

**Losing Scott with Jill Fasken**  
***The Shred Coach Podcast Transcript***

**TOM**

Jill Fasken, welcome to The Shred Coach Podcast.

**JILL**

I'm glad to be here.

**TOM**

Oh, I am so glad you're here because I have to say without question, you are one of my heroes and it's not every day I get a hero on my show. So, I'm really glad to have you here. So, this is going to be kind of a unique episode because there's a bigger story here that we're going to tell. And your story connects with other stories that are going to be part of this conversation, but let's start with the shredding business that you were a part of. Tell me a little bit about your shredding company.

**JILL**

All right, I will. We started in 2003. Scott was watching TV and, as he always did, would watch the background. And he was watching an Enron interview. And he doesn't watch the reader or the reporter, he watches the background, and there goes a shred truck. And I don't know how long from that point he started, he started just obsessing on that shred truck and figuring out what that was. And he... I finally said, you know, "Stop talking about it and just go buy a truck". And he did. I guess he needed that permission. Right?

**TOM**

Right. So, in 2003, he's watching Enron on TV. Scott is watching on TV. And so, what was happening at that particular point in time besides Enron on TV, which obviously was a big thing, what's happening in your and his life at that point?

**JILL**

We're getting ready to sell a business that we had before. He was wanting to get out of that business. It was a- we had an art gallery over in Provo, Utah, and he was done with that. And as was I. And he wanted to do something different. He was ready to move on. And that's... so, he saw that and started researching around here. And of course, in Western Colorado, there's no there's, you know, the national shred companies were coming through on national contracts, but there was no local in Western Colorado. And he, and the first thing he did was call NAID. He called Bob Johnson, yeah, at NAID and joined NAID. And he went to the conference before we even had a truck. And we actually got an offer to buy that, to buy our area, because we're a big area. We started just in Grand Junction, of course. But eventually, it was the whole Western Colorado, Northern New Mexico and Southern Wyoming and Eastern Utah. So, because we're all the way on the west side of Colorado.

**TOM**

So, a massive, what would currently be, a very large area that you covered. So, let's do a fast forward because I think it's relevant to the story. And I don't want to keep talking like this isn't part of the story, which is, last year something happened with Colorado Document Security. So, let's just deal with that part. And then we can go back and tell the story in the middle.

**JILL**

Okay. All right. All right, so, yeah, fast forward.

**TOM**

So, what happened last year with the business?

**JILL**

Last year I sold the business. Yeah. In November. And it... that had been a long process too, and it was something we had been, you know, an exit strategy we had been working on. And so, they... you know, there were companies that were scared of the size of our area. Not necessarily the size of our company, but the size of the space that we were in, what we were covering. We had a lot of windshield time on our trucks and on our drivers.

**TOM**

So, let's talk a little bit about the company at the point you sold it. I'm not going to worry about the sale, because that to me is irrelevant to the story at this point. Although it's still part of the story, but like how big, I know you said you called it all Western, Colorado, but like how many trucks were you running? How many staff? What was the size of the company?

**JILL**

We were run... I owned seven trucks at the end, 10 employees. I had five drivers, four drivers, you know, with COVID that sort of changed some, but, off and on, but yeah, there were 10 of us kind of running this big company. Yeah. It seemed huge to me that, I mean, we had, I don't know how many active clients we had, you know, I didn't look at that.

**TOM**

Right. A lot, though.

**JILL**

We just went, yeah.

**TOM**

Because if you were in business since 2003 to 2021, that's a lot of years that you create a lot of business, especially if you're one of the only independents in the whole region.

**JILL**

On the whole Western region. And a lot of those clients we had had from day one, you know, from the very beginning. We had, there were several of them that were still having us shred for them. And they almost became friends. Oh, you know, pretty much over the years. Yeah.

**TOM**

Yeah. So, it was all mobile based shredding. It was only mobile trucks. There was no plant. There was no bailing operation.

**JILL**

Exactly. Exactly. Scott wanted to be the Cadillac service for onsite document destruction.

**TOM**

Got it. Alright. So, we've got a sense of where you were when you sold the business. But let's now, because we have that as a bookend, let's go back a little bit further. And Scott founded the business in 2003, 2004 by the time you kind of got it up and rolling and active. So, what was your involvement in the business, you know, from 2003 for, let's say, the first 10, 15 years? What was your engagement in the business?

**JILL**

I did the books. Yeah. And I did the books. I did all of those, sort of, what are they? Licenses and registrations and cert- I'd, you know, certification. And keeping track of all of that. And I was in the office doing invoicing and... now the office at that point was in our home. You know, it was down in the basement. You know, we had, to start with, we had the one truck, we had Scott driving and we had me down in the office and in the basement. And the truck was parked in the backyard. I could see it from my kitchen window. Yeah. Yeah.

**TOM**

And so, you are basically a couple running a business together and it begins to grow over time. So, did you always maintain that role in the business?

**JILL**

Yes, I did. I did. It evolved some because we had to hire somebody to do invoicing for us. And then somebody was running the office when we moved the office out of the- when we got the... he bought the second truck and that was still at home. And when he bought the third truck, I said, "That's it. It's got to, we got to have..."

**TOM**

I want my garden back.

**JILL**

I want my garden, that's right. Yes. And, you know, we had the driver come and park his car, or, you know, or her car, we had a woman too, you know, in the backyard. And I'm like, "We're outta here."

**TOM**

Right. And so, you got a office and then... when was that, roughly? What timeline...?

**JILL**

That was 2010. I can tell you exactly because Scott had his aortic dissection the day before we were moving into the office.

**TOM**

Wow.

**JILL**

Yeah. Into the new office. And so, you know, the employees all, everybody jumped in and helped to get that move done and the trucks kept running. And, you know, I was the one who was following Scott on the... he's on the gurney going into emergency surgery for his aortic dissection. And I'm asking him where I have my notebook out, "Where are the trucks going tomorrow?" Because I didn't know if he was going to be alive the next day. And the nurses thought I was crazy. But anyway, it all worked out and we got moved into the new place and we... and it made all the difference, in the world. Yeah.

**TOM**

Good. So, we've got 2003, started up out of the house, 2010 you moved to an office. Scott goes through a major heart surgery at that point, unexpected at that point. And then he recovers and recuperates and then business grows. So, it's over the next number of years that you grow from being a three-truck operation to a seven-truck operation.

**JILL**

Yes. Yeah.

**TOM**

And tell me about your perspective of that growth period. What was happening as you watched the business grow, what were some of the, what were some of the secrets that were, you know, transpiring, if there were any?

**JILL**

Any secrets... Well, there weren't... I don't know if there were a huge amount of secrets, although, you know, Scott was always... he was constantly visiting clients. He was constantly calling them. He was joining chambers, you know, chamber of commerce in different cities,

because we're in, you know, 20 different little towns or big towns, some big towns. And he liked some better than others. But he, you know... so, then he would personally contact people, you know, he'd go to their events and he'd face to face talk to people, because he wasn't in the truck anymore. You know, he stopped being a main driver about the third year, about the third year. So, he was... but from then on, even after, you know... And we would send, you know, he would send notes to people. He would call them on the phone. He would visit them in person.

We would go, you know, on our weekend drives and he'd see a new place and he'd call them on Monday. He'd say "Hey, I just drove by your, you know, your plant". And, you know, it's something that you need a lot of oil and gas over here. So, a lot of it was oil and gas, but, and coal at the time. And, we got a lot of business from there, those industries. And then he'd, you know, try and send out peaches or he'd... we'd have the drivers leave things on the top of the bin. Like a little bag of candy or something on the top of the bin or nail files. He had nail files printed up and the ladies loved those. Silly nail files.

### **TOM**

So, so yeah, because if anybody's lived in this industry, Scott, Scott Fasken had a presence that was relational, was, he was larger than life in many ways. And so, he had this presence that sort of came into a room. And when Scott put his attention on you, you were very aware of it.

### **JILL**

Yes. Yeah. And he tried to, he almost made friends with, made it an experience. You know, he made our, you know, shredding is not a really fun experience, but it was, you know, he trained the drivers to make an experience for the clients when they're there, because they're the front line, you know? They walk into these offices and we expected them to be friendly and do the job quickly and get out and clean and, you know, keep things orderly. And he was definitely a social butterfly.

### **TOM**

Yeah. Yeah. And I think, to me, when I said what are some of the secrets of the success that you had in the business, undoubtedly that relational superpower that Scott had, just the connection, the contact, the perpetual, doing anything he could to build relationship was a huge part of that.

### **JILL**

Yeah. And another thing he, from the start, we did not wrap our trucks with the big Colorado Document Security on it. We had a big phone number on it. And we got a lot of, you know, as we're driving around, because we had so much time on the road, and then when we had multiple trucks out, we would get so many calls from just, "We saw your truck, we need, that's what we need."

And of course, from the beginning, in Western Colorado, we were educating everybody, anybody we would, who would listen to us, what you need to do with your documents and in your business. And he was constantly doing speeches at different places, he was being interviewed on TV, he would send out a press release somewhere about something. Free shred

days are kind of, we didn't do very many for free. We charged whoever, you know, if it was a bank, we charged them. But those sort of shred days we'd get, you know, advertising that way. I don't think we, we never bought radio advertising or TV advertising or, or newspaper advertising. It was all contact. It was all contacted another way.

**TOM**

Yeah. and I think one of the, because I interviewed Scott years ago on my first podcast, the Rim Pro Report, and one of the things Scott talked about in that particular interview was the focus on security instead of shredding.

**JILL**

Yes.

**TOM**

Right? There was a deliberate decision.

**JILL**

Well, that is, that is exactly right. Yeah. We're in the industry of security and not shredding. Yeah, yeah.

**TOM**

Right. Yeah. And that was a very big part of his previous position.

**JILL**

That is exactly right.

**TOM**

So, fast forward the story, and like 2017, 2018, you as a couple start looking at potentially transitioning, like a succession plan; that was part of the planning that was starting to happen. Give me a bit of sense of sort of that process through Scott realizing, Scott and you realizing, that, you know, the time had come that you had done your, you had done it in this business.

**JILL**

Yeah. Well, of course, he was never going to stop working, you know? So, we, I just needed to get him out of the space, far enough away. So, we were starting to look for a place to move to within our area so that he wasn't right here in the office all the time. And I don't know, I, you know, I think the employees liked him well enough. I don't think that was a problem, but he would never stop working. So, it had to be a place that we could get... he would be able to still come back. Because I don't think he ever would've given it up completely until we sold it. And so, he had had meetings with different national companies, of course, just like all, you know, at conference, just like a lot of companies do. And so we had been talking about selling the

business certainly, but of course then he's talking about other businesses that he's going to start, but yeah. Yeah. He had a whole list of those too.

**TOM**

I talked to him about a few of those, actually.

**JILL**

Yeah, yeah. Coffee and, I can't remember what all he was...

**TOM**

And parts. Car parts for old FJs or something.

**JILL**

Hey, I believe that. I've got a garage full of those. Yeah. Yeah. I didn't hear about that business, but I'm not surprised. Yeah. Yeah. I know the one I heard about was the coffee, coffee shop on the ski hill up at Steamboat. And he was going to put it right on the ski hill so people could just ski right up to it. Anyway...

**TOM**

An entrepreneur; a never, never turnoff...

**JILL**

Never ending. And another one was, I don't... hate to get off on this, but another one was... oh gosh... bleachers! Mobile bleachers that he would buy a big pickup truck and they'd get pulled behind this. And so, you know, there could be events up in Aspen that need extra bleachers or there's events down in Telluride that need more bleachers. You know, they've got all their outside events in the summertime. And so, he was going to deliver these and that was another one. So, anyway, there was always something, but, anyway, I, where were we? I was...

**TOM**

Well, no, we were just like- it was, you know, there's a succession plan beginning to happen. There's an awareness of the potential of selling the business. Scott's entrepreneurial presence just never stops coming up with ideas.

**JILL**

We did talk about getting a general manager, a high-end somebody who had been in the industry for a long time that would be able to take over the business, the day to day running of the business. And so, that was one of the options as well and not selling it, keeping it going and not selling it and that. And actually, he had gotten an offer to purchase the company and he declined it because he decided that he wanted to just keep it going. And he was going to do this general manager, find somebody that, yeah.

**TOM**

So, this whole time, you continue to be part of the business in the background in terms of the back of the house financials, HR, certifications, licenses, but unexpectedly in October of 2019...

**JILL**

Yep. He died.

**TOM**

Yeah. Yeah. And that was a massive blow to all of us. All of us who knew him.

**JILL**

Shocked.

**TOM**

Yeah, shocked. And...

**JILL**

It was totally unexpected.

**TOM**

Yeah. And I guess why, you know... I mean, I didn't know you. I knew Scott very well before that point, but I only got to know you a lot after that point.

**JILL**

Yes. I know. You've been great.

**TOM**

Yeah, but the- why I call you my hero is because, from somebody who worked the back of the house to all of a sudden being, in an instant, put into the front of the house, the operations of the shredding business, the sales, marketing, operations, everything, human resources, managing the team. You, with all of the incredible emotional overwhelm that happens in losing Scott, the business had to go on.

**JILL**

It had to go on.

**TOM**

And you took over. So, tell me a little bit about your process. Not so much the emotional one, because that's inevitably there. And I know that that's just part of it, but what was transpiring for you as you had to take over this thing?

**JILL**

Yeah. Well, the first thing I did, well, after a couple days, I mean, he died on a Monday early morning or a Sunday late night, I guess. Wednesday morning. I took Monday and Tuesday off and Wednesday morning with my daughter walked into the office to talk to everybody so that they could see, you know, I was certainly emotional, but they could see, I said, we are going to keep going here. This is not going to change. But I, you know, I asked them to help me out here for the next couple weeks.

**TOM**

Yeah.

**JILL**

They did, they did. Of course, everybody wanted a job too. They didn't, you know, they were... but they were super helpful. And the other thing that happened those first two weeks was, at that point I had six trucks. I didn't have the seventh truck yet. Four of the six trucks were in the shop that first two weeks. There was something wrong with... and that, I just, like, okay, this is, this can't happen. Number one, what's going on?

I decided that I needed to go to all those shops that they were, you know. One was tire shop, one was at the, I don't know what, you know, what all was happening. But I took myself into all those offices and the main maintenance because I'd been paying bills. I knew exactly... you know, and Scott would always- and plus I'd been shuttling trucks around. I never drove the trucks, but I picked up drivers and I'd meet them there and all that. I did that kind of shutting. So, I knew where these were and I went and introduced myself because they didn't know me either, other than I paid the bills. And I said, "I'm going to be the one who's going to make the final decision on a repair. Not anybody in my office, because I'm the one paying the bills".

And I did go around to do that. I don't know that it helped. I mean, I did get two of the trucks came right back and were ready to go. And that was great. One of them was on a long-term fix from an accident that had been in and was waiting for parts even then, even then. And one of them we had an in-house part-time subcontract maintenance guy who, he could fix something there at the shop and it ended up being a two-week fix. And I said, never again. I had to pull up my bootstraps and be really straightforward with him and say, "You are never putting my trucks up on a stilt in my shop again." And, so we got that fixed and things. I just moved, kept moving on, I guess.

**TOM**

Yeah, it sounds like you kind of took control of this. Like, so this event happens and now, two days later, you're talking to everybody, you're connecting. And in that period, now with trucks down, you now start taking control. Like you just go, okay. I got that piece. And that piece.

**JILL**

Yes.

**TOM**

What was the hardest thing to take control of that first few weeks? What was the thing that was the most challenging?

**JILL**

The most challenging I would say was the employees. Yeah, I would say it was the employees and keeping them... I'm the boss. You know, making sure that they know that I'm the boss. And I had some, a couple of them, that took advantage of me. You know, I'm fairly mild mannered which is, you know, a curse and a blessing. And I- my biggest challenge on my end was I had to be stronger and not let them walk all over me.

**TOM**

Yeah. So, the employee situation and- the employee situation you had to take over. And then, you know, you're past that two-week period. What starts to, what do you start learning, seeing, experiencing, as you get farther into this?

**JILL**

Well, I didn't realize how much Scott was doing. That's one, that's one thing. You know, he'd go to the office early in the morning. He was an early riser. And he'd be home by 10 o'clock. And of course, 10 o'clock on, he's on the phone with people. That's when he did his talking, you know, everybody knows about that. Some of his, you know, buddies, especially. But he was in contact and keeping track of new laws in the state of Colorado. And I didn't understand any of those things. I had to start learning those things. And so, I started doing research on, you know, I knew about HIPAA and I knew about some of these others, but there were some new things coming on that I needed to know about. And I tried to learn more about the shredding industry. And I changed payroll, that was a big, a big thing where I had been doing payroll all along through QuickBooks, and we had a paper sheet time sheet that they filled out. I switched to a payroll service and it was the best thing. I wish I had done it years ago.

**TOM**

Right. It's funny how when you've done something for years and then you get a whole set of responsibilities thrown on you, how you immediately outsourced, like go outsource, outsource, outsourced.

**JILL**

Yes, yes, yes. I started outsourcing that's for sure, I did. And that was a major one that I did. And of course, my accountant was helping me. I had a great team. Our attorney was good friends and my accountant just dove right in and really helped me through all the financial end of this. And thank God I didn't have any... you know, I wasn't, at that point we were- I was done with, you know, do I have enough money for payroll at the end of the, you know. I paid every other week. And at the beginning, you know, you're kind of, "I don't know if I have enough money for pay to cover payroll" and we were past that. So, I had that part I didn't have to worry about, but it was

in the planning of I need to have a truck. I needed to get another truck. And I had, you know, I'd been involved in buying the trucks and all of that, actually. I had not been involved in what kind of truck I'm ordering and what part, yeah, what...

**TOM**

What the heck am I buying? I know how to write a check and deal with all the registration, but what am I buying?

**JILL**

Yeah.

**TOM**

So, how did you process that? Because that's huge, right? Because that was always Scott's part of the equation.

**JILL**

Oh, yeah, he...

**TOM**

So, how did you process the purchase of a new truck? Because you had to get one.

**JILL**

I had to get one. I got the old documents from the old trucks. And so, I pulled them out and I started, of course, like even reading those I'm like, "I don't know what that is. What that thing is." And certainly, I worked with, we had Alpine trucks and I worked with them and they, and everybody in the industry that I needed help. I mean, people like yourself. They were so gracious.

Okay... So, um, just a minute...

**TOM**

Yeah.

**JILL**

It's over a damn truck.

**TOM**

Well, it's such a big part of, you know, it's such a big part of taking over all of this stuff is to also recognize you had a lot of support, you know.

**JILL**

Yes. Yes. And I, you know, I can remember my mom saying to me, “When you need somebody, you should use them because it's going to turn around and they're going to need you at some point”. And so, I did. I did have to take help, for sure.

**TOM**

Yeah. Well, and I think from my perspective, one of the major pieces of the puzzle was Scott had invested so much in so many for so many years that, you know, there's that whole concept of, you know, the emotional bank account where people fill the...

**JILL**

Oh yeah.

**TOM**

Spend a lot of years filling the emotional bank account. And I feel like, like even from my perspective, Scott filled my emotional bank account. When I went through my cancer journey, I literally got an email text, voicemail, live call every day for five years from the man.

**JILL**

Yeah, yeah.

**TOM**

He never stopped. And to me, the emotional bank account was so full that, like I said earlier, you and I didn't have a deep relationship at that point, but all of the emotional investments Scott had made in me immediately became available to you because of that.

**JILL**

It was awesome. Yeah. Yeah. It made a huge difference. It made a huge difference, but yeah. So, in buying the truck, I did resource guy at Alpine and he helped me. And one of my drivers, my top driver, actually was helping me as well with the technical part of the truck and what we needed. And I feel very fortunate that I was able to buy one because I guess there weren't very many. They're backed up.

**TOM**

Yeah, no. At the point in the time you bought it, it was one of, you know, it was really hard getting trucks at that point in time. But I think what's so powerful to me about what transpired for you was that, despite this deep emotional loss, you sort of just charged forward and got a truck and then, you know...

**JILL**

And in the middle of that, we had COVID hit and oh my gosh. I was terrified at first, until I learned that we were essential work service, and... but then it was a whole new set of issues

working with the employees with that. And, as everybody knows, everybody's now been through that, we muddled through. And I was determined to have a company on the other side so that I could sell it, you know? Had an offer on the company before COVID hit and we had a closing date set, it had to be canceled because of COVID. So, I had another two years to run the business. And I was going to do it.

**TOM**

Right. And run it you did.

**JILL**

And run it I did.

**TOM**

And, I think, a couple of the other pieces to me that are so powerful in this were, a lot of people, if... you know, Scott's been involved in so many conferences over the years, and a lot of times, you know, would talk about, you know, your unique business, Colorado Document Security in the world. And he talked and you mentioned it earlier, windshield time. But a lot of companies in this industry don't understand windshield time like you understand windshield time.

**JILL**

Yes, yes, yes.

**TOM**

And that creates a whole level of unique requirement on a business, a shredding business. And so, what did you learn about windshield time going from back of the house to front of the house, I'll call it?

**JILL**

To the front of the house.

**TOM**

Yeah. What did you learn about that whole process as it related to employees and the complexity of your unique business in the world of shredding?

**JILL**

Yeah. Yeah. Well, covering that amount of territory. And of course, we're talking different seasons and so we are going over high mountain passes, and winter, summer, we have rock slides, we have any number and avalanches now and then... I mean, these things didn't happen often and didn't ever happen on one of our trucks, but a road could get shut down, you know, in a second, you know, and the driver has to drive all the way around a different mountain pass to go down south.

**TOM**

Which is hours.

**JILL**

Hours. Hours. And so that changes and that would change then the route. And then we'd have to reassess who didn't, who got covered, you know, which stops got made, which ones didn't and have to rearrange things. And I would guess, you know, every year we had maybe only one snow day. I mean, literally where we couldn't go out. There was always some times that we got stuck in different ways, but so we had, we also had those glitches along the way. And if something got- and of course, if a truck is out and something happens and it has to be towed, and, you know, it's up in Wyoming... so, we learned- or it's down in New Mexico or, you know, or someplace, I retrieved drivers. If it was close enough, we'd go pick them up and deal with the truck later, because our drivers were number one. And we always wanted the drivers to be safe and we didn't want them sitting out stranded somewhere. So, we did have that extra. I would say that was one of the main things is, one of real big issue was... and it happened, you know, maybe three times, three, four times a year. And so, it wasn't as often as people would think, but, yeah.

**TOM**

So, from the period between when we lost Scott to when you sold the business, what are the things that you did that you're most proud of doing for yourself? Like what, you know, if you're just looking in the mirror and you got nobody else to talk to and you said I'm really proud of that thing that I did, like that thing there, or that thing there... I know you already talked about changing the whole payroll process, but buying a truck, that's huge, but what else, what else are you really proud of that you accomplished in those few years?

**JILL**

Well, I would say for one thing, we, I was able to keep all those employees. I didn't, well, I had one guy that left because of COVID. But other than that, I was able to keep those employees. I tried as best I could, and I know they weren't all super happy, but I did keep them and I was able to give them raises and we couldn't have the parties we used to have because of COVID. But I kept in touch with them all and just running the books, keeping them, you know, literally I was much better. You know, once COVID hit, I moved my office. I was mostly home anyway, but I really moved everything home for myself and got, you know, the computer system all connected. So, I could remote in and that helped immensely. And I worked every day and especially on the weekends, because nobody's on the computers at the office at that time. So, I could get in there.

**TOM**

Right, right. Unlimited access.

**JILL**

But yeah. So, I had hours and hours that I worked, you know, during the weeks. And I just kept go, I guess I'm, you know, just really happy that really grateful that I kept going. I kept it going.

**JILL (cont.)**

And we dropped, you know, everybody dropped a little bit during COVID, but you know, over here, number one, we don't have any high rises, so I didn't lose, I didn't lose very many clients at all during COVID. So, I was, you know, it dropped a little bit because offices were closed. But they still needed shredding and we just did it differently.

**TOM**

Well, I want to transition a little bit as we end our conversation more to, there was a lot of lessons that I believe you learned after Scott's passing, and a lot of lessons that I think are really important to other business owners; lessons that you uniquely learned that, A) I think because you had an inside track, but you had to learn a lot of stuff in a very short period of time. And I guess the question is, if you had the chance to talk to an owner or an owner and a couple who happen to own a business together, a business of your size, smaller, maybe a little bit bigger, what would you tell them to be doing now instead of waiting till- instead of having to deal with what you dealt with. And I don't know, I don't know if there are some lessons there, but undoubtedly either there's stuff that you did do that worked and helped or afterwards you realized, oh, we should have done that beforehand. Or proactively.

**JILL**

Well, one of the, one of those beforehand things, I wish we had done more contracts on our clients. We're, you know, out here in Western Colorado, not that we're backward folks out here, but, you know, a lot of handshake sort of things. And considering the number of clients we had... and Scott, that was not his thing was to be organized like that. He was always amazed at how organized I was with my binders and my folders and everything in QuickBooks. And I knew where everything was. But I did not know that I should have had more contracts. And I wish I had, you know, and I had those two years to do it. And, you know, I kind of, well, I had two years, I had- you know, so from 2003, I could have been doing it. But I didn't know. You know, when it came to sell the business, that would've made a bigger difference if I had had more contracts. We certainly had a lot of, you know, like I said, a lot of clients that had been with us for many years, over a decade. So, you know, they're not a contract, but it's pretty standard thing for them to, you know, to do.

But that was one. Another was being a little... I wish I knew more about HR and the employee side of it, and had... I did, after Scott died, I did finally get my employee manual. We had policies and, you know, normal things from NAID, but we didn't have our own employee manual and I wrote one.

**TOM**

Wow.

**JILL**

And did that and everybody had to sign it. And that's when, that's exactly when I switched over to the employee service- or, the payroll service, not employee service, the payroll service. And

for me that was, I don't know, that just took a lot of stress off of my shoulders that now I could always go back and say, "You know what, this is not part of the agreement, and you signed it".

So, that was one. Let me see here. Oh, and another one that I learned, and something else Scott and I should have done before was to keep better track of our truck maintenance that was going on. I knew about all kinds of things and I've learned by the seat of my pants everything about trucks. I'm a city girl and I've never driven a truck in my life. Never owned. Yeah. I never owned a truck in my life until this. And so, I learned along the way, but there's... boy, dot has a lot of regulations. And when I went to sell those last two trucks, gratefully, I did know a lot about it and I had my top driver again with me at all times when I'd have somebody looking at my, one of my used trucks. And it would've helped if I had better records of what we had done to each truck, you know, because we, I don't remember the exact mileage on the highest truck. But it was over 250,000 miles on our trucks. And they're still running. All of them are still running. All seven of them.

### **TOM**

Yeah. So, you talked about contracts, HR, process, truck maintenance. Was there any succession related things, in terms of you having to figure stuff out after the fact that in retrospect you wish you could have done earlier that was more how to operate the business, how to run the business? Any, was there anything there that would have... in retrospect. There's no blame we're taking, it's just the lesson. Was there any lesson from that period that you wish you could gone back and say, let's do this now. And again, this is for the benefit of another person or couple running a business. Was there anything there that...?

### **JILL**

I wish we had been able to have a little better handle on employees, especially. And being in monthly meetings, or weekly meetings, we didn't even have weekly meetings. We didn't have monthly meetings. And I think we should have done that. We should have done that. And I came from, I had been managing, before we moved to over here and started our business here, I had been managing 18 employees and we, I knew this. I knew this and, you know, I think keeping your employees in the circle and giving them feedback and letting them give you feedback now... as one of my bosses used to say, this is not a democracy. Your business is your business and not, it's not a democracy. So, I really think we kind of left- that was pretty weak. We were weak in that, doing employee reviews and we really should have done more of that.

### **TOM**

Yeah. Yeah. So, I guess as we come to the completion of this conversation, is there any, you know, looking back over the years and over the course of the part of the chapter in your life known as Colorado Document Security, what, you know, is there any insights, any revelations, any, any big things that come to mind that are sort of the... that cap it off for you or that say something about this period of time for you, whether it be through the whole process or the last few years, or...?

**JILL**

I was, I don't know exactly, but the... I know that I've always been amazed at how much of a family NAID is.

**TOM**

Mm. Yeah.

**JILL**

Um, so many friends...

I will always recognize one of those damn trucks as long, I think as long as I live. But I really would encourage people to be involved in iSigma, I guess it is now. And do something where you're giving back to your community, because we did do that a lot, and be a part of the community and support all kinds of, we supported all kinds of things. And, I don't know. That's about all I can say.

**TOM**

No, it's beautiful. It really is. And I think it's a testament to... And for me, it's a testament to the belief that you and Scott brought into this business that Scott for many years exemplified. And you did behind the scenes, but you also traveled to events. You were also part of a massive amount of activity while Scott served on the board. All of that stuff that happened over the years, you were part of. And Scott, I believe, and you, the two of you had a commitment to not just receiving but to giving and a perpetual amount of giving that happened.

**JILL**

Yes. And the mentorship. He did a lot of mentoring for a lot of people. And the sharing with each other, I think, is so important. There are some industries, you know, that they won't talk to each other because they don't want to the competition. And if, as long as we can learn from each other, that's where this business is going to keep growing. And we keep educating our customers and our prospective customers, on how important security is in how you're handling your documents. And, of course, all the, you know, hard drives.

Hey, I found a hard drive by the way that Scott had, as I was just unpacking, unloading a cabinet, I went, well, what is this? There's a hard drive.

**TOM**

Well, that hard drive will need to get shredded officially.

**JILL**

I need that shredded and now I don't... not sure how I'm going to do that, but anyway, I will, I will get it done.

**TOM**

Well, you have a community of people who know how to do that.

**JILL**

Yeah.

**TOM**

Yes. So, final question. Now that the shredding business is no longer part of your life, now that it's passed to its new owners, what's next in Jill Fasken's life? Where is Jill going next?

**JILL**

Jill's life. Oh boy. Well, I'm going to go... I'm still learning how to be this sort of retired. Although, I don't know that I'll ever feel retired, but my initial plan now is to after, what, two and a half years since Scott died and I'm finally going to move and move to Austin, Texas, and live near my grandkids.

**TOM**

Beautiful.

**JILL**

Yeah. And I'll get involved in the community there in other ways. I'll probably teach sewing again and, you know. Although, I can also see myself doing, like doing some books, you know, doing somebody's books once a week or something.

**TOM**

Find a little shredding company that needs some bookkeeper.

**JILL**

I know there is one there. Yeah. A good friend of ours has one nearby and I'll be talking to him.

**TOM**

That's beautiful. Well, Jill, like I said at the beginning, you are, you are my hero. And I had the luxury and privilege of having somewhat of an insider view of the whole, you know, after Scott's passing, your assuming control of the business and watching, you know, you really handle that through all of the complexity, the emotional complexity, but also the movement into the COVID experience and all of the stuff that came with it, to getting your truck, to all of those things that happened. And I believe you're a superhero and I am so honored and privileged to have watched this journey unfold. And part of why I wanted to have you on the show today was to honor both Scott's legacy in this industry, but also yours because behind every Scott is a Jill. And Jill, you are someone that made really great things happen. And thank you for being on the show with me.

**JILL**

Thank you. Can I say one more thing that's should have been said before? And that was because Scott ran a lot of those and set up a lot of, like, our GPS system, our phone system, our computers and everything, all those... get your login information and get your name on it. Because there were a couple of companies that wouldn't talk to me because I wasn't one of their contacts and I had to fight, I had to fight to get some of those things taken care of when I was shutting things down.

**TOM**

Yeah.

**JILL**

Anyway.

**TOM**

Great final point to wrap this whole thing is, you're a hero and don't forget people. If you're listening...

**JILL**

Passwords!

**TOM**

Get your passwords in order.

**JILL**

Yes. Get your passwords in order.

**TOM**

Jill, you are the best. Thank you again for joining us today.

**JILL**

All right. Thanks.