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Ribs and restrooms mean weekend fun for South Carolina PROs **Page 14**

Making the Right Moves

With new ownership, technology upgrades, Johnny On the Spot is poised for growth **Page 26**



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Competitive barbecue cooks and a crowded South Carolina downtown venue keep work interesting for Boggero's Services.

- **Betty Dageforde**

ON THE COVER: Boggero's Services kept pace with the demand for clean restrooms and hand-wash stations at the Festival of Discovery in Greenwood, South Carolina. The family, from left, includes Gena Boggero, Earline Boggero, Lilly Partain and Ben Partain. They are shown in the company yard with an older service truck built out by Ben Partain and a Global restroom from Satellite Industries. (Photo by Maddy Jones)

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Produce Results

LOOKING TO UPGRADE PORTABLE SANITATION FOR CONSUMERS OF ITS HOMEGROWN FRUITS AND VEGETABLES, A CALIFORNIA FARMERS MARKET BUYS ITS OWN RESTROOM TRAILER

By Jim Kneiszel

The vendor owners of the Chico Certified Farmers Market in northern California weren't satisfied with the portable restrooms they'd been using for years and had received complaints about the plastic units with standard drop tanks. Though clean and well-serviced, they just weren't good enough for what market General Manager Natalie Carter calls "a grocery store without walls."

The weekly market – celebrating its 35th year this summer – draws 5,000 visitors on Saturday, 7:30 a.m. to 1 p.m., who buy produce, artisan baked goods and meats, and crafts, and make a leisurely morning of it. The 120 vendors were surveyed about the restroom situation, and a few years ago they agreed to institute a \$5 per vendor per week fee to save money to buy a restroom trailer with flushing toilets, running water and air conditioning.

They ordered an Omega ADA five-station restroom trailer from AMS Global that was delivered in late summer. Each of the unit's separate bathrooms opens to the exterior of the trailer, and the market utilizes three of the five bathrooms and could open the other two with peak demand, or if the Downtown Chico Business Association requires the trailer for bigger events, according to Carter.

AN ENHANCED EXPERIENCE

"We're excited for our customers and our vendors. Now the farmers are gaining access to quality restrooms and sink stations," Carter says, especially important because they're handling food. "We've always had hand-wash stations, but the experience will be that much better."

The trailer is delivered, cleaned and stored by the market's longtime service provider, Johnny on the Spot.

According to Carter, it's not unusual for bigger farmers markets in California to use restroom trailers to offer their farmers and customers a better sanitation experience.

Like the Chico market, many farmers markets are held on large parking lots not conveniently situated near public or business restrooms.

What's unusual is for Chico to spend about \$80,000 to purchase its own restroom trailer, while other markets she knows about simply lease a trailer from a local PRO. But Carter says no restroom trailers are offered in the area surrounding the city of about 85,000 people.

"The option for rental isn't available in our area. This will be the only trailer like it in a tricounty area," she says. "In a larger metropolis, they would be more available. If there were some in our area, we would have chosen (the rental) option."

PUT THE TRAILER TO WORK

Chico and smaller surrounding communities together have a population above 200,000, and I'm surprised outdoor special events, music

venues, corporate customers and parties wouldn't create enough demand to coax a restroom provider into adding trailers to the rental inventory. Carter doesn't see a big opportunity, but the farmers market will offer its trailer and see if renters emerge.

"We're not expecting a huge demand. The cost for renting the unit is high, and there are a lot more economical options," she says. "But we're open to the possibility that we might offset the cost of it. It's not a business plan. It's a service to our market."

One challenge to identifying potential renters for the trailer is that it is spoken for every Saturday, all year, for the market that only takes one week off every seven years ... when Christmas falls on Saturday. Carter says that will eliminate many outdoor weddings and weekend festivals from consideration.

Carter manages seven area farmers markets, but Chico's is the only one that requires a significant portable sanitation solution. The market is located just outside the downtown area, so there are no other convenient public bathroom options and a constant flow of hundreds of visitors at a time. The other markets draw smaller crowds and are located nearer to established retail centers with adequate permanent restroom facilities.

Time will tell if the trailer can create even a trickle of a revenue stream for the market farmers who bought it. But that doesn't matter. The cooperative expects the trailer to provide quality restroom service for at least the next decade.

"This is like being in the town square and having to use the porta-potty. People are gathering for long periods of time, eating and drinking and buying groceries," Carter says. "We've looked forward to this change. The porta-potties were fine, but this is a big upgrade."

TELL YOUR STORY

Do farmers markets provide a great opportunity for your restroom service company? Have you established a rewarding long-term relationship with market operators in your hometown? Drop me an email at editor@promonthly.com and tell me about it. I'll share your good news story with other PRO readers. ■

"We're excited for our customers and our vendors. Now the farmers are gaining access to quality restrooms and sink stations."

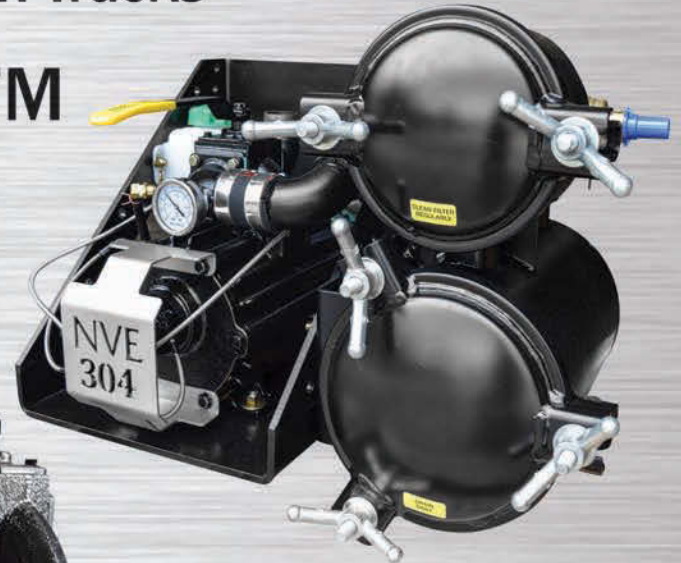
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If you've been in the industry awhile, you may have heard of Flay and Glenda Anthony. The couple has been involved in the portable sanitation

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Overheard Online

“ Doing away with the annual review and offering a more ongoing, continuous feedback process may be a way for small-business owners to set more specific and unique goals for each employee. ”

- Is It Time to Rethink the Annual Review?

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Outstanding Employee

Learn From the Best



What does success look like in this industry? For Mark Snyder, it's putting the customer first, staying safe and being willing to take on whatever challenges he faces. His employer agrees and so did the PSAI.

Find out what makes Snyder outstanding enough to win Service Tech of the Year. promonthly.com/featured

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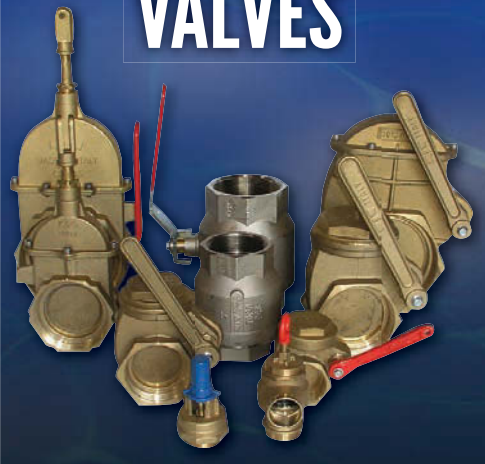
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Too Legit to Quit

UNEMPLOYMENT IS DOWN AND YOUR WORKERS SEE A GROWING DEMAND FOR THEIR SERVICES IN THE JOB MARKET. FIND WAYS TO KEEP THE BEST OF YOUR CREW HAPPY.

By Judy Kneiszel

In addition to the national unemployment rate, the U.S. Department of Labor's Bureau of Labor Statistics (BLS) calculates something each month called the quit rate, which is the percentage of employees who quit their job in a given month. In the first half of 2015, that number hovered around 2 percent.

The BLS reported 2.8 million people quit their jobs in March, which was the most in seven years – a return to prerecession levels.

This higher quit rate indicates a rising confidence in the workforce. Workers feel confident about taking their chances and leaving one job for another job. This may be a positive economic indicator for the country, but for an individual company a high quit rate is anything but positive.

If you've ever been blindsided by an employee quitting, you'll understand why that's just the kind of situation big companies like Wal-Mart are trying to avoid. Earlier this year, the *Wall Street Journal* reported that Wal-Mart and other megacompanies analyze data to determine which employees are most likely to leave a job. The goal is to provide managers warning so they can take action before an employee gives notice.

THE HIGH COST OF QUITTERS

To identify employees most likely to quit, data experts look at several factors, including how long an employee has been on the job, how far they commute, past performance reviews, employee surveys and personality tests. While not 100 percent accurate to a person, the data paints a picture of what motivates employees to move on. One company actually assigns each worker a retention predictor score.

Why go through so much trouble? Because quitters are expensive. Recruiting, hiring and training good employees is costly. In addition, an employer loses the contributions an experienced employee was making to the bottom line even after they've been replaced.

While there are a lot of variables, in general it costs about 20 percent of an employee's salary to replace them. For an employee making \$40,000 a year, it could cost \$8,000 to hire a replacement.

Some specific cost factors involved in replacing an employee include:

- The cost of advertising the position, and the loss of the time you spend interviewing, screening and hiring.
- The cost of training the new employee how to do the actual job, plus the time spent educating them on company policies, procedures, benefits, etc.
- Lost productivity. It can take a new employee as long as two years to reach the productivity of an experienced employee. Newbies are just not as productive as veteran employees.
- Work mistakes and customer service errors made by new employees.
- Long-term training costs. It's not just the initial job training. A busi-

Don't assume all your employees are happy until they tell you they aren't. To help keep employees happy and in your employ, pay serious attention to them.

ness may invest 10 to 20 percent of an employee's salary or more in training every two to three years.

There's also an immeasurable effect on a company's culture. When one employee leaves, it can cause others to have misgivings about their own job satisfaction, which lowers productivity.

Running a smaller company, you probably don't have the need (or funds) to hire a consultant to determine how likely each of your employees is to quit or to administer personality tests. But you can take steps to improve employee retention and prepare for when an employee inevitably surprises you with a two-week notice.

KEEP TABS ON EMPLOYEES

Don't assume all your employees are happy until they tell you they aren't. To help keep employees happy and in your employ, pay serious attention to them. Keeping a dossier on each employee can help.

An employment dossier is a frequently updated file on each employee that includes their accomplishments and mistakes, any conflicts they've had with you, other employees or customers, any promotions or pay increases they've gotten, and any other pertinent information.

Glancing through these files occasionally can keep you from being surprised by a resignation. You may even want to set benchmarks or schedule raises for employees and keep track of this information in these files.

This kind of dossier is helpful if an employee asks you for a raise or tells you they are thinking of leaving. You can look at their file and assess the employee's time with your company. You can see that they've had issues with the same customer for the past year and try to find a solution. Or you can see that they are due for a raise in two months and remind them of that in hopes it will convince them to stay. Or, in some cases, you might review the file and realize there is no longer any growth potential for this particular employee with your company and wish them well.

ROMANCE YOUR EMPLOYEES

Radio talk show host Clark Howard commented on a recent broadcast that there's one really easy way to keep employees, and it doesn't involve hiring outside consultants. Companies that have really loyal em-

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employees, Howard said, simply treat people really well. They don't just talk about respect and care; they show respect and care.

And the rewards come back to these employers not only in having loyal employees, but loyal customers as well.

"Romance your employees," Howard says, "so your employees romance the customers."

That doesn't mean sending your employees roses (though some may appreciate that). It means paying them fairly, giving them a pat on the back for a job well done, being flexible and understanding when it comes to their scheduling needs, springing for an occasional lunch or box of doughnuts or holiday party, and listening to (and really hearing) their concerns.

And if you've treated your employees well and one still leaves for a better opportunity, conduct a thorough exit interview to determine if there was something you could have done differently. If an employee is tired of commuting 75 miles each day to work and takes a job five minutes from his home, there probably wasn't anything you could have done to make him stay. If an employee hasn't had a raise in seven years and leaves for slightly more money, yeah ... You might have seen that one coming. ■

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Thousands of visitors attend the Festival of Discovery every July in Greenwood, South Carolina. (Photos by Maddy Jones)

Fired Up!



THE JOB: Festival of Discovery
LOCATION: Greenwood, South Carolina
THE PRO: Boggero's Services



Competitive barbecue cooks and a crowded South Carolina downtown venue keep work interesting for Boggero's Services

BY BETTY DAGEFORDE

THE TEAM

As the owner of the portable restroom division of Boggero's Services in Greenwood, South Carolina, Gena Boggero wears all hats. She's assisted by her husband, Ben Partain, and Al Tumblin (both full-time firefighters who help on their days off), and Dalton Reynolds and Toney Gragg, both from the National Guard Reserves, a favorite recruiting resource, she says, citing their discipline and work ethic. No vacations were allowed during the Festival of Discovery as all hands were needed. The five cross-trained employees on the septic side of the company, owned by her mother, Earline Boggero, and sisters, Tracy Smith and Laurin Boggero, covered the company's regular routes during the event.

COMPANY HISTORY

Boggero's grandfather, Nadell Boggero, started the business in 1938 when he was 17. He purchased a piece of property and started offering septic services. He converted the accompanying gas station to a house (now Boggero's office) for himself and his wife, Emily, who did the books.

Their son, Barry, started working alongside his father at a young age. In 1965, Barry added portable restrooms to their service offerings after getting a call from a contractor saying they were having trouble finding someone to service their units.

Gena Boggero and her sisters also grew up in the business. When her father decided to retire, he split the two sides of the company up, and in 2005, she bought the portable restroom division.

The crew includes, back row, from left, Toney Gragg, Michael Byrd, Robert Ware, Quintan Martin; front, from left, Earline Boggero, Lilly Partain, Wayne Smith, Dalton Reynolds, Ben Partain and Gena Boggero.

(continued)

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Left: At the Festival of Discovery, Toney Gragg, left, and Al Tumblin unload Satellite Industries Global restrooms carried by a Johnny Mover transport trailer from Stardusk Truck & Equipment.

Below: Ben Partain, left, and technician Dalton Reynolds stock a Dodge Ram 5500 vacuum truck carrying a Progress tank from Engine & Accessory Inc. before heading to the Festival of Discovery.



Today they cover about a 100-mile radius with their 60 Satellite Industries special event units and 200 T.S.F. Company Tuff Jon construction units. About 80 percent of their business is construction.

MAKING CONNECTIONS

Boggero's has worked the Festival of Discovery for the Uptown Greenwood Development Corporation since the event started in 2000. Boggero says Greenwood is good about supporting local businesses, and as the only portable restroom company in town they were something of a shoo-in for the job. But she doesn't take it for granted and attends to numerous details that make it easier for organizers to plan the event each year.

"We do maps of where the toilets are placed and write down the condition of the units," she says. From that data she advises the city on what

units were over- or underused, which locations were better than others and whether they had enough units.

THE MAIN EVENT

Greenwood is a small town (population 24,000) but has one of the widest Main Streets in the country – two rows of angled parking on each side, with four traffic lanes and several rows of trees in between. All that space was utilized July 10-11 when the street was closed for the annual Festival of Discovery. The 90 teams competing in various barbecue and hash cook-offs brought in their motor homes and set up their cooking gear on Thursday, settling in for the duration. "They never leave," Boggero says. "They're there beginning to end."

Nearly 40,000 attendees also enjoyed the musical side of the event called Blues Cruise in which numerous blues bands performed at various restaurants and outdoor stages. Other attractions included a carnival, hot dog eating contest and vendor booths.

BY THE NUMBERS

To supplement restrooms at local businesses, the company provided 22 hunter-green Satellite Global units. Four were placed on each side of Main Street, a few alongside street entrances and the rest sprinkled throughout. Four Satellite ADA-compliant units were placed at each corner of the festival. They also contracted with six vendors who wanted private units (for which they provided locks and "private use only" signs). One Satellite Global 1.5 they call the "mommy unit" was set up near the carnival along with a Tuff Jon disability model hand-sanitizer stand. "We like to use that one because the dispenser sits lower so the kids can actually get the hand sanitizer themselves," Boggero says.

The company also supplied six 350-gallon Tuff Jon holding tanks for graywater and eight Tuff Jon double and single hand-wash stations. Boggero is extra cautious because it's a food festival. "We always put chlorine tabs in

Daily reminders of a good man

Not a day goes by that Gena Boggero, owner of Boggero's Services in Greenwood, South Carolina, doesn't miss her father, Barry, who lost a battle with cancer in 2013. "He fought, he gave it everything," she says. "They gave him six weeks but in true typical Boggero fashion he lived seven months."

Barry was the second generation of Boggeros to run the business started by his father, Nadell. With 500 people attending his funeral, it was obvious he was a beloved member of the community.

Gena had bought her father out in 2005 but says he was always there to help if needed. "Every morning he'd walk over to my office and stick his head in," she says. It's too soon to tell if the fourth generation will take over at some point, but Gena's 7-year-old daughter, Lilly, is fond of riding along in the trucks and occasionally answers the phone.

Gena says her dad is never far from her mind. "I keep a pair of his work boots hanging up on the wall in my office so when I walk in the door every morning I'm reminded of the shoes I have to fill."

"I keep a pair of his work boots hanging up on the wall in my office so when I walk in the door every morning I'm reminded of the shoes I have to fill."

GENA BOGGERO

(continued)



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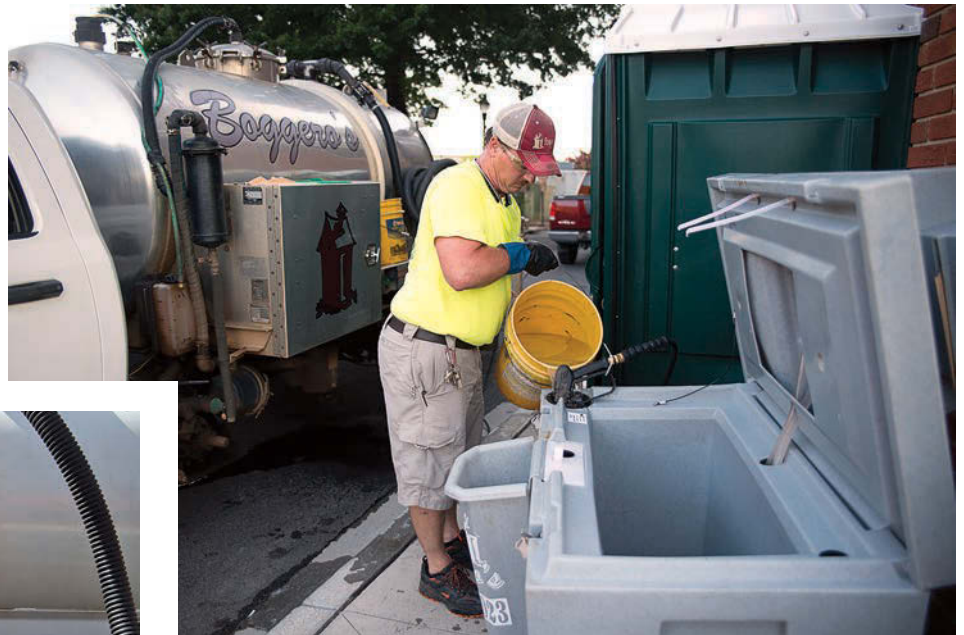
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Right: Ben Partain refills the freshwater holding tank of a Tuff Jon hand-wash station at the festival. Sinks were critical for proper sanitation at an event where cooking food is the main attraction.

Below: Technician Al Tumblin fills a dispenser with soap from J & J Chemical Company at the Festival of Discovery. His flatbed service truck carries a tank from Abernethy Welding & Repair.



the sinks to make sure the water is sanitized in every way, shape and form,” she says. She also makes certain units never run out of paper towels or soap. The company also donated six Tuff Jon hand-sanitizer stands to the effort.

LET'S ROLL

The company started bringing in equipment on Wednesday using an eight-unit Johnny Mover transport trailer from Stardusk Truck & Equipment and a 2009 Dodge 4500 flatbed (equipped with an Abernethy Welding & Repair 200-gallon waste/100-gallon freshwater steel slide-in tank). They also used one of their vacuum trucks and a 10-unit hauling trailer. Some were kept open for vendors arriving Thursday, and the others were locked. The rest were brought in Friday afternoon after the street closed.

Units on Main Street were removed early Sunday morning before the street reopened. The rest were picked up early Monday.

KEEPIN' IT CLEAN

Boggero and her team – wearing safety neon-yellow T-shirts – were at the event constantly checking and restocking equipment. She stored supplies in her car and was able to get fairly close to the equipment from the back side as most of it was situated along the outer periphery of the festival zone.

A few units were pumped and spruced up Friday morning. Then the team worked through the night Friday to pump and clean all equipment, including servicing the holding tanks twice as they got heavy use from contestants who cooked all night. By Saturday afternoon competition winners were announced and the festival started to wind down. The service team returned early Sunday morning to pump and remove the holding tanks and about half

“My guys know I do not play when it comes to my portable restrooms. I tell them if I can't eat off that seat when you're done you won't have a job. It's funny, but it's not.”

GENA BOGGERO

the hand-wash stations and portable restrooms. The rest of the equipment remained in place and were serviced and removed Monday morning.

The company used two service trucks, a 2012 Dodge Ram 5500 built in-house by Partain with an 800-gallon waste/250-gallon freshwater aluminum Progress tank from Engine & Accessory Inc., and a 2009 Isuzu NQR with a 550-gallon waste/200-gallon freshwater steel tank. They kept the Isuzu a couple blocks away during the day in case of an emergency. Waste disposal was at the Greenwood treatment plant.

Boggero has a pretty graphic cleanliness protocol: “My guys know I do not play when it comes to my portable restrooms. I tell them if I can't eat off that seat when you're done you won't have a job. It's funny, but it's not.” They use J & J Chemical Company products.

A LOT OF FUN

Despite the long hours and hard work, Boggero says the team is still able to enjoy the festival. She gives the city a lot of credit for making their job easier. “If they were not so organized, trust me, I would not be sitting here saying how great it is.”

Perhaps the best time of the day is in the early morning hours. The streets are quiet but not empty as cooking goes on all night long. “These guys have been up all night cooking,” Boggero says, “and they'll be like, ‘Hey, come on over, let me fix you a little something to take home with you.’ It's just so much fun.” ■

MORE INFO

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www.abernethywelding.com

Engine & Accessory, Inc.
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www.rampstar.com

J & J Chemical Co.
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www.jjchem.com
(See ad page 7)

Johnny Mover Trailer Sales
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Five Peaks Glacier II Restroom Designed for Simple Maintenance

By Craig Mandli

Restroom service technicians on the job at special events or on construction sites are always on a tight schedule. That's why it's important for units to be easy to pump, clean and replenish before the crowd shows up. The Glacier II restroom from Five Peaks, on display at the 2015 Water & Wastewater Equipment, Treatment & Transport (WWETT) Show, is designed to provide quick, convenient service.

The new unit has a smooth door and sidewalls, making it easy to clean and resistant to graffiti. It provides integrated vents, eliminating unnecessary screen maintenance. Deep molded-in grab handles are located on four corners for easy maneuverability. Those features make the unit especially attractive for use at special events where dozens or even hundreds of units are on the grounds, according to the manufacturer.

"The smooth door makes it really easy to hose down or hit with a pressure washer," says Ryan Harris, an account manager with Five Peaks. "We used smooth polyethylene inside and out on this model. That makes it easy for a tech to service, then move on to the next unit."

The Glacier II is manufactured from durable high-density polyethylene with UV stabilizers, with a twin-sheet heavy-duty door and jamb with integrated hinge and return spring. The 65-gallon tank has sloping lines to keep the tank top dry and clean. It comes standard with a hover handle, oversized mirror, two shelves, gender sign, coat/purse hook, beverage holder and three-roll toilet paper holder.

"The door on this model is a little more heavy duty than our previous models, and the oversized handle makes it easier to open while wearing large work gloves," says Harris. "That concept makes it a great fit for construction and utility work sites."

The smooth surface also offers opportunities for more advertising. It can accept wraparound advertising or any shape or size of decal. "There is a bigger area for the decal to go on than our previous models," says Harris. "The company can either attach larger decals for more advertising exposure or sell



advertising space to other companies. It can be an additional revenue generator."

The unit is available in eight colors to match existing inventory or coordinate with company branding. Harris says Five Peaks rolled out the Glacier II on a limited basis two years ago, and positive feedback grows as PROs become familiar with it.

"The features our customers like best about it are definitely its ease of cleaning and the oversized handles making it easy to move," he says.

Harris was enthused by the positive reception for the Glacier II at the WWETT Show. He says Five Peaks' goal is to let attendees know that the company is "a one-stop shop for portables."

"This is always a very good show for us because it gives us the chance to talk with a lot of buyers and potential customers," he says. "When the people that aren't as familiar with our product line see all we have to offer, they are surprised."

The product line continues to grow. According to Harris, Five Peaks is in the process of rolling out a new holding tank and a portable shower unit. "We try to bring something new to this show every year," he says. "The attendees are going to be excited to see what we come with next year." 866/293-1502; www.fivepeaks.net. ■

Ryan Harris, right, an account manager with Five Peaks, shows 2015 WWETT Show attendees the inside of the company's new Glacier II portable restroom. (Photo by Craig Mandli)



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The background of the entire advertisement is a wide-angle, high-angle shot of the interior of Lucas Oil Stadium. The stadium is mostly empty, with rows of blue seats visible. The field is in the center, and the stadium's architecture, including the large glass windows and brickwork, is visible in the upper portion of the image. A large, stylized graphic of the stadium's facade is overlaid in the center, containing the event title.

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The logo for WWETT 16 features a stylized blue wave graphic above the text "wwett 16". The "16" is significantly larger and bolder than the "wwett" part. Below the logo, the text "Water & Wastewater Equipment, Treatment & Transport Show" is written in a smaller font.

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The Johnny On the Spot team includes, from left, Pete Alves, Marvin Hyer Sr., Sue Costello, Jeremy Everett, Teresa Paoli, Dustin Lovenberg, Jack O' Hayre, Dan Ritter, Larry Bloom and Marvin Hyer Jr. In the background is one of many service trucks built out by Wee Engineer. (Photos by Tracie Van Auken)



MAKING THE RIGHT MOVES

Ownership reboot, customer service focus and technology upgrades position New Jersey's Johnny On the Spot for growth BY KEN WYSOCKY

Nearly 35 years ago, Jesse Thompson faced a career crossroads of major proportions: Either help his recently widowed mother operate Johnny On the Spot LLC (JOTS), a family portable restroom business she helped start in 1970, or go back to the construction company he'd been running for years.

In the end, Thompson decided that portable restrooms and vacuum trucks trumped nail guns and two-by-fours, and that proved to be fortuitous. Armed with a clear vision for bigger and better things, Thompson grew the small company – established by Arlene and Al Elias, his mom and stepfather – into a much bigger industry presence.

THE FUTURE AND PAST

Thompson recently sold a majority share of the business to Dubin Clark & Co. Inc., a private equity firm. He remains a significant minority shareholder, serves on the company's board of directors and heads up mergers and acquisitions for the company he once helmed.

Johnny On the Spot LLC Old Bridge, New Jersey

Owner: Dubin Clark/Balance Point

Founded: 1970

Employees: 170

Service Area: New Jersey, New York City and eastern Pennsylvania

Specialties: Portable sanitation, temporary fencing

Professional Affiliations: Portable Sanitation Association International, National Association of Wastewater Technicians

Website: www.johnnyonthespot.com



The story of Thompson's path to growth in a tough East Coast market underscores the importance of taking risks, using technology to cut costs and improve operating efficiencies and profit margins, providing great service to gain market share, and retaining employees by treating

(continued)



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Left: Technicians Gregory Bentley, left, and Jack Petrocy clean and repair a Satellite Tufway restroom after it comes out of service.

Below: Technician Kendel Matty dumps a load and replenishes service supplies at the Johnny On the Spot transfer station. His International service truck is outfitted by Wee Engineer and carries a Battioni & Pagani S.p.A. pump (National Vacuum Equipment).



Right: Maintenance worker Al' Nasir Hand cleans Satellite Tufway restrooms outside the company headquarters.



them like family.

"My stepfather basically ran the business from behind the wheel," recalls Thompson, who worked for his mom and stepfather on weekends and during summers in high school and in college. "When Al died in 1981, he had about 200 restrooms, one vacuum truck for cleaning restrooms and one vacuum truck for septic pumping (Elias also operated Central Jersey Septic LLC, now a wholly owned subsidiary of JOTS). I came back to help my mom stabilize the business for resale.

"But I decided to stay on," he continues. "I saw that portable restrooms could fill several different market niches, such as special events, construction and so on. It was very interesting to me - it seemed more dynamic, and I felt there was more opportunity there (than in construction). And I knew the business very well, so it was not a big transition for me. It was definitely a tough first year, losing my stepfather, running my business and helping Mom out, too. But after I let the construction company go, my soon-to-be-wife, Sharon, and I were off to the races to grow the company."

QUALITY SERVICE IS JOB ONE

From the outset, Thompson set a lofty goal for the company: 20 percent annual growth. "In most years, we hit 12 to 16 percent growth," Thompson recalls. "That was our sweet spot for many years."

Thompson's business strategy was fairly simple: Hire great employees, delegate responsibilities and decision-making so they feel like empowered contributors, and rebrand the company by always offering like-new restrooms and showing up with clean, well-maintained service equipment.

JOTS relies mostly on Tufway units, made by Satellite Industries Inc. Thompson likes them because they're modular, so it's easy to replace broken parts such as sides, bases, doors and roofs. Sometimes the company cannibalizes parts from existing units to reduce parts purchases. But more often than not, JOTS buys replacement parts from the manufacturer. "You can look at the serial numbers on some of our units and see that they're well over 10 years old yet still look just like new units," Thompson says.

Are new-looking restrooms really that important? Absolutely, Thompson

says. "I attribute the continuous demand for our services to what we drop off, along with the quality of service and the quality of the people providing that service," he notes. "One fear in ordering a restroom is that the customer doesn't know what it'll look like. So we deliver a like-new unit every single time."

"It's not our choice to buy trucks with tanks that are a couple hundred gallons smaller, because it affects our routing a bit. But we're confident that if we can get aspiring drivers to join us, we can help train them to get their CDLs and stay on board after that."

JESSE THOMPSON

LISTENING TO FRONTLINE WORKERS

"And they know it'll be serviced on time consistently," he adds. "A high level of service is a big competitive differentiator." The company purchases cleaning, deodorizing and paper products from Satellite, J & J Chemical Company and Porta Pro Chem Company.

Quality service brings another important benefit: It enables the company to charge higher rates. Thompson says JOTS charges 15 to 20 percent higher rates than some competitors, and customers agree to pay that much because they appreciate getting top-notch service.

Thompson also recognized early on that treating employees well also led to great customer service; happy employees beget happy customers. That meant offering fair pay, empowering employees to make decisions and putting high-potential employees on a solid career path. "Then they can see and feel that they're creating positive change in a very exciting business," he explains.

"I was always very concerned about their concerns, whether it was equipment, a job safety issue or a customer issue. ... I listened and tried very hard to let them do it their way," he continues. "Sometimes it costs us money

(continued)



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– the high road often is the toll road. But I’ve had a lot of luck listening to our people ... allowing them to be the experts in their end of the business, which gave me time to go and do something else.”

TRUCKS AND TECHNOLOGY

With growth came increased demand for equipment. Today JOTS owns more than 10,000 restrooms, mostly made by Satellite and PolyJohn Enterprises. In addition, the company runs about 70 vacuum trucks built out by Wee Engineer Inc., mainly in the 1,100-gallon waste/600-gallon freshwater capacity range. Most of the trucks are built on Hino, International or Freightliner chassis. The company also runs 15 Hino flatbed trucks, also outfitted by Wee Engineer; they feature smaller pump/tank configurations,



Above: Technician Patrick Liptak uses his service truck, built out by Wee Engineer, to clean restrooms along his route.



Left: Robert Vreeland, who specializes in servicing restroom trailers for Johnny On the Spot, prepares to pump out a JAG Mobile Solutions luxury trailer placed at Rutgers University.

Pay for performance

Attracting and retaining quality route drivers is a challenge for many portable restroom operators. It's even tougher in the highly competitive New Jersey/New York City/eastern Pennsylvania market, where demand for good drivers with commercial driver's licenses (CDLs) is very high.

That's the main reason why Johnny On the Spot (JOTS), based in Old Bridge, New Jersey, offers its drivers and maintenance shop employees performance-based incentives tied to quarterly evaluations.

"We've been doing it for 20 years now," says Jesse Thompson, the former owner of the company he recently sold to equity investors; he stayed on as a minority shareholder and now heads up merger and acquisition initiatives.

"We found that when the company started to grow, we had mediocre drivers making as much money as the best drivers," he explains. "We wanted to compensate the better drivers but didn't want our ratings to be subjective." So Thompson and Operations Manager Marvin Hyer Sr. made a list of good driver attributes – things such as work attendance, driving record, customer satisfaction, efficiency (minutes per unit spent on cleaning and delivering, and how trucks look and are maintained).

This checklist provides an objective basis for comparisons to peers rather than managers' subjective opinions; the system makes it difficult for drivers to object to the evaluations, he points out.

Management compiles all the factors, then categorizes drivers into four rankings: unsatisfactory, needs improvement, satisfactory and excellent. A driver who scores above average in four of five areas of performance earns an excellent ranking. The reward? A 25-cent hourly raise, effective the next quarter and capped when an employee reaches a total of \$2 in raises. After employees hit the \$2 cap, an excellent rating instead earns them a \$250 cash bonus each quarter. Drivers can still earn annual merit raises on top of the driver evaluation increases, Thompson points out.

"Our drivers have responded very positively to this," Thompson says. "It's also a very good tool to help people strive for excellence as well as a great document for clean terminations. Our senior drivers love it because if they're capped out, they still get bonuses. And our new drivers love it because if they think they're operating at a high level but don't get a raise, they know exactly what they need to do to get one the next time around."

To deal with the shortage of CDL drivers, Thompson says JOTS is also investing in smaller trucks that don't require a CDL. "It's not our choice to buy trucks with tanks that are a couple hundred gallons smaller, because it affects our routing a bit," he says. "But we're confident that if we can get aspiring drivers to join us, we can help train them to get their CDLs and stay on board after that."

mostly in the 600-gallon waste/250-gallon freshwater capacity range. Almost all of the trucks rely on Battioni & Pagani S.p.A. pumps (National Vacuum Equipment). In addition, the company also owns about 40 restroom trailers from JAG Mobile Solutions, Advanced Containment Systems, Ameri-Can and NuConcepts.

The company also believes in using advanced technology to increase productivity. In that vein, Thompson cites Total Activity Control (TAC) software from Clear Computing, specifically for the portable restroom industry, as an effective cost-cutting tool. Among many other features, the software helps operators generate efficient routes and set up billing for multiple types of equipment, he says.

"Doing these things manually just isn't scalable," he explains. "It would take a large team of employees to do what the TAC software does in terms of routing, invoicing and customized report generation." The system can also generate microlevel data, such as revenue by a specific zip code or county or revenue produced by a specific unit, like ADA-compliant restrooms, for example.

"When we're trying to make a decision about whether or not to buy another trailer, we first want to know our existing trailers' revenues, plus break it down into revenue from different kinds of trailers," he says. "Or if we're going to do a marketing campaign, TAC can show us where we should be targeting our advertising efforts in, say, counties where we aren't generating much revenue."

GROWTH PLANS

After 34 years in the industry, Thompson decided to sell JOTS because none of his three sons were interested in taking over the family business. "It became clear I needed an exit strategy," he says. So he started to vet both what he calls strategic buyers and financial buyers; the former were portable restroom operators interested in market expansion, while the latter were investment companies interested in seeing the company continue to spin off revenue.

Thompson says he learned a lot along the way and had no clear-cut



Johnny On the Spot CEO Jack O'Hayre, right, and Jesse Thompson are shown at the company headquarters in Old Bridge, New Jersey.

preference for either strategic or financial buyers, except for one thing: He preferred buyers who needed the people and management team of the companies they acquire. "That way it creates opportunities rather than short-circuiting careers," he says. "People always ask me how many employees got cut and what happened to compensation packages since we've been acquired, and I tell them we've hired more people and gave virtually everyone raises. Our buyers invested in our culture. ... They knew things weren't broke, so they didn't try to fix it."

The new chief executive officer of the company, Jack O'Hayre, says one of the new ownership's primary initiatives is to acquire companies that can complement and grow with JOTS. He says that the company's investors are interested in buying more companies like JOTS - well-run businesses with great cultures and positive reputations.

O'Hayre hints that ambitions may lie beyond the company's current service territory of New Jersey, New York City and eastern Pennsylvania. "The growth potential here is huge, especially through acquisitions," he says. ■

"Sometimes it costs us money - the high road often is the toll road. But I've had a lot of luck listening to our people ... allowing them to be the experts in their end of the business, which gave me time to go and do something else."

JESSE THOMPSON

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Karleen Kos is executive director of the Portable Sanitation Association International. She may be reached at karleenk@psai.org or 952/886-7416.



'New' Construction Site Requirements for Portable Sanitation?

By Karleen Kos

"Hey, boss – the customer says we need containment pans under our units. Says they are required now. What do I do?"

"You can't put that porta-potty there! We can't have hazardous waste on our job site!"

"Hello, PSIA? Have you heard anything about the EPA mandating stake downs?"

These conversations happen regularly in the world of portable sanitation. When you find yourself in the middle of one of them, it isn't usually a good day.

In June, the PSIA published one of its periodic "Special Circulars" to address the realities and the misconceptions you may encounter regarding environmental safety requirements. Here are some highlights:

- The U.S. Environmental Protection Agency does not have a specific, prescriptive national law or rule pertaining to portable restrooms. What the federal EPA mandates is a strategy for avoiding pollution on the construction job site. To comply, contractors must create and submit a Stormwater Pollution Prevention Plan (SWPPP) to their state-level agency when applying for a construction general permit. The state or local laws interpreting the EPA's broad guidelines are what matter here.

- Contractors must also develop a plan or handbook entitled *Best Management Practices* (BMPs), which will highlight a schedule of activities, prohibited practices, maintenance procedures and other processes that are intended to prevent or reduce the possibility of water pollution at the job site.

Consequently, it is often the contractors who interpret EPA guidelines in a restrictive way – or decide to "play it safe" with their subcontractors and service providers – who create the "requirement" for containment pans or staking units. The actual legal verbiage is often more vague, saying something like "units should be secure to prevent tipping" rather than "units must be staked."

So what can a portable sanitation company do?

Ask, "Whose requirement is this?" Quite often they will say, "the EPA's." But we know that isn't likely. If they insist, ask for a citation. This information will help you discern what is really required by law.

Dig deeper about the reasons for the stated requirements. Ask if what they want is stated in the SWPPP or BMP. Once the person you are talking to understands what is and is not legally required, they are often more willing to listen to your recommendations.

Educate. Contractors (and sometimes local government officials) want to follow the rules but may be misinformed. For instance, the stated requirements are often based on the mistaken idea that portable restroom waste is "hazardous." Make sure you tell them that portable restroom waste is not categorized as "hazardous" by the EPA. It is categorized as "domestic septage" (see eCFR 503.9f). This means that the rules pertaining to "hazardous waste" do not apply unless you are charging or cleaning the toilets with something categorized as hazardous.

Help the customer follow the rules and save money. If you've educated the customer but they still feel some "extras" are necessary – take them through the options. Give them your recommendations and the costs associated with each.

If all else fails, call the PSIA. We'll do our best to help you. ■

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That's a Wrap!

EYE-CATCHING TRUCK AND EQUIPMENT GRAPHICS CAN SUPERCHARGE YOUR MARKETING EFFORTS AND PROTECT VEHICLE FINISHES AT THE SAME TIME

By Ed Wodalski

Vinyl vehicle wraps seem to be everywhere these days – on buses, trailers, cars and delivery vans – so why not on your trucks or equipment? Wraps can serve as a constant reminder of the services you offer. And if you don't like the look of your black truck – no problem – just wrap it in blue. Clear wraps can also add an extra layer of protection to your vehicle's finish.

Upgrading the look of your trucks and equipment doesn't have to be expensive. Prices can range from \$100 for a simple name or logo to \$3,000 or more for a full vehicle wrap. Cost often depends on the amount of surface covered and complexity of the surface being wrapped: Is it straight and flat, or does it have a lot of concave and convex surfaces?

Think of a wrap as a large vinyl graphic applied directly over the original paint of your vehicle. However, unlike paint, it can easily be updated or removed, returning your vehicle to its original appearance at trade-in time.

Wraps are made from cast or calendered film and can last up to seven years. The main difference between cast and calendered film is stretchability. Calendered film is best suited for flat applications, while cast easily negotiates curves and contours.

Vinyls are also available in various textures – such as brushed steel – that paint can't simulate, says Ryan Koth, owner of Wrap Right in Tomahawk, Wisconsin, who covered a showpiece truck displayed at the 2015 Water & Wastewater Equipment, Treatment & Transport (WWETT) Show.

Depending on complexity and size, it can take up to a week to design, produce and install a wrap. But once designed, it only takes the push of a button to duplicate. Koth says wraps have grown in popularity in the past decade, primarily because of the ability to reproduce almost anything.

"When vinyl graphics started coming out and you wanted multiple colors, you would take a stock color vinyl and each color would be a different layer of vinyl," he says. "Now we can print that on one sheet."



Above: Wraps are made from cast or calendered film and have a life span of up to seven years. Calendered film is best suited for flat applications, while cast easily negotiates the curves and contours of a front fender.

"A lot of people are doing Facebook and social media. ... We also suggest where to place logos and graphics. If it's on a curved surface it can distort lettering. We try to suggest good, visible places."

Ryan Koth

Designs are drawn on a computer and placed on a template that provides an accurate measurement of the year, make and model of the vehicle. It also calculates the amount of material needed. Koth suggests businesses incorporate their logo, phone number and Web address into the design, as well as color schemes.

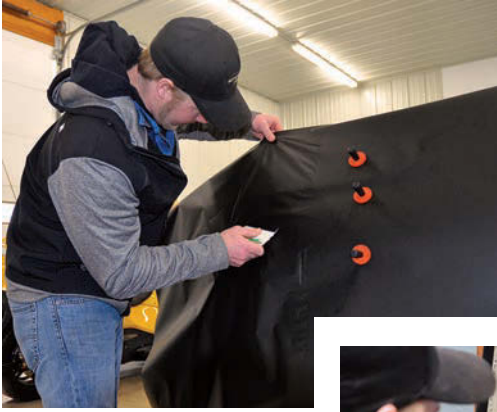
"A lot of people are doing Facebook and social media, too," he says. "We also suggest where to place logos and graphics. If it's on a curved surface it can distort lettering. We try to suggest good, visible places."



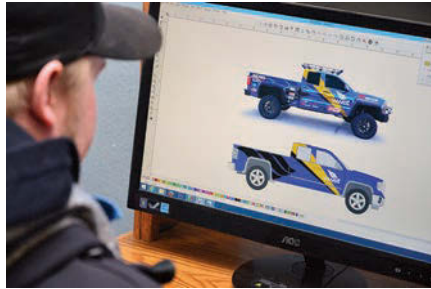
Left: The brushed blue and gold WWETT Show truck began as a black 2014 Chevrolet Silverado 1500 4x4 extended cab.



The final wrapped WWETT Show truck took on a striking new look.



Left: Ryan Koth, owner of Wrap Right in Tomahawk, Wisconsin, applies a vinyl wrap.



Right: Koth uses a computer template to create a final design and estimate the amount of materials that will be needed to wrap the truck. Should the wrap become damaged, Koth can pull up the files and print a patch.

Final designs are sent to a large-format digital printer and laminated.

"All vinyls are laminated," Koth says. "What that does is protect the inks printed on the vinyl from fading in the sun. It gives it a longer life span and protects against small scratches and abrasions."

Mobile marketing

- Depending on locality and mileage, a single branded vehicle can generate between 30,000 and 70,000 impressions a day, more than many contractor websites will see in a month.
- A study by the American Trucking Association showed 98 percent of respondents believe fleet graphics create a positive brand image, 96 percent notice ads on vehicles and 75 percent formed impressions about a company and its brand through fleet graphics.

The durability of a wrap depends on how it's maintained. "If it's in the sun all the time, typically it will have a shorter life span than if it was kept in the garage," says Koth, who advises customers to keep their wraps clean and avoid automatic car washes.

"With full wraps, it's not that big of a deal because everything is covered," he says. "But if you have graphics with edges, that's where an automatic car wash can get under the wrap and take it apart. If you're hand-washing it, you won't have a problem."

Koth also advises using soap and water to quickly clean up fuel spills that

splash the wrap.

While almost anything can be wrapped, new vehicles work best.

Wraps do not stick to rust, and chipped or blistered paint can pull off when the wrap is removed. Like a skintight Speedo, wraps accentuate the smallest imperfection. Vehicles also must be free of dust, mud and wax before they are wrapped. Should a portion become damaged, it can be replaced without rewrapping the entire vehicle.

"I've had customers who have hit deer," says Koth, who keeps copies of designs on file for two years. "I just did a truck where someone had backed into his doors in a parking lot. So that's another plus of what we can do with the vinyl, and we can match it exactly." ■

A full-throttle wrap

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<http://joegibbsracing.com/category/videos/car-wrap-videos>

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Spring-driven stainless steel **T Series** hose reels from **COXREELS** have an extra-large chassis with a dual pedestal-style design and Super Hub that provides triple-axle support to reduce vibration and strengthen the structural integrity of the reel. The reels are made from electropolished stainless steel with stainless steel fluid paths, offering noncorrosive performance in required applications. **800/269-7335; www.coxreels.com.**



HANNAY REELS 1000 SERIES

Compact, lightweight **1000 Series** hose reels from **Hannay Reels** can be used for high-pressure washdowns and spray and portable restroom cleaning operations. They include exterior mounting holes for easier installation and a pin lock. The low-maintenance reels are built to customer specifications. **518/797-3791; www.hannay.com.**



REELCRAFT SERIES 7000

Heavy-duty **Series 7000** washdown hose reels from **Reelcraft** can be mounted centrally and used for watering and washdown. The spring-driven reel includes 50 feet of 1/2-inch I.D. yellow PVC hose with garden hose end fittings. Parts are individually powder coated for quality, uniform paint adhesion and a corrosion-resistant finish. The guide arm is easily adjustable to numerous positions, while the hose bumper maintains the desired working hose length. **800/444-3134; www.reelcraft.com.**



PUMP PARTS AND COMPONENTS

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The **Pumper Scent** odor-control device from **Masport** uses exhaust from the vacuum pump to eliminate odors. The vaporizer chamber is placed directly after the oil separator on the truck. Heat and airflow from the vacuum pump activate the scent that bonds with the air molecules to eliminate foul odors generated while pumping grease traps, septic tanks and portable restrooms. Piping sizes for the vaporizer chamber are available from 1 1/2 to 4 inches to fit all rotary vane vacuum pumps. **800/228-4510; www.masportpump.com.**



PIK RITE HEATED VALVE JACKET

Heated valve jackets from **Pik Rite** are designed to protect valves from freezing in cold weather by circulating engine coolant through a jacket in front of a valve on any truck. Easy-to-install TTMA flanges allow for universal mounting. They are available in steel and stainless steel materials as well as 3-, 4- and 6-inch sizes. **800/326-9763; www.pikrite.com.**



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JETS VACUUM AS 140MB VACUUMATOR

The 140MB Vacuumator pump for vacuum toilet systems from Jets Vacuum AS has nearly 50 percent more vacuum-generating capacity than its predecessor, the 95MB, at a similar size. It enables portable restroom operators to connect more vacuum toilets to each pump. **800/789-1212; www.amsglobal.us.**



JUROP/CHANDLER EQUIPMENT PN23

The PN23 vacuum pump from Jurop/Chandler Equipment offers 92 cfm at 18 inches Hg with a maximum pressure of 21 psi. The air-cooled unit has a forced oil lubrication system with heat-resistant Kevlar vanes. The compact unit measures 8.46 by 18 inches to fit on most portable restroom service vehicles. It has a built-in changeover valve, nonreturn check valve, built-in oil reservoir, positive displacement oil pump, and clockwise or counterclockwise rotation. **800/342-0887; www.chandlerequipment.com.**



NATIONAL VACUUM EQUIPMENT CHALLENGER 304

The Challenger 304 vacuum pump from National Vacuum Equipment delivers 210 cfm in a number of compact packages that include a pump with a pump stand; a pump with a stand, prefilter and moisture trap in two variations; and an engine drive unit with a 13 hp electric-start engine. Standard packages are available in gearbox drive or with a hydraulic drive adapter. The package is designed with a ductile iron housing and stainless steel braided oil lines for durability. Routine maintenance such as vane inspection and replacement can be done without removing the pump from the truck. **800/253-5500; www.natvac.com.**



WALLENSTEIN VACUUM PUMPS MODEL 151



The Model 151 from Wallenstein Vacuum Pumps - Elmira Machine Industries can be used on portable sanitation tanks, slide-in units, campgrounds and marinas needing a compact package. It offers 80 cfm at 15 inches Hg, with a 2-inch vacuum/pressure valve, swivel elbows for easy hookup, air pressure or mechanical lubrication, and clockwise or counterclockwise operation. It can be direct-, hydraulic-, pulley- or clutch-driven. **800/801-6663; www.wallenstein.com.**

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Heavy-duty 12-volt DCSC washdown pumps from Moro USA have a maximum delivery rate of 20 gpm at 42 psi, with a 1 hp, 12-volt DC motor, a 1-inch discharge, and 1 1/4-inch intake. They come with a high-grade stainless steel impeller and Viton elastomers, and include a pressure switch and 12-volt solenoid allowing full-control flow at the nozzle without damaging the pump. They have an industrial-grade, epoxy-coated, painted motor to protect against rust, and a cast iron pump head. The DCSS model has a stainless steel pump head that won't break in freezing winter temperatures. **800/383-6304; www.morousa.com.**



WATER CANNON HYD-RTX



HYD-RTX hydraulic-driven washdown pumps from Water Cannon are designed for portable restroom cleaning. Flow rates range from 3 to 5.5 gpm with pressures from 1,000 to 4,000 psi. The HYD3525, rated at 3.5 gpm at 2,500 psi, can be mounted to most trucks and connected to existing hydraulic systems. The fluid-driven system does not require electrical or gasoline power. **800/333-9274; www.watercannon.com. ■**

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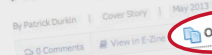
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The coin-operated portable restroom door lock from Monarch accepts coins or tokens. The token method enables operators to charge for restroom use or hand out tokens to specific customers. **800/462-9460; www.monarchcoin.com.** ■

Lely Tank and Waste reunites companies

Bill Jones and his wife, Clydette, through their holding company, BJ3 Industries, purchased the original Lely Tank and Waste Solutions company in Wilson, North Carolina. Jones remains president and business development director of the combined operations, with Clydette heading the administrative and internal operations divisions. Jones purchased Lely's Temple, Texas, operation in 2010.

Benlee CFO named top business leader

David Gibb, CFO of Benlee, manufacturer of roll-off trailers, was named one of the top 10 human resource professionals of the year by the Society of Human Resource Professionals in Michigan. Gibb also was named CFO of the year for a mid-sized company in the Raleigh-Durham area of North Carolina by *Triangle Business Journal*. ■

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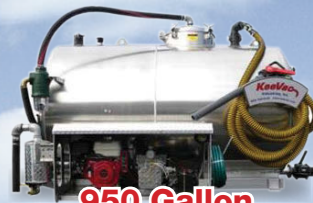


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