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A WINNING GAME PLAN

A PRO's playbook for success includes diversified services, capitalizing on city's sports mania

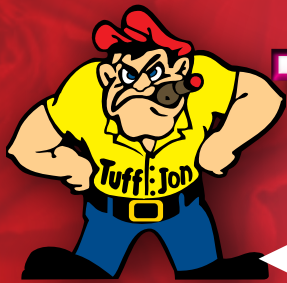
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RETURN ENGAGEMENT

Iowa's Jason and Cherlynn Waite grew a part-time startup into a full-time family supporting company with JC's Johns

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TUFF-JON

Portable Toilets | Holding Tanks | Hand Wash Units | Accessories



TJ Kids



TJ Shorty



Tuff-Jon III



Tuff-Jon



100 Gallon Fresh Water Supply Tank



60 Gallon Rinse Tank



Containment Tray



Sink Lifting Bracket



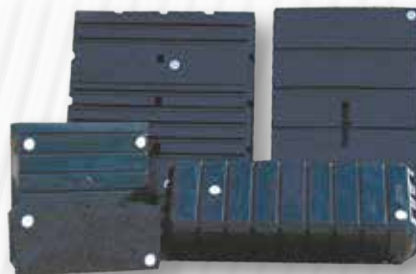
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Interior View of Deluxe TJ-III

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- Sky Heater
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A Winning Game Plan

A PRO's playbook for success includes diversified services, capitalizing on city's sports mania.

- Ken Wysocky

LEFT: Cat Cans Services proudly shows off the Kansas State Wildcats purple on it's service trucks. Owners Arrica and Matthew Wallace are shown with a 2021 Freightliner built out by Stephenson Specialty Trucks and carrying a National Vacuum Equipment blower. (Photo by Denny Medley)

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COMING NEXT MONTH — MARCH 2023

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PROFILE
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
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By Jim Kneiszel

Hit the Classroom at the 2023 WWETT Show



Tremendous business-building lessons await PROs this month in Indianapolis

Portable sanitation is a dynamic and fast-growing industry providing a critical service for a booming construction trade, thousands of special events and — maybe most importantly — during natural disasters. As the demand builds for your services, so does the competition you face in a crowded marketplace of restroom businesses trying to make their mark.

It's like the wild west out there — at times you're being stretched beyond your capacity to deliver services. And as you cope with these growing pains, newcomers are emerging from all directions to compete for your customers. In times like these, there is one good way to get an edge on the competition: continuing education.

And thankfully, one of the best opportunities for you to learn more about the wastewater business is right around the corner. The 2023 WWETT Show runs Feb. 20-23 at the Indiana Convention Center in Indianapolis. It's there that hundreds of exhibitors show their latest products — including restrooms, restroom trailers, hand-wash stations, vacuum service trucks and accessories.

The WWETT Show is also a learning lab through seminars on a variety of important topics for the small business owner, including systems and processes of restroom service, human resources issues, technician training and marketing your business.

There are more than 100 education seminars on the schedule, and a number of them will focus specifically on PROs and the challenges they face. A few are being coordinated by the Portable Sanitation Association International, while others come from other industry groups and leaders in manufacturing.

In my nearly 20 years of WWETT Show experience, one of the biggest challenges has been narrowing down the seminar list to a manageable number. It can be a challenge to balance the excellent education programming with your time on the exhibit floor checking out new products and visiting your vendors. It seems like there's not enough hours in the day when you're at the biggest show in wastewater.

So I've gone through the WWETT Show program and assembled some of the highlights for busy PROs. If you can get to most of these, you'll take away a lot of valuable information for your business:

It can be a challenge to balance the excellent education programming with your time on the exhibit floor checking out new products and visiting your vendors. It seems like there's not enough hours in the day when you're at the biggest show in wastewater.

RIGHT PEOPLE, RIGHT SEATS – LEADERSHIP METHODS TO IMPROVE YOUR TEAM AND PRO BUSINESS

You want to align your crew to jobs at your company that fit their skills and interests, and that's what the Right People, Right Seats leadership method is all about, according to presenter Ty Rogers. The director of business development at Nevada-based PRO company Quick Space will share tips to change the outlook of PROs about business management with a goal of sustaining the team and boosting worker performance. Topics covered will include evaluating job duties to match worker strengths and sustainable management practices.

PORTABLE SANITATION: PREPARING FOR EXTREMES

PROs sometimes work in extreme conditions. Bitter cold, intense heat, high winds. But do you prepare for handling these extremes to provide the best possible service? Presenter Joe Payne, a Portable Sanitation Association International trainer and operations manager for Terry's Pumpin' and Potties in Nevada, will share key considerations in planning for restroom service in a variety of difficult situations. He will also address best practices for disaster relief work.

PORTABLE SANITATION AND SPECIAL EVENTS

The PSAI has organized comprehensive best practice standards for serving special events and presenter Tony Watson, a PSAI trainer from United Site Services will cover the processes from bidding on a new event all the way to post-event meetings. Topics to be covered include determining the optimal number and type of equipment used, effective placement of units, service procedures for technicians and evaluating and troubleshooting common issues.



business growth at Raincatcher, successfully rescued the company from \$1 million in debts in 18 months. Frew will share how portable sanitation companies can safeguard against employee theft, turn around a debt-ridden organization, build profits and create a plan that will overcome future business challenges.

FOSTERING DIVERSITY AND INCLUSION IN THE WORKPLACE

Many PROs have learned the importance of a diverse workplace. Speaker Christopher Salem, CEO and business adviser at RS Group Holdings, will help your company create an inclusive work environment where all employees feel their voices are welcomed, heard and respected. Among the topics he will cover are explaining active listening techniques to communicate with a diverse workforce, ways to build, modify and enhance a diverse, multi-generational team, and proactive conflict resolution.

PSAI BASIC SERVICE TECHNICIAN TRAINING SERIES AND CERTIFICATION EXAM

Many PROs bring members of their crew to the WWETT Show, so it's convenient that the PSAI offers its Basic Service Technician Training and Certification program in Indianapolis. The day-long course will be conducted by PSAI trainers Joe Payne and Tony Watson, and covers these five topics: transportation and logistics, servicing portable sanitation equipment, safety and hazard management, recordkeeping and professional demeanor and conduct. New PROs can be tested and certified at the WWETT Show.

WHY YOU'RE LOSING YOUR BEST PEOPLE - HOW TO AVOID THE GREAT RESIGNATION

It's a huge and timely question in this challenging work environment: How do I retain employees? In 2021, companies experienced an employee turnover rate ranging from 30% to 100%, and presenter Lauren Schieffer of 365Leadership aims to help you avoid a continuation of these unprecedented numbers. Learning objectives include analyzing the cause of worker turnover, the four key things employees seek from their work environment, how good communication practices can help retain workers and building a plan to meet needs of a post-pandemic workforce.

THE EMPLOYMENT AUDIT: ENSURING YOUR ORGANIZATION IS 2023 COMPLIANT FROM A TO Z

We hear it all the time: Regulations are becoming burdensome for small businesses. PROs may be out of compliance with some of the wide array of government rules and regulations. Melanie Griffin, an attorney and founder of Spread Your Sunshine, aims to help your company follow rules concerning employment law to avoid any issues in the future. Topics covered will be creating a self-audit of your organization in common areas of noncompliance, identifying and addressing areas of concern, and highlighting recent changes in employment law.

LEADING THROUGH THE RAIN - PROTECTING YOUR COMPANY FROM INTERNAL AND EXTERNAL ATTACKS

Susan Frew built a company into a multi-million dollar success story, only to almost lose everything due to a bad hire. Learn of Frew, director of

UNDERSTANDING THE FIRST PAGE OF GOOGLE AND HOW TO USE THE SEARCH ENGINES TO GROW YOUR BUSINESS

Is it a mystery to you how your competitors' names top the list of every Google search for portable restrooms? If you want to bring your company name higher on the list, and want to effectively utilize digital marketing opportunities, take a listen to presenter Mick Credere, director of Advanced Wastewater Promotions. He will analyze three areas of Google's front page and help PROs make the most out of this search engine juggernaut. Topics include exploring the pros and cons of using Google to grow your business and what to look for in a digital marketing vendor.

ROAD TRIP?

Are you making the trip to Indy for the WWETT Show? If you are already planning to attend, I hope you gain knowledge to build and modernize your business through these seminars and viewing all the new equipment manufacturers have to offer. Being part of an event like the WWETT Show can give you an edge over competitors who stay home and stand pat with their businesses. Portable sanitation is ever-evolving, and networking opportunities at the show help you evolve with it. Good luck and safe travels! ■

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COMMUNICATION IS KEY

White-Glove Service Pairs Well With Tailored Portable Sanitation

In this exclusive online article, dive deeper with cover stars the Ferrells, owners of The Posh Privy in Healdsburg, California. Started as a spinoff to a special event planning business, The Posh Privy has found success by listening to consumer needs and tailoring services.

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OVERHEARD ONLINE

“ Although a flow-through taxation designation may yield the most favorable tax outcome, oftentimes it’s worthwhile to consider alternatives. ... Tax minimization analysis answers the question: What happens if we change this company to a C corporation, which is not a flow-through entity? Taxes are paid by the company instead of the business owner. ”

— Corporate Tax Analysis is Helpful
In a Challenging Economy
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PERFORMANCE REVIEW

Stay On Top of Employee Assessments to Hedge Issues

Portable sanitation is a mobile industry, making keeping up with employee performance reviews a challenge. This online article, from columnist Amanda Clark, equips PROs with tools to stay on top of employee management in a mobile world and to put formal reviews to work.

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KEEP IT CLEAN

Service Tech Cleanliness Reflects on Your Business

When your service technicians roll up to a special event site, customers want to see a clean and neat appearance reflecting the care you bring to portable sanitation. Read this article from writer Anthony Pacilla for workable tips to encourage better cleanliness.

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By Jeff and Terri Wigley

Data Security Should Top Your 2023 To-Do List

Cybercriminals are turning their attacks to small businesses. Follow these tips to protect your PRO business.

QUESTION: We have learned of a small company in our community that recently suffered a cyberattack. Apparently, their business was severely impacted by this situation. What are some measures that we can take in order to protect our business from cyberattacks?

ANSWER: You have taken the most important step by simply identifying the need to develop a cybersecurity plan for your company. These attacks were once almost exclusively aimed at larger corporations, but today many smaller businesses are being targeted due to lack of resources and knowledge of how to protect against cybercriminals.

Cyberattacks can inflict damage in many areas:

- Your company’s financial information including tax records and tax identification numbers
- Company bank account numbers and access to company funds
- Customer credit card data
- Customer lists
- Pricing data
- Employee records with personal data such as Social Security numbers, home addresses, phone numbers, insurance and health data
- Disruption of your daily operations and customer satisfaction
- Unexpected high costs to rid your company of the aftereffects of such an attack

Some businesses do not rebound from some cyberattacks.

DEVELOPING A CYBERSECURITY PLAN FOR YOUR BUSINESS:

Since technology can be quite complex and ever-changing, our suggestions cover the basics and we encourage PROs to interact with technology professionals for information that is specific to your company.

Our research suggests there are four major areas to address in developing a cybersecurity plan for your business:

CONSISTENT DATA BACKUP

- Daily backup of all company data is the foundation for any cybersecurity plan. Ideally, each computer in the office is automatically backed up to the company server at the end of each day and that data is then stored offsite or in the cloud.
- Monitor this process and ensure it successfully occurs each day.

Limit employee access to only those programs that are a part of their job responsibilities. Every employee having access to every program or application weakens company security.

PROTECTIVE SOFTWARE, SYSTEM ACCESS AND PASSWORDS

- **Current software** - Use the most current operating system available for all company computers. Install security software when recommended and constantly update to the most current versions. Use the most current web browsers that offer security options.
- **Security scans** - After any new installation of software and after every update, set antivirus software to run a security scan. Some viruses or malware (malicious software) can be programmed to remain dormant for a certain time period — days or even weeks — before being launched. Security scans, even on new programs assumed to be “factory direct” are an effective strategy.
- **Software installation schedule** - Several times in our research, we saw the suggestion to implement new software installations or updates at the beginning of the workday in the event that if a problem occurred, no new data would be lost and the backup from the previous day would be available.
- **Firewalls** - A firewall is a network security system that monitors and controls network traffic between your company’s systems and the internet, or some other untrusted network. A firewall can be hardware, software, or a combination of both. Firewalls should also protect the home systems for employees who may work at home.
- **Virtual private networks** - This is another excellent tool to consider. VPNs encrypt company internet activity as well as disguise your users’ online identity. These programs make it difficult for third parties to track company activities and to steal data. Employees should be encouraged to use a VPN in public places — such as a coffee shop — to avoid company data being compromised.
- **Data encryption** - This tool should be considered for all computers, laptops, mobile phones and hard drives. These programs allow data to be used and stored such that the actual data is protected using these algorithmic formats. For example, if your sensitive company data is not encrypted, when a hacker steals your information, it can be easily read and used in its entirety. Sensitive emails can also be encrypted.

- **Passwords** – Company policy should establish password standards that are monitored by company management. Consider minimum password lengths of 8-10 characters that incorporate upper and lower-case letters, numbers and special characters. Passwords should be changed on a timely basis, ideally monthly. A variety of password storage programs are available where the user merely remembers the password to the storage program and all of the other passwords are stored within the program. Consider two-factor authentication for access to certain systems. A text or an email message — usually a numerical code — is sent to the user after the initial password is entered. If an unauthorized person gained access to the password, they would also have to be in possession of the specific user’s email account, computer that uses that program, or mobile phone in which to enter this second piece of information.
- **Access to programs** - Another strong suggestion is to limit employee access to only those programs that are a part of their job responsibilities. Every employee having access to every program or application weakens company security.

EQUIPMENT IS PROTECTED AND SECURED

- **Access** - Limit access to computers as much as possible. Those with offices should have the doors locked when the occupant is not on site. In the event that another person needs access while that person is away, keys are available from management as part of an established company plan. If employees work in a common area, try to ensure non-employee access is limited. In the event that laptops are used in common areas, consider locking these devices in desks overnight or when the employee is away from the office. Have employees log off of their computers when they step away for lunch or bathroom breaks.

A “lock option” is another powerful tool that should be used. After a certain period of time without activity, a computer or laptop will automatically “lock” and will have to be reactivated through the use of a valid password.

- **Placement of equipment** - Servers and Wi-Fi network routers should ideally be placed in “out of the way” areas such as locked file rooms or offices. Wireless Wi-Fi routers do not list the name on the work computers and the router should be encrypted as well. Routers should also be password protected.
- **Credit card processing equipment** - If applicable, this equipment should be stored in a locked desk drawer in a locked office, if possible. Check with your bank or credit card company to see if data encryption and other security options are available. Extreme care and planning should be taken to establish this portion of your cybersecurity plan.
- **Offsite company equipment** - “Avoid work and pleasure on the same device” is a phrase that the Federal Communications Commission refers to in some of their literature on this topic. Company mobile phones and company computers or laptops used at the employees’ homes should be used for company business only. As discussed, a VPN, firewall and data encryption should be on this company-owned equipment.

EMPLOYEE TRAINING AND MONITORING

- Once a draft cybersecurity plan is established, present this information, and allow for discussion and input from employees. Then train each

employee so they are familiar and comfortable with the entire plan. Encourage everyone to mention any activity at any time that is questionable as to the plan. For example, a noncompany delivery person hovering over a computer where an employee is not currently at that desk.

FINAL THOUGHTS

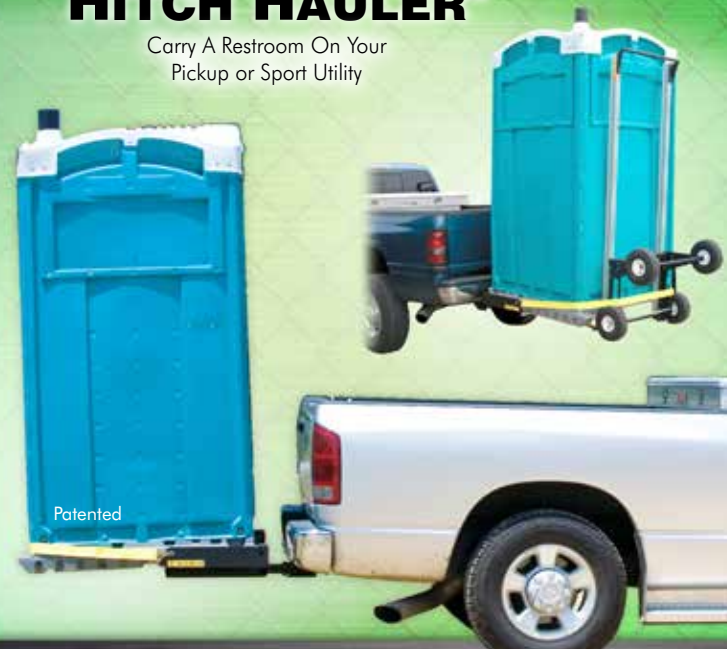
Cybersecurity should be taken seriously. As more business programs and applications become available via mobile phones and laptops, theft of company data becomes more viable. Now that working from home is more commonplace, protection of company data visible offsite is another major concern. Consider these suggestions, do your own research, talk with technology professionals and develop the best possible plan to win the battle against the cybersecurity criminals. ■


A detailed and technical 24-page manual produced by the Federal Trade Commission entitled “Cybersecurity Basics” is available at www.ftc.gov and may provide further assistance in regard to this topic.

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Below: The Cat Cans management team includes, from left, Arricca, Mason and Matt Wallace, Tara Young, Tim Trent and Riley the dog. (Photos by Denny Medley)



A WINNING GAME PLAN

A PRO's playbook for success includes diversified services, capitalizing on city's sports mania

By Ken Wysocky



Cat Cans Portable Services of Manhattan LLC Manhattan, Kansas

Owners: Arricca and Matthew Wallace

Founded: 2010

Employees: 14

Services: Portable sanitation, septic pumping, onsite installing

Service Area: 50-mile radius

Website:

www.catcansofmanhattan.com

For Arricca and Matthew Wallace, the owners of Cat Cans Portable Services in Manhattan, Kansas, portable restrooms and septic services go together like royal purple, black and white.

Those are the school colors for Kansas State University, a big client of Cat Cans as well as the inspiration for the company name — the school's teams are the Wildcats (or Cats, for short).

"When we started out, our Satellite (Industries) sales rep, Gene Clay, said that since everything here is all about the Wildcats and everyone who lives here bleeds purple, the company name should have something to do with cats, like Cat Cans," says Arricca Wallace. "And Matthew and I said, 'Yeah, that's catchy.'"

But leveraging the popularity of an athletic program in a smaller college town (population about 55,000) isn't the only reason why the company has grown considerably since it was established in 2010. Other factors include effective marketing campaigns, branching out into septic system services to increase and diversify its business base, winning large

special-event and commercial contracts for restroom rentals and service, investing in productivity- and profitability-enhancing equipment and a strong emphasis on customer service.

"The bottom line is you need to clean the restrooms, be professional and be fair," explains Arricca, 46. "It's a pretty simple plan. By doing those things, growth just followed. We always try to put ourselves in our customers' shoes and act accordingly."

FATE COMES CALLING

The couple never planned to enter the portable sanitation field. But a series of serendipitous events led them there anyway.

It started when a friend of Matthew's told him a local portable restroom operator had retired and sold his business to a company about 50 miles away. Knowing how much Manhattan residents prefer local service, the couple sensed an opportunity.

"I Googled portable restrooms and found out that Satellite has a manufacturing plant about an

hour away,” she recalls. “I thought it was quite a coincidence that they were so close ... so I called and talked to Gene, who just happened to be driving near Manhattan on I-70. He was here in a few hours.”

After Clay piqued their interest by talking to them about Satellite products and the industry in general, Aricca called a local high school that was in the middle of a major renovation project.

“I asked if we could rent them some on-site units and the athletic director asked me, ‘How soon can you get here?’” she recalls.

About two weeks later, the couple owned a used vacuum truck with a slide-in tank and 14 Satellite restrooms.

“We didn’t even have name for the company yet,” she says.

Shortly after that, Cat Cans landed a contract to supply restrooms to a large annual country music festival in Manhattan and bought 100 more restrooms.

“That event was pivotal to our growth,” she notes.

The following year Cat Cans won a bid to supply restrooms to Kansas State football games and the business was really off and running.

“After people saw our service was local, it was easy to market the business,” she says.

STEADY GROWTH

With Matthew, 47, (a Kansas state grad with an agronomy degree) already running a plumbing business, Wallace Plumbing Service; Aricca still working as a regional sales coordinator for a national insurance company; and two young children, the Wallaces tried to manage growth.

“We tried not to outkick our coverage, so to speak — grow at a steady and manageable pace,” Aricca says.

Matthew delivered, cleaned and picked up restrooms in and around plumbing jobs. Whenever their restroom inventory would fall to just three or four units, they’d order another 14, she says.

Today the company employs 14 people (including 11 full-time route drivers), owns 13 vacuum trucks and an 8,000-square-foot facility.

Early marketing efforts centered on “pounding the pavement” and letting prospective clients know that a local restroom company was now up and running, Aricca says. In December 2010, she made Christmas cookies and candy and handed them out to local building contractors to develop more brand recognition.

The grassroots marketing worked. In 2012, the company was awarded another major contract to supply and service restrooms during construction of a \$1.25 billion bioagriculture research laboratory in Manhattan.

“That led to almost 11 years of rentals, with about 100 restrooms at the peak, with cleaning three times a week,” Aricca says.

STARTING WITH SEPTIC

In 2012, the company took a big step toward diversification by buying a septic tank pumping service from a local operator who had retired after more than three decades in business.

“Matthew always said that if we wanted to grow even more, septic service would be the next phase because it was a logical extension of a complementary service,” Aricca explains. “It also

“Both the athletes and the agent posted the videos on their social media sites. ... We had 20,000 views on Twitter alone after just four days. And we’ve received so many comments from people. It’s been amazing.”

ARRICA WALLACE

Below: The crew from Cat Cans pose with their truck fleet parked in front of Bill Snyder Family Stadium, home of the Kansas State University Wildcats. The company runs service trucks from Stephenson Specialty Trucks, Arthur Custom Tank, FlowMark Vacuum Trucks, Progress Tank, Satellite Vacuum Trucks, KeeVac Industries, Best Enterprises and Robinson Vacuum Tanks. Pumps are from Masport and National Vacuum Equipment.





Above: Matthew Wallace confers with employees Thaddeus Johnson, right, and Angel Negren at the company shop. The truck is a 2021 Chevrolet outfitted by FlowMark and carrying a Masport pump.

gave us a residential customer base, so if construction ever faltered, we'd be diversified enough to keep going. It also was a very minimal investment, so it made sense for a lot of reasons."

To grow the business, Aricca relied on something called Every Door Direct Mail, offered by the U.S. Postal Service.

EDDM allows companies to target prospective customers in specific ZIP codes with direct marketing materials delivered by USPS mail carriers. In this case, Aricca developed a newsletter that introduced rural residents to the company's service and the Wallace family, printed on colorful cardstock to attract attention.

The cost? Only 0.8 cents per mailer, she says.

"We obtained so much business from that," she notes. "It was very inexpensive to do, plus it allowed us to reach very targeted audiences. It was a very fast and effective way to build name recognition."

NOW ADD INSTALLING

In 2015, Cat Cans further diversified the business by acquiring a septic system installation business. The owner didn't want to run the company anymore, but agreed to work for Cat Cans to manage installations, she says.

"We acquired his phone number and his book of business," she says. "We wanted to do it because we were giving away a lot of business to other installers. We'd pump a tank and find collapsing walls or system failures, then would have to call an installer, which probably cost us about \$100,000 a year in revenue.

"Now we're a one-stop shop for customers — a company that can pump tanks and repair, maintain and install septic systems," Aricca says.

Developing a great business reputation also contributed to further growth in the restroom end of the business. In 2018, a woman who was running a portable restroom business after her husband died asked the

"(USPS mailers were) very inexpensive to do, plus it allowed us to reach very targeted audiences. It was a very fast and effective way to build name recognition."

ARRICA WALLACE

Wallaces if they'd be interested in buying the company.

"She saw we were growing and were professional," she notes.

It was a fruitful acquisition because the company was renting restrooms to Fort Riley, a United States Army base located about 15 miles southwest of Manhattan.

"That opened the door to the Fort Riley market, which worked out great," she says. "I think it

helped a lot that people knew the business was acquired by a local, family-owned company, which is more attractive to them than if a big corporate pumper would've bought it.

"And I think the lady who owned the company and her family found a lot of peace in that, knowing we'll take care of their customers the same way they took care of them."

EQUIPMENT CORNER

The company now owns about 1,250 standard restrooms from Satellite, about 100 units from J&J Portable Sanitation Products, 450 from PolyJohn Enterprises Corp. and about two dozen from Armal. The company also owns about 56 handicapped-accessible restrooms; two six-person urinal stations that are ADA-compliant; and 11 standard units with lift kits for high-rise construction projects, all from Satellite.

Cat Cans also has invested in six single-user restroom trailers, 27

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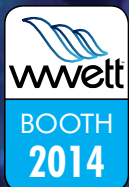
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Left: Arrica and Matt Wallace go over service routes at the Cat Cans headquarters in Manhattan, Kansas.

holding tanks, 180 hand-wash station and a pair of two-person restroom trailers, all from Satellite.

In addition, the company also owns a nine-stall restroom trailer from Advanced Containment Systems Inc., an eight-stall luxury restroom from Satellite Suites and four 14-restroom and two 20-restroom capacity flatbed trailers for delivering restrooms, built by Liquid Waste Industries.

To service restrooms, Cat Cans relies on 10 vacuums trucks: a 2007 Ford F-750 built out by Stephenson Specialty Trucks with a 1,500-gallon waste/500-gallon freshwater aluminum tank from Arthur Custom Tank; a 2018 Dodge 5500 built out by FlowMark Vacuum Trucks repurposing a 1,000-gallon waste/350-gallon freshwater steel tank from Progress Tank; a 2011 Dodge 3500 outfitted by Satellite Vacuum Trucks with a 370-gallon waste/270-gallon freshwater aluminum slide-in tank; a 2011 Dodge 4500 with a 400-gallon waste/200-gallon freshwater aluminum slide-in tank from KeeVac Industries; a 2007 Chevrolet built out by Progress using a 500-gallon waste/120-gallon freshwater aluminum tank from Arthur; a 2015 Freightliner outfitted by Progress utilizing a 1,500-gallon waste/500-gallon freshwater aluminum tank from Arthur; a 2020 and a 2021 Chevrolet 5500 with a 1,500-gallon waste/500-gallon freshwater stainless steel tank from Best Enterprises; a 2021 International built out by Robinson Vacuum Tanks with 1500-gallon waste/500-gallon freshwater tank; and a 2007 Freightliner equipped with a 1,500-gallon waste/500-gallon freshwater aluminum tank from Progress Tank.

All the trucks are equipped with Masport pumps except the 2018 Dodge 5500, which carries a Challenger pump from National Vacuum Equipment.

To handle septic tank services, the company owns a 2021 Freightliner that features a 4,000-gallon steel tank from Stephenson and an NVE 4310 blower; a 2014 Peterbilt built out by Satellite Vacuum Trucks with a 2,000-gallon aluminum tank and a Masport pump; and a 2019 Peterbilt outfitted by FlowMark with a 4,000-gallon aluminum tank and an NVE blower.

To install septic systems, the business relies on two Bobcat E42 mini-excavators, a Bobcat E10 mini excavator, a Bobcat T595 skid-loader, a 2005 Freightliner M2 106 dump truck built out by DTI Trucks with a steel 35-cubic-yard dump trailer from Valew, a 2009 Chevrolet 2500 service truck and a 2018 RAM 5500, both outfitted with a custom bed from CM Truck Beds and a 2015 Dodge RAM 3500 with a Pronghorn custom bed.

SUCCESSION PLANNING

The Wallaces expect more growth in the coming years. As Arrica puts it, “We’re all gas, no brakes — no slowing down.” In fact, the couple recently purchased another portable restroom business with rental volume similar to Cat Cans, so the restroom end of the business now will easily double, she says.

“It’s an exciting time for growth and opportunities,” she says.

At the same time, the couple also is planning an exit strategy with the help of an Illinois business consulting firm that reached out because of the company’s sterling online reviews.

“They help companies improve profitability and do succession planning,” Arrica explains.

A couple of key employees currently are taking on bigger management roles and eventually might be interested in buying shares in the company.

“When we’re ready to walk away, they’ll hopefully be ready to step in as owners, not owner-operators,” she says. “They can reap the benefits of

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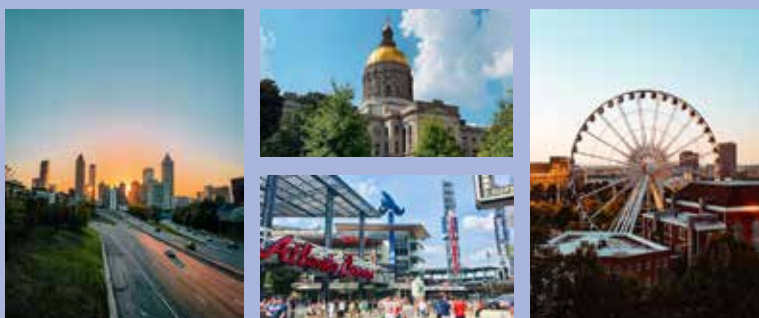
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July 18, 2023 10 am CDT	Virtual Training: Portable Sanitation & Special Events
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us being owner-operators. They'll have the knowledge and ability to get in a truck when needed, but there'll also be a team in place that will ensure the business runs like a well-oiled machine."

If Aricca has one regret, it's that she and her husband spent so much time working in the business, not on it. Much of that, of course, was out of necessity; finances often were tight in the early years, making hiring people difficult, plus many business owners tend to be Type A personalities who like to do things themselves.

But the consulting firm taught the couple one thing that other portable restroom operators might take note of: It's okay — if not even beneficial — to give up the it's-easier-for-me-to-do-it-all mentality and train high-potential employees to assume larger managerial roles.

"The consulting firm helped us realize we can take a step back and entrust people to run things," Aricca says. "It's better to work to live, not live to work — take time to enjoy the perks that come with running your own business." ■

▶ ATHLETE ENDORSEMENTS

The National Collegiate Athletic Association's decision last year to let student-athletes earn money by signing endorsement deals without losing their sports eligibility has benefited more than just college athletes.

The rule change also benefits businesses like Cat Cans Portable Services of Manhattan, which now can pay popular collegiate athletes in a sports-crazy city to sponsor their products and services.

In Cat Cans' case, the business — named after the Kansas State University Wildcats — paid two football players, Deuce Vaughn and Felix Anudike-Uzomah, and a volleyball player, Aliyah Carter, to participate in two videos for the portable restroom and septic-services business.

"I've always thought about how we could use Wildcats for marketing our company," says Aricca Wallace, who co-owns the business with her husband, Matthew. "And when the NCAA's NIL (name, image and likeness) rule came out, I knew we had to figure out how to make it a reality."

So Wallace asked a former Wildcat athlete who runs an advertising agency to act as an agent and work out sponsorship agreements with Vaughn, one of the best running backs in the Big 12 conference; Carter, a star outside hitter for the women's volleyball team; and Anudike-Uzomah, a star defensive end.

Each athlete received \$500 and the agent received \$600. Cat Cans also paid a photographer \$500 to shoot the two videos for use on YouTube and social media platforms.

"Both the athletes and the agent posted the videos on their social media sites," Wallace explains. "They spread like wildfire. And the athletes did a great job. ... We had them booked for three hours and we were done in an hour.

"We weren't sure they'd want to be associated with a portable restroom company, but they were all about it," she adds.

In one video, Vaughn, who's the fastest player on the team, races Felix to a Cat Can restroom and wins — only to find a sign taped on the door that says, "Reserved for Felix — No Deuces Allowed."

In similar fashion, the other video pits Vaughn and Carter in a race to a restroom. Once again, Vaughn wins, only to find a sign taped to the door that says it's reserved for Carter.

Then both videos cut to Vaughn, who looks sad and rubs his eyes as if crying while he sits on a street curb by a Cat Cans restroom trailer parked at a fast-food restaurant undergoing renovations. In a happy-ending moment, Anudike-Uzomah walks by and tells Vaughn to look at a sign on the trailer door that says, "Reserved for Deuce."

The videos have been effective. Wallace says one customer saw the video and subsequently rented a luxury restroom trailer for a four-hour event, which more than covered the cost of the videos.

"It absolutely has boosted sales," Wallace says. "We had 20,000 views on Twitter alone after just four days. And we've received so many comments from people. It's been amazing."

Below: Cat Cans has ample indoor storage space for its fleet of service trucks. Aricca and Matthew Wallace oversee trucks being parked for the night.



Above: Cat Cans restrooms are purple, white and gray (silver) to match the colors of the Kansas State Wildcats. The company has restrooms from Satellite Industries, PolyJohn, J&J Portable Sanitation Products and Armal.





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Iowa's Jason and Cherlynn Waite grew a part-time startup into a full-time family supporting company with JC's Johns

By Peter Kenter

Above: Jason and Cherlynn Waite built JC's Johns Portable Sanitation Services from scratch into a business large enough to support their family for years to come. They are shown in the company yard with service trucks built out by Imperial Industries and carrying Masport pumps. (Photos by Scott Morgan)

MISSION ACCOMPLISHED

PRO last checked in with Jason and Cherlynn Waite, owners of JC's Johns Portable Sanitation Service in Oskaloosa, Iowa 10 years ago. At the time, Jason was employed as a National Guard mechanic, and Cherlynn as a chiropractic assistant. They started the restroom company as a part-time endeavor in 2008 and grew to own 115 portable restrooms by 2013. Their goals at the time: expand the business to 350 restrooms and devote their careers full time to the business.

The Waites have done that and more.

Jason kept his promise and retired from the National Guard in 2013 and Cherlynn joined the business full time in 2019. They operate two vacuum service trucks and their business has moved to a new property with a purpose-built maintenance shop. Their

restroom inventory has expanded to 450 units with more on order.

The couple started the business splitting duties as best they could and now operate as a full-time family partnership. "I continue to work mostly in the office," says Cherlynn. "I also help on the routes whenever I'm needed, riding along and changing the paper, filling the units with water and providing deodorants and air fresheners — all that good stuff. When the business is working 16 hours a day, it helps shave some time off every service call."

FAMILY COMES ABOARD

They once hired a part-time worker who eventually wanted to retire. He's been replaced by the Waites' son Cole, who was 13 at the time of PRO's last visit. Cole was apprenticing as a heavy machinery operator but decided to become a full-time member of the business in 2021.

"We ran one service truck for the most part until about 2018 and then we bought a second one which we operated with part-time help,"

Return Engagement is an occasional feature where PRO visits a restroom contractor featured in the past. If you have a company to suggest for a follow-up story, please send us a note at editor@promonthly.com

Jason says. “With Cole’s arrival in 2021, we began to run two service trucks full time.”

Jason and Cole run routes every day in a service area that now covers a radius of about 40 miles around Oskaloosa. They generally split the routes north-south or east-west depending on the day’s work and alternate working on weekends to support weddings, sporting events, fairs and other local events. Son Jaxon, now 17, also works part time to support the family business when he isn’t working at a local hardware store.

Both parents have an open-door policy regarding the employment of their sons.

“We’ve always told our kids they need to go out and work for other people before they decide to work for the family business full time,” Jason says. “It gives them an outside perspective on how things operate in the broader world, as opposed to just being under mom and dad’s wing their whole life.”

TRUCK PHILOSOPHY

The current service fleet consists of a pair of Ram 5500s — a 2018 and a 2020 — built out by Imperial Industries. Each carries an 850-gallon waste/325-gallon fresh aluminum tank and Masport pump.

“I have the trucks painted silver-gray to match the restrooms,” Jason says. “It costs extra to create that distinctive look that separates us from the pack. But I consider my truck my office so I’m willing to spend a little more on it.”

With the success of the business, Jason is making good on his promise to switch out the trucks for new ones approximately every three years.

“I think there are greater advantages to owning a new truck at the top of its game,” Jason says. “And when I go to sell them, there’s a much stronger resale market for a nearly new pumper truck in great shape than one that’s eight or 10 years old.”

The Waites started their business buying restroom units primarily from PolyJohn and still do. The 450 restrooms are mostly PJN3s models. They also have six ADA-compliant units and 22 standalone hand-wash stations supplied by PolyJohn.

“We figure we need one service truck for every 250 restroom units. So we’ll carefully add a third truck, and possibly another if the expanded service area requires it.”

JASON WAITE



JC’s Johns Portable Sanitation Services

Oskaloosa, Iowa

Owners: Jason and Cherlynn Waite

Founded: 2008

Employees: 3

Services: Portable restroom rental and service.

Website: www.jcsjohns.com



Above: Jason and Cole Waite work at the JC’s Johns shop. As the company grew, it moved to a purpose-built facility near Oskaloosa, Iowa.



Above: The Waite Family, from left, Cole, Cherlynn, Jason and Jaxon, all work in the family business.

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JC's Johns owns two trailers from McKee Technologies — each can transport 14 portable restrooms.

The company's customer base started out at about 50% construction and 50% special events. Those ratios are holding, with maybe a slight turn toward construction, even as the number of clients has expanded dramatically. That includes large contracts with companies building wind farms and a corn-milling facility that operates year-round.

Contracts such as these have changed the seasonal nature of the business.

"We used to have a peak season from March to early November," Jason says. "Now everything keeps going all year, so we're just as busy in the winter as we are in the summer."

KEEP IT CLEAN

The couple credit a lot of their success to keeping their units spotlessly clean and well-served, regardless of how busy they are.

"We continue to service our toilets with the same care, whether they're going to special events or construction sites," Cheryl Lynn says. "We've heard from some construction clients that they get one-ply paper while special events get two. We believe everyone deserves the same care. In many cases we are taking on new clients because they approach us, not the other way around."

The couple have attended the WWETT Show every year to check out the latest trends in technology and take back marketing tips to improve their business. However it's become more of a family affair as Jaxon takes part, while Cole keeps the home fires burning.



Above: Jason Waite cleans a row of PolyJohn restrooms.



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Below: Jaxon Waite, horses around PolyJohn restrooms in the company yard as his father, Jason, looks on.



Above: Cole Waite was only 13 years old when *PRO* first featured the company. Now he's 23 and moving PolyJohn restrooms in the company yard. Dad Jason looks on in the background.

"We've always told our kids they need to go out and work for other people before they decide to work for the family business full time. It gives them an outside perspective."

JASON WAITE

The Waites' plans for the next five years of business involve expanding the portable restroom inventory by another 50%, and building out the company service area to about 60 miles. They see 700 units as the sweet spot.

"We figure we need one service truck for every 250 restroom units," Jason says. "So we'll carefully add a third truck, and possibly another if the expanded service area requires it. Big enough to grow our company, but still manageable as a family-operated business." ■

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Robert "Bob" Alexander Williams

Walex founder Robert "Bob" Williams passes away

Robert "Bob" Alexander Williams, founder of Walex Products Co., passed away Nov. 18, 2022. He was 92.

Born in Washington, Pennsylvania, in 1930, Williams enrolled at Washington and Jefferson College at the age of 16 and later attended Penn State for graduate studies in physics. After college he enlisted in the U.S. Navy, serving as a lieutenant for the Bureau of Ordnance and later

aboard the USS Tweedy (DE-532). After the Navy, he held technical and research positions at Monsanto Chemical and Burlington Industries.

Williams retired from Burlington, and in 1987 he began Walex Products in his home with his son, Bill. Williams developed products while his son handled sales. Today Walex manufactures sustainable sanitation and odor-control products for the global market.

Williams, who lived in Wilmington, North Carolina, is survived by his wife, Barbara, son Bill (Kendall) Williams, daughter Beth (Howard) Penton and four granddaughters. ■

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Left: Amber Probyn, left, and Hazel McShane are shown at a U.K. festival with several Peequal female urinals. (Photos courtesy of Peequal)

Squat Urinal Aims to REDUCE EVENT LINES for Women

Two UK students design the Peequal to end a frustrating restroom experience at major music festivals

By Jackie Holbrook

If you're a woman, you've been there. Most women waste hours standing in line waiting to use the restroom at crowded venues. From music festivals and sporting events to amusement parks, women spend a lot of time waiting for relief. It's annoying, uncomfortable and one of the most frustratingly universal female experiences. But two U.K. entrepreneurs are trying to change all of that.

"Who hasn't had to stand in a queue while watching men whiz in and out of the urinals? I think it's a worldwide problem that everyone can relate to. It's not just something that I see but everybody sees, so it is an obvious problem that hasn't got an obvious solution," says Amber Probyn, co-founder with Hazel McShane of Peequal, a startup company that has developed and is renting out female urinal units for festivals.

Started as a college project, the modular squat-and-go urinal is a first in the U.K., according to the women.

"We were tasked with solving a real-world problem," Probyn says. "We were wasting loads of time standing in toilet queues at festivals where we would have to choose between going to the loo or getting food."

OPEN-AIR DESIGN

Peequal is a semi-squat urinal. It's marketed as "quick, safe and sustainable." The design removes what Probyn calls micro time-wasters common to traditional portable restrooms, like opening,

closing and locking doors, and cleaning or covering seats with toilet paper. This lack of touch points also creates a more sanitary environment. The open-air design promotes airflow and ventilation. Hand sanitizer is provided for washing.

"As soon as you've gone once you know exactly what to do. We see friends bringing friends in and telling them how to use it."

AMBER PROBYN

Peequal is a series of individual stalls that utilize a design that allows people to maintain privacy during use. However, because there's no door it removes the temptation for people to waste time doing other things in the urinal like scrolling through their phones.

"You have a designated space where you can just pop a squat, it's really simple. Have a wee just like in the woods if you were going on a wild nature walk," Probyn says. "Nothing

magical about it, it's just as we would normally go."

Peequal is packed as a series of flat-pack plastic panels that are fitted in slots over six wedge-shaped urinals that create a circular unit. The tanks hold about 185-gallons of waste holding tank that acts as the base of the unit. Each unit has six squat urinals built into the base. The design



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allows six or more urinals to fit on a typical delivery truck in the U.K.

Two workers can set up each Peequal wedge in a few minutes. Teardown can be finished by a single worker. So far Peequal typically sets up 60 to 180 units and accent décor for a festival, and staff use power-washers to clean the units after the final event service.

PASSED TOUGH TESTS

Rolled out in 2022, the Peequal was tested at six events, including the well-known Glastonbury Festival in Pilton, Somerset, England, which draws more than 200,000 people. According to Probyn, use of Peequal stations has proven to reduce the overall lines for traditional restrooms at crowded festivals. Probyn described the response from women who used Peequal as “amazing.”

“Women absolutely loved it,” she says. “They would come out of the urinal saying, ‘This is a game-changer, this is liberating.’ Those are the most common words used. So, it’s pretty amazing to hear that we are making a difference.”

Perhaps equally as important as their promise to help women is the company’s commitment to the environment. Sustainability is one of the company’s core values. Peequal is built using a rotomolding process with plastics recycled from marine debris mixed with sugar cane biopolymer.

“We are looking at repurposing waste products so we can grind them down in the future to build more,” Probyn says.

Probyn is excited about the future of Peequal. She says in her experience most women figure it out immediately. “As soon as you’ve gone once you know exactly what to do,” Probyn claims. “We see friends bringing friends in and telling them how to use it.”

Footprint graphics on the unit indicate where to place feet to properly squat above the oval-shaped opening in the urinal. Toilet paper has not been provided to this point, though women can bring their own and discard the paper in a provided trash bin.

The product isn’t perfect for everyone, but the founders recognize that. Peequal isn’t disability-friendly. Because people need to squat to use it, it can be tough for the elderly or people with knee or other physical issues that make squatting more difficult. It also doesn’t have a ramp. However, if more women use Peequal instead of waiting in line for more permanent bathrooms or portable restrooms at events, lines for traditional restrooms will be shorter.

“Even if it’s not for you, it might solve your problem,” Probyn says.

COMING TO AMERICA

The founders plan to address the accessibility issues in the future. They also plan to expand internationally. They’re already in talks about moving to the U.S. and Australia. They believe they’re a perfect fit for large outdoor events like music festivals. However, international expansion is probably a couple of years out. Their first move is to expand within the U.K. throughout 2023.

Peequal was a finalist in the Plastics Industry Awards 2022, which is focused on the U.K. and Ireland, in the best recycled plastic product category. While this type of recognition means a lot to the company’s founders, there’s only one group’s praise that they truly value.

“Each time a woman comes out of the urinal, it’s met with praise of some sort,” Probyn says. “The highest praise is from women who are done waiting, waiting in line and waiting for someone to value their time.”

To learn more about Peequal, see a video podcast with Amber Probyn at www.promonthly.com. ■



Above: The Peequal is a new concept and the inventors created a signboard to explain how to use the squat urinals.

Left: Several wedge units create a circular six-place urinal, in this case screened with fence panels to enhance privacy.

Far Left: The design of the Peequal allows for easy-in, easy-out usage by women at a music festival.





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PROs Enjoyed Education and Networking Opportunities at Nuts & Bolts Conference

By **Veronica Grosier**

The Portable Sanitation Association International may have just hosted the best Nuts & Bolts Education Conference in the association's history. If you follow PSAI's social media, you've already seen that the conference reached record-breaking attendance for this event with 250 attendees. The many first-time attendees certainly picked the right time to join PSAI.

The conference kicked off with a site visit to Texas Disposal Systems that will be remembered for years to come. Three charter buses hit the road to tour TDS' massive site — which we soon learned was more of its own ecosystem. Attendees got to see the company's recycling center, landfill, composting operation, tree farm and wildlife ranch. It was fascinating to see how all systems complemented each other and how TDS upheld high standards, positive workplace culture, and community engagement and giving in their business model.

Later in the week, attendees heard from excellent panelists learning how to be prepared and proactive when it comes to natural disasters potentially hitting their worksite, and how to create a positive workplace culture through better benefits to communication and recognition strategies. Keynote speakers shared better business strategies, including how to prepare for the economic outlook of 2023. As always, the room was abuzz during the multiple roundtable breakout sessions; 15 different industry-specific topics were presented.

Thanks to attendees' support and fun-loving spirit, PSAI was able to fundraise \$6,000 for the PSAI Scholarship Fund and charity of choice, Friends of Ngong Road. All of this was through the debut of The River Walk Ramble Amble. This poker run-style event proved to be a huge hit. Participants walked the San Antonio River Walk, collecting poker chips to exchange for cards. The best hand won a cash prize of \$805. Without a doubt, PSAI will host the Ramble Amble again next year.

Of course, it wouldn't be a PSAI event without networking and good times with friends. Evening receptions were held two nights in a row on the gorgeous rooftop patio of the St. Anthony Hotel, overlooking the city.

WWETT SHOW

You can catch PSAI at the WWETT Show Feb. 20-23 in Indianapolis. PSAI will offer two classes on Monday, Feb. 20, as well as our full Basic Service Technician Training series on Wednesday, Feb. 22. Participants in the Basic Service Technician Training series will have the opportunity to take the PSAI Certification Exam as well. Visit PSAI on the trade show floor at Booth 2346. ■

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PRODUCT SPOTLIGHT

OI-3 restroom trailer is designed for versatility

By Tim Dobbins

Purchasing a new restroom trailer is a substantial investment, so it's beneficial to put money toward a product that can serve a range of applications.

Optimus Industries designed OI-3 restroom trailers to be versatile, so PROs can cover a wide array of events with one trailer. "Because of its versatility, the OI-3 fills the need for units that can cover small to medium size events and everything in between," says Chuck Millslagle, president and co-owner of Optimus Industries. "It can cover a VIP area at a concert or corporate event, to a weekend wedding or a long-term restroom remodel at a big-box store."

The versatile design stems from the components and materials used. Millslagle says that the company chooses those things based on a specific criteria. "First, we look at quality, durability and safety," he says. "Then ease of use and maintenance, followed by aesthetics and lastly, production friendliness."

The result is a restroom trailer with three separate facilities that sets up quickly using various stabilizer options. On the inside, users will find fiberglass walls, solid-surface countertops, self-closing faucets, ceramic china pedal flush toilets, composite trim and cabinets, transit-grade flooring and a climate control sensor.

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Optimus Industries also offers some customization options for the floorplans as well as options for interior colors, heat packages, vent packages, heated sink water, stereos, battery assist, PRO packages and key matching.

"We abide by a simple principle that we let quality dictate price and not the price dictate quality," Millslagle says. "We spent countless hours speaking with PROs about what they liked. We value all feedback and have made many refinements over the years based on what we hear."

Millslagle says they have received a stream of positive feedback and that PROs like a simple and fast setup along with the flowing, spacious, durable and elegant interior designs. **574-226-0691; www.oirestrooms.com** ■

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