks come ready to work with a Condé Super 6 vacuum pump and Tiger Tail suction hose. Two 5-inch sight eyes are mounted on the tanks for easy visual inspection and customers can add an optional power-twin washdown pump with hose and spray nozzle.

All units come with a kit containing a 2-inch, 90-degree male camlock for an option to replace the factory installed straight camlock on the bucket fill, 20 feet of red 6-gauge battery cable to wire the unit's battery to a vehicle battery, and a 2-inch female camlock to garden hose adapter for freshwater fill through the bucket fill.

Users appreciate the versatility of the tanks, Villareal says. The design makes the tanks a good fit for portable sanitation, septic or grease trap service, she says.

"These tanks take after the large vacuum tanks that everyone uses, but they are lightweight which makes them ideal for smaller trucks," Villareal says. "Adapting the technology available in the larger tanks to a smaller-scale tank creates a variety of opportunities for customers. They offer a small footprint that can be mounted to a truck or trailer for access to more locations." **866-789-9440; www.keevac.com** ■

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INDUSTRY NEWS

Canada's P-Pod sold to PPod Manufacturing

Production of the P-Pod folding portable restroom will be moving from Canada to Colorado with the purchase of P-Pod Inc. of Ontario by PPod Manufacturing, based in Denver. PPod will also be relocating to a new facility in rural Elbert County later this year, where it will begin providing injection molding services with a new 3,300-ton press. ■



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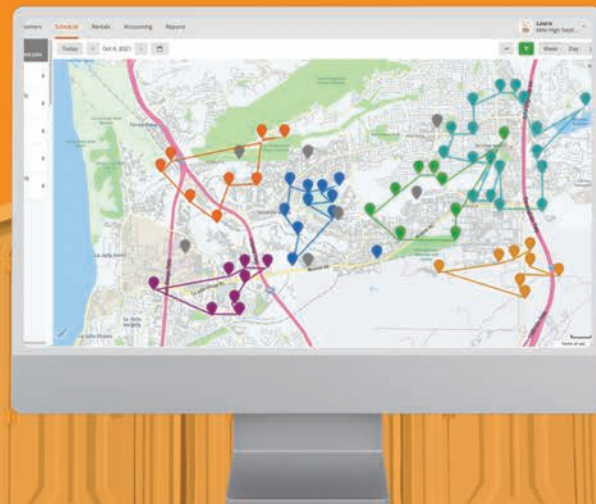
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Veronica Crosier is executive director of Portable Sanitation Association International. For more information, visit www.psa.org.

PSAI celebrates award winners at annual trade show and convention in Reno, Nevada

By Veronica Crosier | Photos courtesy of PSAI

The Portable Sanitation Association International is proud to share the recipients from the 2022 Award Ceremony held at the 50th Anniversary Trade Show and Convention in Reno, Nevada. This year's ceremony was particularly moving as it followed a beautiful presentation honoring the long and rich history of PSAI; a history in which each recipient has played a part.

With several heartfelt speeches and just a few happy tears, the camaraderie and respect radiating from the crowd during the ceremony was unmistakable. Following are the recipients of each award, along with the meaning each award carries.

THE M.Z. ANDY GUMP AWARD: KAREN HOLM, ON SITE SANITATION, LITTLE CANADA, MINNESOTA

The M.Z. Andy Gump Award is PSAI's most prestigious honor. In 1993, Barry Gump created the award to honor his father, a pioneer in the portable restroom business and one of the earliest members of PSAI. This award recognizes an individual who exemplifies the values the Gump family has used to run their business for three generations.

THE FLAY & GLENDA ANTHONY VOLUNTEER OF THE YEAR: JEFF WIGLEY, PAST PRESIDENT AND CURRENT VOLUNTEER, MARIETTA, GEORGIA



Karen Holm is presented the M.Z. Andy Gump Award by Jeff Wigley



Jeff Wigley, accepts the Flay & Glenda Anthony Volunteer of the Year award from Veronica Crosier, PSAI executive

Established in 2015, the intent of the Volunteer of the Year award is to formally acknowledge and appreciate the valuable contributions of time and talent given by so many PSAI Member volunteers — and to recognize an outstanding volunteer who has contributed to our organization's success, either in a major way in the preceding year or in a cumulative way over many years.



Mike White, holding the plaque, is joined by, from left, PSAI President Jason Perry, past president Jennifer Corrigan and PSAI Treasurer Carl Arriola, who employs White and nominated him for the Service Tech of the Year award.

PSAI SERVICE TECH OF THE YEAR: MIKE WHITE, PORTAPROS, NAMPA, IDAHO

PSAI acknowledges that service technicians have a great influence on the success of our industry, perhaps greater than any other group of employees. By demonstrating behaviors that actively embody the highest standards of our industry, top service techs contribute to strong human values and overall health and safety of the portable sanitation industry. ■

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