



PHOTO COURTESY OF SOCKET

Socket co-owners, from left, John Dupuy, George Pfenenger and Carson Coffman



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Campaign Financing

See how the candidates' funds stacked up shortly before the Aug. 3 primary, some modest beginnings and funding frontrunners.



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Baer & Edington merger transforms firm with high-tech improvements, increased guidance and support.

Socket lands Callaway broadband project

By Tim Kridel

CBT Analysis

"Big city broadband. Rural reality."

That's how Socket Telecom is touting the fiber-optic network it's set to build in central Callaway County and a sliver of eastern Boone County.

This month the US Department of Agriculture awarded Socket a \$16.6 million grant and a \$7.1 million loan under

the federal American Recovery and Reinvestment Act of 2009. Within the next 90 days, Socket will use that money to start building a fiber-optic network capable of serving more than 3,000 homes and businesses.

In the process, Socket will change as a company.

Until now, Socket has owned only bits and pieces of networks and resold access to networks owned by operators such as CenturyLink.

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Accounting and Business Consulting

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Budding entrepreneurs present new business ideas at a two-day gathering to bolster economic development and town/gown collaborations.

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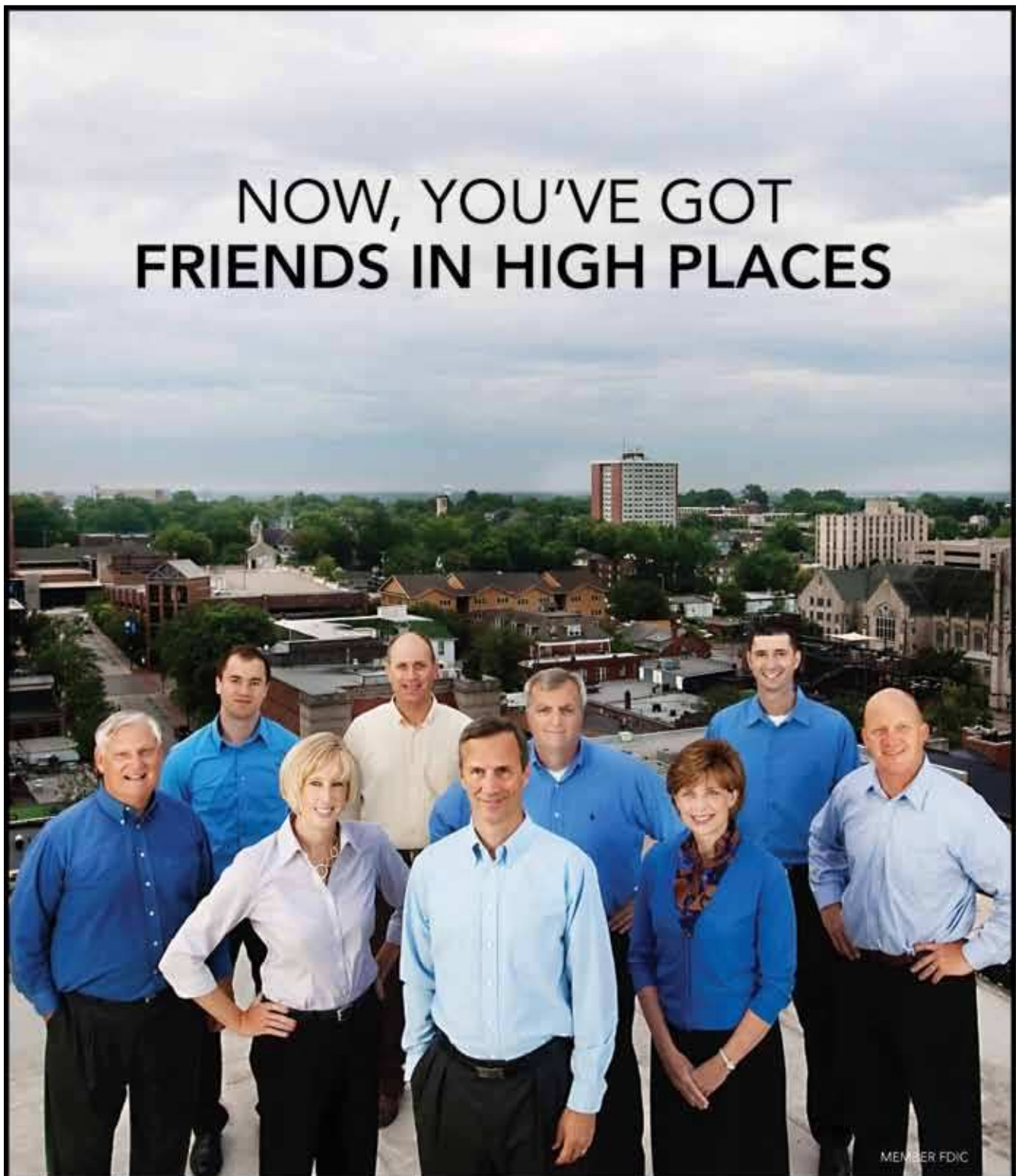
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Back row from left: Ryan Lidolph, Jason Mott, Steve Tanzey, Josh Herron, Chris Widmer. Front: Larry Colgin, Chris Steuber, Terry Coffelt, Jeanne McGuire.

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Aug. 24

Baldrige Program Director Speech

Noon – 1 p.m. Peachtree Catering & Banquet Center

Harry Hertz, director of the Baldrige National Quality Program at the National Institute of Standards and Technology, will speak to the monthly meeting of the Columbia chapter of the Baldrige Performance Excellence Group. A press conference will be held just prior to the event. To reserve a seat, contact Deanna Herwald: 445-6363 or qms@midwayusa.com

25

Women's Network Business Leaders Forum

Noon – 1 p.m. Walton Building, 300 S. Providence Road

This forum provides an opportunity for the exchange of ideas and discussion of problems, solutions and successful techniques related to management and/or the leadership of employees. Contact: 874-1132

31

East Area Plan Meeting

5:30 – 7:30 p.m. Elk's Lodge, 4747 Elk Park Drive E. off State Route WW

The city of Columbia and Boone County Planning and Zoning commissions will host the fifth and final public information meeting regarding the East

Columbia Area Plan. The purpose of the meeting is to present draft findings relating to future land use allocation and growth management strategies for the study area as well as obtain community feedback. The area is bounded by I-70, US 63, New Haven Road and Rangeline Road.

Sept. 2

Chamber of Commerce Quarterly Membership Breakfast

7 – 9:15 a.m. Holiday Inn Executive Center

The event features a program from Ronald McDonald House Charities of Mid-Missouri. Cost is \$18, with a \$3 discount for registering online. Contact: 874-1132

CORRECTION

The map of Columbia's retail centers in the center spread of the Aug. 7 CBT incorrectly listed Glow Golf at the Columbia Mall as being closed. It should have been listed as one of the recently opened businesses.



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OUR DATA SPEAKS VOLUMES

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OUR MISSION STATEMENT:

The Columbia Business Times strives to be Columbia's leading source for timely and comprehensive news coverage of the local business community. This publication is dedicated to being the most relevant and useful vehicle for the exchange of information and ideas among Columbia's business professionals.

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Hirings

Heart of Missouri United Way hired **Mike Miller** as development director. Miller has served as director of finance and marketing of the Great Rivers Council, Boy Scouts of America.

Heritage Academy, a Christian K-12 school in Columbia, announced the hiring of **Kathleen Mallory** as its chief administrative officer. Mallory holds a master's degree in educational administration.

Kristie Wolfe has been hired as president and principal of the Father Augustine Tolton Regional Catholic High School, which is under construction in southeast Columbia. (See Page 21.) Wolfe has worked in Catholic education for more than 17 years and recently served as principal of Bishop Carroll Catholic High School in Pennsylvania.

Kelly Ray was hired as a part-time GoArmyEd coordinator at Columbia College. Ray will help soldiers pursue a postsecondary education, provide educational counseling and help them locate online degree and course options. She previously worked as a systems analyst, assistant registrar and evening admissions counselor at the college.

Charles Neville joined MetLife as a financial services representative. Neville, a graduate in computer science from the University of Missouri, passed his life and health examinations and is a registered representative of MetLife.

Jeffrey E. Greenwald was elected to the board of directors of Columbia Mutual Insurance Company, the parent company of the Columbia Insurance Group. Jeff is the president and CEO of INSPRO Inc. in Lincoln, Neb., an independent, multiline insurance agency.

Doug Galloway of CenturyLink has been elected chairman of the board of the Missouri Telecommunications Industry Association, an industry trade group. With the merger in 2009 of CenturyTel and EMBARQ, Galloway, who lives in Jefferson City, was appointed senior legislative affairs manager for CenturyLink's South-Central Region and continues to serve in that position.

Promotions

Columbia Regional Airport has named **Don Elliot** interim manager following the retirement of Manager **Kathy Frerking**. Elliott has served as airport superintendent and has been with the city of Columbia for 28 years. He will oversee the daily operations of the airport, including airport safety, facility maintenance and compliance inspection.

Columbia College promoted **MaryJane Worstell** to academic advisor coordinator and trainer for adult higher education. Worstell has been Columbia College's tutor coordinator and advisor for student support services since 2007.

Boone County National Bank announced six employee promotions made in July. **Joseph Langworthy** and **Rex Eighmey**, who work at the Columbia Mall Bank, have been promoted to teller 2. **Benjamin Carter** and **Kayla Prewitt** were promoted to customer service representative 2. **Jeff DeBourge** was named electronic banking specialist. **Marco Hon** was promoted to senior teller for commercial services.

Awards

Professor and Wurdock chair in animal genomics **Jerry Taylor** and research assistant professor **Robert Schnabel** from the University of Missouri's College of Agriculture, Food and Natural Resources are part of a cattle genomics consortium that has been awarded a 2010 US Department of Agriculture Secretary's Honor Award. The consortium was recognized for its work developing the BovineSNP50 BeadChip, an inexpensive and easily used device that evaluates genetic merit and investigates genomic positions of important genes in both dairy and beef cattle.

Recognition

J.D. Power and Associated recognized **Shelter Mutual Insurance Company** as a top performer in auto insurance customer satisfaction. Shelter ranked fourth in J.D. Power's 2010 National Auto Insurance Study, a nationwide survey of more than 25,000 auto insurance policyholders. ❖



Ray



Greenwald



Elliot



Worstell



Taylor



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ROXANNE HERRON

BARBARA STEBBINS

LYNDA HODGES



Workers scrambled during the week to finish the exterior of Brookside Downtown in time for college students to move in Saturday. The 16 four-bedroom units are all leased. The 32,000-square-foot building at the northeast corner of 10th and Locust streets is a Trittenbach Development project.

MU deals with housing crunch

By Andrew Denney

Facing a housing shortage on campus, the University of Missouri has for the third year in a row leased units at two privately owned apartment complexes to provide nearly 600 extra rooms for students.

As classes begin next week, university officials anticipate housing the largest class of freshmen on record. The apartments available for MU students at the complexes in south Columbia, Tiger Diggs and Mizzou Quads, are already full.

The university has found additional housing for students in a vacant residence hall on the Stephens College campus.

Tiger Diggs is the collection of student housing located at Campus View, 301 Campus View Drive, and Mizzou Quads is located at Campus Lodge, 2900 S. Old Highway 63. The two complexes were predominately student-occupied before the university began purchasing one-year leases with them in 2008. This year, the university signed a \$1.4 million lease for Tiger Diggs, which provides 340 units, and a \$1.1 million lease for Mizzou Quads, which provides 240 units.

The lease agreement with Stephens College, which will provide beds for more than 100 students, was \$120,000.

Frankie Minor, director of MU's Department of Residential Life, said the university had not initially planned to use the 340 beds at Campus View, but then the applications for the upcoming year started rolling in. More than 6,000 freshmen have enrolled, several hundred more than last year, and MU requires them to live in dorms or university-contracted apartments.

The availability of units at the university's residence halls has been in flux, compounding the housing crunch. Two residence halls near University Hospital were closed permanently to make way for an expansion of the hospital, and another that will provide about 420 beds will be closed for renovations until next fall.

And as of last week, there were 6,975 housing contracts either signed or expected to be submitted by students. To help free up space, on-campus

housing for returning students was capped at 1,900, and financial incentives have been offered to students to opt out of their housing contracts with the university.

"For the last 16 years, we've been able to accommodate all freshmen and returning students," Minor said. "This year is a little different."

The students who live at Tiger Diggs and Mizzou Quads will live alongside students at Campus View and Campus Lodge who are considered to be living off campus, but their living expenses are billed differently. University police have taken the role of first responders for both complexes, which are located just south of campus. Mizzou Quads is restricted to returning students, but freshmen can live in Tiger Diggs.

Students living in the extended housing sign 10-month housing contracts through the university and are provided furnished, four-bedroom units. Students at Mizzou Quads pay \$6,445, and those at Tiger Diggs pay \$5,445. Utilities are included in the rate charged to Mizzou Quads residents, but Tiger Diggs residents pay their own utilities. Those students are also required to buy meal plans with the university, which range in cost from \$2,000 to more than \$3,800.

Rates for students considered to be living off campus at Campus Lodge range from \$524 to \$544 for the four-bedroom, four-bathroom units, which measure 1,509 square feet. At Campus View, residents in four-bedroom, two-bathroom units each pay \$310 a month for rent.

Minor said the two complexes were chosen by the university in 2008 because of their access to city bus routes and because the units came furnished. He also said in the spring of 2008, the two complexes had a combined vacancy of 700 beds.

"I think they were happy to see us come through the door," Minor said.

In 2009, the university solicited bids to apartment complexes for extended housing, Minor said, and Campus View, Campus Lodge and one other complex submitted bids. The university decided to contract again with Campus View and Campus Lodge because the other complex did not have furnished units, Minor said. ❖

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Jared W. Reynolds

Partner and Co-Founder, Wilkerson & Reynolds Wealth Management

Nikki Reynolds

Owner and Director, End of the Rainbow Child Development Center

AGE: We're both 31.

YEARS LIVED IN COLUMBIA: Jared: 13; Nikki: 11

ORIGINAL HOMETOWN: Jared: Warsaw, Mo. Nikki: St. Charles, Mo.

EDUCATION: Jared: Bachelor's degree in personal finance from MU (May 2002), Certified Financial Planner (June 2005). Nikki: Bachelor's degree in business administration with emphases on early childhood and criminal justice.

JOB DESCRIPTION: Jared: I manage the finances for a limited number of clients. Nikki: I provide a safe and secure environment for 139 children and oversee 35 staff members, maintain a high-quality relationship with all of the parents, do the daily bookkeeping and give tours for prospective families.

COMMUNITY INVOLVEMENT: Jared: Board of directors for the Rainbow House, Columbia Chamber of Commerce, alumni advisory board for Kappa Alpha Order Fraternity, past president of the Mid-Missouri Estate Planning Council. I'm also a donor and actively involved in the local Boy Scouts and Ducks



Unlimited chapters. **Nikki:** Chamber of Commerce, Women's Network, Columbia Multi Sport Club and currently working with Rainbow House. We have our school-age children volunteer at the Central Missouri Food Bank, and we participate yearly in the MDA Trike-a-thon.

PROFESSIONAL BACKGROUND: **Jared:** Worked with residential rental properties, helped Nikki buy and expand the preschool, formed a partnership and set up our office and bought commercial properties. **Nikki:** I've worked at End of the Rainbow for 10 years. I started part-time in college and then became a full-time teacher and the assistant director before purchasing the center in 2005.

A COLUMBIA BUSINESSPERSON I ADMIRE AND WHY: **Jared:** Larry Potterfield. To me Larry exemplifies what it is to be truly successful. Yes, there is the business and financial side of success, but I'm talking about the giving side. I think you can tell a lot about a person's character by how much they are willing to give back not only to their community but also to their passions and the next generation. **Nikki:** I admire all of the small-business owners for the long hours and hard work they all are putting in during these tough economic times.

WHY I'M PASSIONATE ABOUT MY JOB: **Jared:** I am a problem solver by nature. I love helping people. The amount of work and time put into a case is sometimes like unveiling a masterpiece. **Nikki:** I've always loved children. Having my own center is a lifelong dream. I also love being my own boss.

IF I WEREN'T DOING THIS FOR A LIVING, I WOULD... **Jared:** Probably start businesses dealing in the hunting and fishing industries. **Nikki:** Be on a beach somewhere.

BIGGEST CAREER OBSTACLE I'VE OVERCOME AND HOW: **Jared:** Making it in the financial advising business through two of the worst bear markets. **Nikki:** Expanding the main facility during our first expansion while still remaining open for business.

A FAVORITE RECENT PROJECT: **Jared:** Purchasing Grindstone Village and expanding the preschool. We now are expanding our office in The Insurance Group Building. **Nikki:** Our second expansion for the school-age children. We were able to move them to our new building and provide them with the space they need. We are also in the process of adding a gross motor skill room for the children. This will allow them to have a room to get energy out when it is rainy, too cold or hot outside.

FAMILY: We met in college in 2000 and have been married for six years. We have two sons: Brody is 3, and Gavin is 6 months old. Nikki's mother also lives in Columbia.

WHAT TACTICS DO YOU USE TO BALANCE WORKPLACE AND FAMILY DEMANDS: **Jared:** Lots of vacation and time in the outdoors. **Nikki:** I have a very flexible work schedule that allows me to spend time with our children. We spend lots of family weekends together, and of course my kids are at work with me every day. If I am having a bad day and need a hug, all I have to do is walk to their class to get one.

WHAT WE DO FOR FUN: **Jared:** We travel, work out, go to MU football games and spend time at our family resort on Truman Lake, Osage Bluff Marina. **Nikki:** I also play a lot of soccer, swim, bike and run.

FAVORITE PLACE IN COLUMBIA: **Jared:** Optimus Center for Health. I love being able to walk downstairs and work out. **Nikki:** Murry's and Sophia's to eat, a field to play soccer.

ACCOMPLISHMENT I'M MOST PROUD OF: **Jared:** Landing a great bride and the birth of my two children. **Nikki:** Owning my own center and recently winning the SBA Regional Young Entrepreneur of the Year.

MOST PEOPLE DON'T KNOW THAT I: **Jared:** Have lived through my house being destroyed by a tornado when I was in middle school. The roof was literally ripped off my bedroom. **Nikki:** Am pregnant — again! ❖

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Kelly's fundraising exceeding '08 pace

By Jeremy Essig

State Rep. Chris Kelly said he's comfortable with his re-election campaign 10 weeks before the general election and has raised more money at this point than he had raised when running against Ed Robb two years ago.

Kelly, a Democrat who was also a House member in the 1980s, is being challenged by Laura Nauser, a Republican and member of the Columbia City Council who is seeking the 24th District seat for the first time.

For the race, Kelly has raised almost \$130,000, according to his most recent state ethics commission filings. The Nauser campaign reported \$40,490 in total contributions, including \$20,000 from her husband, Greg.

When he was a state representative in the '80s, Kelly said his campaign never raised more than \$15,000. During his 2008 race, he raised \$220,000, and Robb raised \$170,000.

The majority of Kelly's contributions heading into the final months of the campaign have come in the form of small donations from more than 500 separate donors, he said. The wide base of donors is something Kelly said is a positive reflection on his work in Jefferson City during the past two years.

"It's much more important that people contribute rather than what they contribute," Kelly said.

The \$130,000 outpaces the more than \$110,000 he raised at this point when facing then-incumbent Republican Ed Robb for the seat in 2008. One reason for this might be the inclusion of a number of Robb donors who Kelly said are supporting his campaign this year.

Kelly's financial base was also helped by a contribution of \$5,001 from retired St. Louis investment banker Rex Sinquefield. The contribution was one of about 15 Sinquefield made to legislators in the months before this year's General Assembly session began.

Kelly said he agrees with a number of Sinquefield's ideas on changing the state's tax code — ideas that include moving Missouri from an income tax base to a consumption tax base.

The key to this approach, Kelly said, is making the move a gradual one. He plans to introduce a bill next session that would place sales tax on services but not raise the sales tax rate.

A gradual move to the consumption tax, Kelly said, would allow Missourians to see the idea in practice and alleviate fears associated with a consumption tax, including that such a tax would place a larger tax burden on people with low incomes.

One way to ensure the new tax is still progressive, he said, is to leave some type of income tax on those earning the most, while offering rebates to those of lower income levels.

"Some things liberals are right on; some things conservatives are right on," Kelly said. "One thing (conservatives are right on) is to tax services."

Kelly said this bipartisan approach to the tax code extends to his relationship with Columbia's senator, Republican Kurt Schaefer.

Kelly described the experience of working with Schaefer during the past two years as a "pleasure" and a situation that has been beneficial for the community.

"The funny thing is, the party operatives from both sides do not like the fact that we work together," Kelly said. "I can't speak for him, but we don't care."

(continued on Page 11)

Candidates turn attention to fall election

Now that the August primaries are over, Columbia voters have a clearer picture of the match-ups for the Nov. 2 midterm elections.

Missouri Secretary of State Robin Carnahan is competing with US Rep. Roy Blunt for the US Senate seat being vacated by Kit Bond, a race that the *Washington Post* ranks as one of the top 12 Senate toss-ups.

Blunt defeated state Sen. Chuck Pergason in the Republican primary to create a face-off of two of Missouri's iconic political families. Carnahan's father was a former governor, and her brother Russ represents the state's 3rd District in the US House. Blunt's son Matt served as Missouri's governor from 2004 to 2008.

The other statewide race features current state Auditor Susan Montee against former Bush administration official Thomas Schweich. Schweich defeated state Budget Chairman Allen Ict for the Republican nomination earlier this month.

In local races, Democratic state Rep. Chris Kelly is being challenged by City Council member Laura Nauser, a Republican, to represent District 24, which covers southwestern Columbia and parts of southern Boone County.

First-term state Rep. Steven Webber will face Republican Paul Szopa in the race to represent the state's 23rd District. The candidates in District 21, a seat being vacated by Republican Steve Hobbs, are Democrat Kelly Schultz and Republican John Cauthorn.

Democrats Mary Still, the District 25 statehouse representative, and Paul Quinn, the District 9 representative, are unopposed.

The race for Boone County presiding commissioner features former Republican state Rep. Ed Robb against Kaleidoscope Videoconferencing owner J. Scott Christianson, a Democrat.

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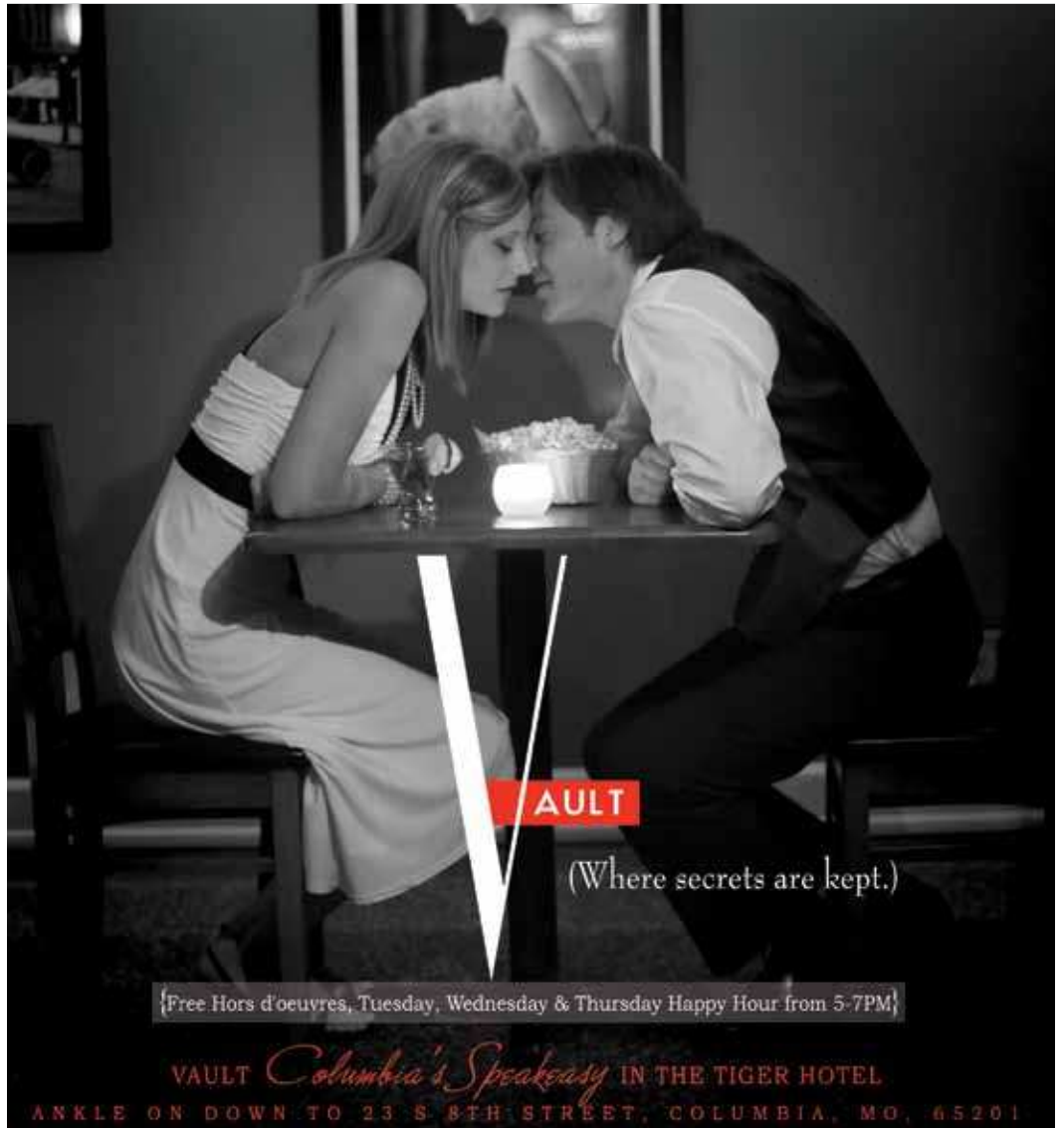


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Blunt



Carnahan



Christianson



Kelley



Nauser



Robb

Roy Blunt

US Rep. Roy Blunt is seeking to be elected to the US Senate seat being vacated by the retirement of Kit Bond. Blunt currently represents Missouri's 7th District in the US House, which includes Springfield and southwestern Missouri.*

Contributions greater than \$500 from Columbia residents

• Ronald Sprouse	\$7,000
• Sunanna J. Kettlewell	\$6,800
• Theodore Kettlewell	\$4,800
• J.B. Boswell	\$4,800
• Martha L. Boswell	\$4,800
• Pelham Adams	\$4,400
• Bo Fraser	\$4,000
• Jerry Kennett	\$4,000
• Byron Hill	\$3,000
• Thomas Dresser	\$3,000
• Dolphus C. Morrison	\$2,000
• Brenda Potterfield	\$2,000
• Dorothy Sprouse	\$2,000
• Melinda Van Eaton	\$2,000
• Holly Bondurant	\$2,000
• Elroy J Peters	\$1,550
• Julia Rygaard	\$1,000
• John Cleek	\$1,000
• Andrea Blaschak	\$1,000
• Beth Orscheln	\$800
• Heidi Miles	\$600
• Martina Pounds	\$600
• Diana Hawthorne	\$582

Chris Kelly

Democrat Chris Kelly is running for re-election to represent southern Boone County in Jefferson City. Kelly, a member of the Budget Committee and also served as a representative from 1983 to 1994. His campaign receipts totaled \$130,000 shortly before the Aug. 3 primary election.**

Top Donations – Includes Monetary and In-Kind

• Rex and Jeanne Sinquefield	\$5,001
• Supporters of Health Research and Treatments	\$2,000
• Robert and Barbara Churchill	\$1,000
• Thomas Smith	\$1,000
• Jerome Taylor	\$1,000
• Michael and Mary Curry	\$1,000
• Truman Allen	\$1,000
• Gary Evans	\$1,000
• Rotts and Gibbs	\$1,000
• Douglas and Helen Anthony	\$1,000
• Donna Checkett	\$1,000
• Jim and Cynthia Haines	\$1,000
• C Patrick McLarney	\$1,000
• Richard G Miller	\$1,000
• Life Sciences Fund, Kansas City Chamber of Commerce PAC	\$1,000
• Mid-Missouri Labor Club	\$1,000
• James and Doris Ross	\$1,000
• Maly Commercial Realty	\$1,000
• APS Healthcare Bethesda Inc	\$1,000
• Harry and Phyllis Wulff	\$650

Robin Carnahan

If elected, Secretary of State Robin Carnahan would continue a trend begun by Claire McCaskill in 2006 of women Democrats being elected to the US Senate from Missouri. Of note below, Carnahan's fifth largest contributor is state Rep. Chris Kelly, who is running for re-election.*

Contributions of \$1,500 or more with Columbia addresses

• Thomas R. Smith	\$7,200
• Joan R. Eisenstark	\$4,800
• James C. Swearingen	\$3,400
• Elizabeth F. Winnacker	\$3,350
• Christopher S. Kelly	\$3,000
• David R. Mehr	\$3,000
• James H. Butt	\$2,600
• Robert C. Smith, Sr.	\$2,600
• Linda M. Swearingen	\$2,553
• Doris P. Littrell	\$2,500
• Timothy C. Harlan	\$2,450
• Kathryn E. Allen	\$2,250
• Gene A. Forrester	\$2,000
• Charles Swaney	\$2,000
• Janet M. Thompson	\$2,000
• Craig A. Van Matre	\$2,000
• Daniel Weil	\$2,000
• Ronald D. Carter	\$1,500
• Richard A. Hanson	\$1,500
• Kenneth M. Pearson	\$1,500
• Steven C. Zweig	\$1,500

Laura Nauser

Laura Nauser is running as a Republican to represent the state's 24th District in the General Assembly. Nauser currently serves on Columbia's City Council. Her campaign receipts totaled \$40,490 shortly before the Aug. 3 primary election.**

Top Donations – Includes Monetary and In-Kind

• Greg Nauser	\$20,000
• Citizens for Riddle	\$1,000
• James Nauser	\$1,000
• Terry Lee	\$500
• Boone Federation of Republican Women	\$325
• Ceder Fork Construction	\$250
• Phillips Grading	\$250
• Patt Stansberry	\$250
• John Schloot	\$250
• Jeffery Parshall	\$250
• Hemmingway's Wine and Bistro	\$250
• Michael Chappell	\$200
• Crockett Engineering Consultants	\$100
• Greg Lloyd	\$100
• David Putnam	\$100
• Tommie Atkinson III	\$100
• Rosa Schletter	\$100
• Neil Rilen, DDS, and Associates	\$100
• Jennifer Bach	\$100
• Miles Lemmon	\$100
• Joseph Priesmeyer	\$100

*Source: Federal Election Commission
**Source: Missouri Ethics Commission

Scott Christianson

J. Scott Christianson is running as a Democrat for Boone County presiding commissioner. Christianson is the owner of Kaleidoscope Videoconferencing and has a background in science and biology. His campaign receipts totaled \$26,148 shortly before the Aug. 3 primary election.**

Top Donations – Includes Monetary and In-Kind

• J. Scott Christianson	\$3,203
• Elizabeth and Otto Fajen	\$1,900
• Thomas Schneider	\$1,850
• Progressive Political Partners	\$1,200
• Amy Christianson	\$1,000
• Michael Christy	\$1,000
• William Allen	\$1,000
• MoJo's	\$650
• Dan Wendling	\$600
• Donald Sievert	\$600
• Peggy Placier	\$600
• Sarah Catlin-DuPuy	\$600
• Phyllis Fugit	\$550
• Thomas Minihan	\$550
• Wayne Brekhus	\$550
• David Leuthold	\$500
• Tim Harlan	\$500
• Candace Iveson	\$400
• Rockne Corbin	\$400
• Sue Gerding	\$400

Ed Robb

Ed Robb, a former state representative, is running as a Republican for Boone County presiding commissioner. Robb did not face a primary challenger this August and said he waited to begin major fundraising activities until after the primary season was over. His campaign receipts totaled \$10,450 shortly before the Aug. 3 primary election.**

Top Donations – Includes Monetary and In-Kind

• Michael Maurizi	\$500
• Ron Sprouse	\$500
• Boone Co Federation of Rep. Women	\$500
• Colin Malaker	\$500
• Ed Robb	\$450
• Betty Schuster	\$250
• Micky Burnam	\$250
• Byron Hill	\$250
• Laurel Erdel	\$250
• David Keller	\$250
• St. Charles Road Development	\$250
• Thomas Highland	\$250
• Dick Walls	\$250
• Greenwood Development	\$250
• The Copeland Law Firm	\$250
• Gary Evans	\$250
• On the Rocks	\$250
• Copper Stone Creek LLC	\$250
• Mid-City Lumber	\$200
• RTM Properties	\$200

From the Roundtable

Downtown development's key players: MU, Columbia College



Al Germond

Al Germond is the host of the "Sunday Morning Roundtable" every Sunday at 8:15 a.m. on KFRU. Algermond@gmail.com

From the architect's quiver comes the term *charrette*, meaning a collective effort to draw together ideas about a given project from a diverse group of individuals.

H3 Studio, a consulting firm hired by the city, recently concluded a charrette for the development of two areas of downtown. The urban designers are fine-tuning their report, which will be a valuable supplement to the much-reviewed study by Sasaki Associates commissioned by the city, MU and Stephens College that was finished three years ago.

The charrette identified areas ripe for development along the western and northeastern fringes of downtown such as the Kroenke Group property on Providence and Broadway behind Walgreens.

One fascinating thing about such exercises is how disinterested parties can suggest what they believe is best for private property when the owner might have an entirely different future use in mind.

The planners noted the still-tiny residential base — about 1,200 people live downtown — compared with similar university-anchored communities.

Downtown — The District is the current moniker — continues to receive the attention it deserves as the economic heart of the city, but, in a sense, it has been on life support for quite awhile. During the years, invigoration has come from the expanding presence and continued investment by city and county government,

financial institutions, attorneys and consultants. Add to this the expansion of MU from the south and Columbia College from the north and the resurgence of Stephens College, the eastern anchor.

As retail businesses moved to the city's periphery, restaurants and other entertainment venues have taken up the slack. Add to this specialty shops, the nascent arts district and the Tribune Publishing Company.

Although we can be grateful to the government for helping resuscitate downtown, we shouldn't forget that various tracts where city structures and parking garages now hover used to be privately owned and provided property tax revenue. Public investment accelerated in 1972 when the city and the county bought the Daniel Boone Hotel and removed it from the tax rolls.

Property tax revenue from downtown that supports our schools might have declined, but there are more places to park, and that leads to increased patronage of downtown businesses and an increase in sales tax revenue.

The city deserves a bouquet for building the new City Hall and high-rise parking structures. Then, the inevitable brickbat goes to those responsible for sending us down the wrong path on the West Broadway widening issue. Now there are moves afoot to deliberately constipate traffic flow into The District that the government and others have so generously coddled during the years.

Apart from government, the two obvious players to watch will be MU and Columbia College, a financially flush institution advancing from the north. One area to watch in particular lies between Hitt Street and College Avenue north of University Avenue. Here is bulldozer bait among a cluster of unmemorable wooden structures that could be supplanted by university-related housing, perhaps high-rise in nature.

As my take on the charrette continues, I'm reminded of Baron Haussmann, the mid-19th-century Paris prefect who had the Draconian authority to modernize the City of Light. Moving ahead to the 22nd century, Columbia would need to widen all the downtown alleys so delivery vehicles that currently clog city streets could use them to unload their goodies with ease.

More than half a century ago, Ninth Street was called the Strollway. Maybe 100 years hence, Broadway could become a strollway with traffic banished between, say, Fourth Street and Short Street. By the time anyone who could remember it would be gone, the infamous downtown loop of the 1970s would be revived and folks would figure out how to make it work.

Ultimately, all parking will go underground. Maybe Broadway itself is excavated and traffic routed beneath the surface with connections to various underground parking facilities. By the year 2100, maybe Columbia will have light rail and by 2200 a subway. Anyone for some real visioning? ❖

Guest Column

Shopping for the planet



David Rosman

Rosman is an editor, writer, professional speaker and college instructor. Drosman1011@netscape.net

During a time when Columbia residents are worried about "secret" deals made by the city, county, REDI and Chamber of Commerce to lure big businesses into town, we tend to forget about the little guys and gals creating new wealth and jobs.

Meet Arianna Parsons: She's young, living day-to-day, borrowing her mother's car because it has gas and seeking to take over the world of Internet marketing, starting right here in the middle of Middle America.

I have no financial or personal interest in Parsons' ventures. It is her enthusiasm that won me over.

Her venture is My Green Cities LLC, a sustainable lifestyle application. Yes, it did take me a while to understand what she wants to do; after all, I am more than 30 years old. However, this is not a business focused on the X, Y and Z generations. It is for all who want to fix our small planet, one shopping trip at a time.

My Green Cities is an iPhone application that allows users to find local businesses using a filtering system. During her visit to the Muleskinners luncheon in Aug., Parsons explained that the goal is simple. If a customer wants, for example, to find a local restaurant that serves local produce, recycles and is near the MKT Trail, the app will locate restaurants using the iPhone's internal GPS. Want to add sushi? Sure.

"The My Green Cities app is designed to match consumers and independent businesses on issues of sustainability and social awareness," Parsons said. "We will not deal in political or religious issues."

The app's primary focus is on independent (read: locally owned and operated) businesses that practice environmental sustainability. More than 60 Boone County businesses have signed up to use the site, which goes live in mid-September, for marketing.

Not bad for a dreamer who has taken a loan out on her car to get started.

To be accepted, a business must complete an online application and a visit to verify the company's sustainability policies, such as if it is recycling, composting, using renewable materials, donating to local causes, and the list goes on. If the business meets the gold standard of social awareness, it receives the coveted Gold Star rating from My Green Cities. Finally, customers will be able to verify the information.

Today, Parsons has only one employee — herself. But this does not dampen her enthusiasm, her vision and her wanting to pay back the loan on her car. Columbia is a test city, and she plans to expand nationally. Understanding that not everyone owns an iPhone, Parsons plans to develop the application for Blackberries, Androids and other smart phones.

Parsons' enthusiasm makes this project exciting. She worked hard to slow down

her presentation at the luncheon and stayed on target without wandering into areas that might be too technical for the audience. In fact, she was bouncing as she talked about her baby. That's excitement.

But wait! There's more! (Will someone please resurrect Billy Mays?)

As if she is not busy enough, Parsons' experience demonstrates how hard it is to get seed money for a new enterprise. Who wants to back a 20-something college grad with no real business experience and no assets? Coming to the rescue is Parsons' newest dream, CoMoRoLo — Columbia Missouri micro-loans.

This is a citizen co-op to provide funding, up to \$500, "for art and community-related projects as well as new enterprises." The money is not to be used for capital campaigns but to get the business off the ground. Interested? Your small donation into the pot just might be the seed money for the next Virgin Galactic. Or your own dream.

My Green Cities is one of those grassroots, entrepreneurial projects that will keep the economy moving forward. We need to recognize more people such as Arianna Parsons in the Columbia business community. We need to recognize the imaginations and spirits of those who have a dream and are willing to risk it all. Good luck, Arianna, wherever your ventures take you. ❖

This column originally appeared in the *Columbia Missourian*.

County View

Boone County carefully revising subdivision regulations



Stan Shawver

Shawver directs the Boone County planning department.

When Moses descended from Mt. Sinai, he brought with him the only set of rules that has never been subject to change. Those rules created by a higher power might have been subject to interpretation, but they have never been revised or amended by mankind.

The same cannot be said for the laws and regulations created by mortal man and woman. The historical Code of Hammurabi, issued by the Babylonian King Hammurabi, included this edict: "If a builder builds a house for someone and does not construct it properly, and the house which he built falls in and kills its owner, then the builder shall be put to death." General contractors are glad that rule has been revoked.

In 1919, the 18th Amendment to the Constitution that banned the sale of alcohol became the law of the land. That is, until the 21st Amendment was adopted in 1933.

Rules and regulations are under constant scrutiny for ways to improve or clarify them.

Local governments have rules regulating everything from traffic control to the times you can put your refuse on the curb. In these days of diminishing resources, some of the most important rules deal with how land is developed. Boone County regulates how subdivisions are developed in much the same way as Columbia, Springfield, St. Louis or Independence.

Subdivision regulations
are more technical in
nature and have a target
audience of registered
land surveyors and
professional engineers.
Still, the regulations
should be easy to follow.

Boone County has had regulations governing the subdivision of land since 1973. In 1995, the regulations underwent a major revision to align them more closely with Columbia's regulations. This was in response to the suggestion that development regulations should be more consistent across artificial boundary lines. The 1995 regulations raised the bar on development outside the municipal limits of Boone County municipalities.

Just what are subdivision regulations? Very simply, subdivision regulations codify how land is divided in the unincorporated parts of Boone County. The regulations establish minimum standards for street widths, the location and width of utility and drainage easements, requirements for water systems and fire hydrants and sanitary waste water systems. The regulations do not provide design guidelines for a subdivision, but they do place certain restrictions on how land can be developed.

The Boone County Subdivision Regulations are currently being revised, a somewhat arduous task. Any revision is not undertaken lightly. The planning staff has compiled a list of suggested revisions since the last major overhaul.

In 2007, the county contracted with an outside consultant for an unbiased review of the existing regulations. Shafer, Kline and Warren Inc., an engineering consulting firm with a strong land planning and government service background, reviewed the regulations. SKW Inc. was asked to review the regulations for currency with national practices, compliance with state law and comparison with similar jurisdictions, including the city of Columbia.

Once SKW completed its review, the report was evaluated by the planning staff and the Boone County Commission. In general, it was found that the current regulations reflect planning practices of other communities and provide a fair and reasonable set of standards governing how land is to be subdivided in Boone County.

The major drawback found in the regulations was clarity in presentation. SKW suggested that the most benefit would derive from a general reorganization of the various components contained within the regulations. SKW noted several instances of regulatory language being mixed into definitions, which can be confusing. Generally speaking, subdivision regulations are more technical in nature and have a target audience of registered land surveyors and professional engineers. Still, the regulations should be easy to follow.

The planning staff then undertook a review of the specific standards with the Boone County Commission. Every section of the regulations was scrutinized to see if the rationale was still valid or if it could be improved to better serve the public needs. Keep in mind that new subdivisions create additional infrastructure such as roads, sanitary sewer lines, water lines and fire hydrants that fall to various public bodies for future maintenance.

Developers are required to pay for or install all of the newly created infrastructure, but once

There is no reason
that new roads can't
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future maintenance or
improvements.

the development is complete, ongoing maintenance is left to a public entity. Thus it is very important that appropriate design standards are met. There is no doubt that a growing community such as Boone County will experience an increase in cost of maintaining a growing road network, but there is no reason that new roads can't be built to a standard that increases their longevity and provides adequate room for future maintenance or improvements.

One issue of ongoing discussion by the Boone County Commission is the creation of public roads. Prior to 1995, the subdivision regulations did not apply to lots larger than five acres, and there were no restrictions on the number of such lots that could share a private access easement. Over time, the commission has received numerous requests to provide road maintenance to such easements. Rarely are such easements built to a standard that can be maintained by the county without great expense, so the requests are generally denied.

Current subdivision regulations apply to any lot created smaller than 20 acres. The regulations allow up to four lots, larger than five acres each, to share a private access easement. Although the number of private access easements being created is significantly lower than it was prior to 1995, such easements continue to be a concern. Further restriction could take the form of increasing the tract size of land subject to regulation, limiting the number of lots that can use a common easement or even requiring a minimum standard of improvement for an access easement.

Weighty issues for consideration by the Boone County Commission take time to resolve as the implications and impact of changes are carefully reviewed by the commission. ❖

Kelly's fundraising ... continued from Page 8

Kelly said his non-dogmatic approach might be one reason he is able to draw such a broad base of donors for his campaign. Although these donors have provided him a financial edge over his opponent, he still decried the campaign finance process as a whole.

"The whole business is completely out of proportion," he said.

The \$400,000 he and Robb raised in 2008 was more than all of the other local House races combined, according to media reports at the time.

"That's insane, but that's where the world is," he said. "If it was up to me, we'd restore limits."

Kelly said he is also not in favor of holding fundraising events for his campaign and prefers to hold events in which he can talk to voters. Both type of events end up costing about the same amount of money, Kelly said, and voters prefer a situation in which they can hear from a candidate.

Following that logic, Kelly said he also spends a good amount of time going door-to-door to hear from the voters. He said the major issues voters have spoken to him about this campaign have been education in Boone County, the economy and how the government will interact with medical providers and insurance companies. ❖

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BUSINESS PROFILE | FRESH IDEAS



PHOTOS BY JENNIFER KETTLER

From left, Bob Barnes, John Orscheln, Kate Grant, Guy Cashman, Matt Clervi and Dennis Owens of Fresh Ideas

Fresh Ideas food service celebrates milestone

By Sean Spence

John Orscheln, co-owner of Fresh Ideas Food Service Management, comes from a family that has launched a wide variety of businesses in mid-Missouri since his great uncles Ed and William Orscheln left the family farm near Tipton and established a trucking company in the 1930s.

Orscheln Farm & Home, a chain of supply stores, is one of more than a dozen privately owned businesses subsidiary to Orscheln Industries. John Orscheln's father, Don, is a board member and former president of the parent company based in Moberly.

Orscheln (pronounced orsh-linn) earned a bachelor's degree in business administration at Columbia College, but his career veered away from the business world after he served in the Army for six years. He was an admissions officer at Wentworth Military Academy in Lexington, Mo., and commandant of the Junior School at Missouri Military Academy in Mexico.

Then in 1999 his father took him aside and asked, "John, isn't it about time you started your own business?"

Orscheln, whose company is celebrating its 10th anniversary this month, said the question made particular sense for a member of his entrepreneurial family.

"My dad was right," he said, "and I knew just the guy to call."

Orscheln and Matt Clervi met and became friends at Wentworth Military Academy, where Clervi was the director of food services.

"I would take prospective students to see Matt's operation," Orscheln said. "It was a real selling point for the school."

Orscheln moved on from Wentworth but stayed in touch with Clervi and suggested they meet to talk about business opportunities.

Clervi said Orscheln's drive and financial backing combined with his food services background positioned them to start a food service management company.

Taking notes on bar napkins, the two men settled on Fresh Ideas as the name. The company, which is independent of Orscheln Industries, started in

December 1999 and landed its first customer, Central Methodist University, in August 2000. Clervi, a co-owner, joined the day-to-day operations of the company a few months later.



Central Methodist University Food Service Director Sharon Craven brainstorms with Fresh Ideas co-owner Matt Clervi on new menu ideas for preparing salmon at the university. Clervi recently flew to Alaska to find a fresh, high-quality alternative to farm-raised salmon and halibut for his clients in the Midwest.

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On Aug. 16, Fresh Ideas marked its 10th anniversary by holding an open house at its offices on West Nifong Boulevard for vendors, employees, clients and friends.

Fresh Ideas now has about 400 employees and annually hires about 300 students in work-study programs. Fresh Ideas serves food in cafeteria settings at more than a dozen schools in Missouri, primarily colleges and universities. The company's business client list includes three manufacturing companies in Columbia — 3M, Frito-Lay and Quaker Oats — along with the ABB transformer factory in Jefferson City.

Orscheln, the CEO, and Clervi, the executive vice president, said their success is due to their intense focus on employees rather than profits.

"A lot of businesses start out wanting to make a lot of cash," Clervi said. "Our model is more about the employees, having happy employees, so we developed processes and systems around that idea."

Marianne Inman, president of Central Methodist University, was involved with the decision to become Fresh Ideas' first customer 10 years ago.

"We recognized it was a risk," she said. "We just felt that from everything we heard and things we knew that it was worth the risk, and it certainly has been. It's a very comfortable relationship."

Fresh Ideas still serves Central Methodist University, and Clervi said the company has a 90 percent retention rate for customers, which dates back to the company's founding.

The founders said success is all about keeping the employees happy.

"We used Enterprise Leasing as a model because in the beginning, they really focused on the employees," Clervi said. "They said you can't focus on the cash; you have to focus on the employees."

"When we hire an employee, we look at them as much as we look at the accounting statements," he said. "That's who we are as a company."

Clervi said this philosophy includes: ensuring competitive wages, providing opportunities for professional and personal development, creating an environment where employees feel empowered and see room for upward growth and promoting from within the company.

"They are really the things that any good company does," Clervi said. "But these are our priorities."

From the beginning, Orscheln and Clervi strived to create human resources systems and practices that would match their employee-centric philosophy. Their efforts received a boost in 2005 with the hire of Bob Barnes as president. Barnes' experience included executive-level positions in Fortune 500 companies Boise Cascade Corporation and Weyerhaeuser.

"Bob really deserves a lot of the credit for the way we operate today," Orscheln said. "His background in big corporations made a big difference."

Fresh Ideas has one account in Arkansas, and the goal in coming years is to expand into the states surrounding Missouri.

"It's not because we need to grow; it's because our employees need opportunities for upward mobility," Clervi said. "That's what we've told them we would do for them."

Orscheln and Clervi said they are confident that their values-based approach and commitment to their employees is the key to their success and their future.

"Anybody can do food service; nobody can be Fresh Ideas," Clervi said. "I think it is our model for excellence that separates us from our competitors." ❖



Chefs prepare food for an academic institution. The food service company serves fresh food to more than 20 dining facilities in Missouri.



A food service worker from Fresh Ideas serves food to a student.



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PHOTOS BY JENNIFER KETTLER

Justin Beck, CEO of PerBlue, presents during the Pitch Slam at the Reynolds Journalism Institute.

Give me your best pitch

By **Dianna Borsi O'Brien**

Does it ever scare you that the entrepreneurs on the verge of entering the marketplace are college students? Or even 15-year-old boys?

It used to scare me but not anymore. I realized at a business pitch competition last Monday that these new entrepreneurs understand me more than I understand them. Now, *that* is scary.

If the winners of the Pitch Slam have their way, you won't have to spend your Saturdays running from place to place to buy groceries, wait hours for a doctor or flip through newspapers or computer screens to find the news you want.

These were just a few of the ideas floated at the Pitch Slam, one of the Innovate!100 activities at the University of Missouri's Reynolds Journalism Institute. Keith Politte, manager of the RJI Technology Testing Center, said the two-day gathering was organized to bolster economic development as well as town/gown collaborations.

Here's how the slam worked: Entrepreneurs had five minutes to pitch their ideas to a panel of business-savvy judges, which included start-up entrepreneurs. One of them was Justin Beck, who graduated from college a year ago and is now CEO of PerBlue, a mobile and social gaming company in Madison, Wis., that has seven employees.

Other ideas pitched at the event included local coupons sent to your smart phone, a better

way to pay or collect rent and a few other ideas I didn't really understand.

Not bad for people who, for the most part, would still get carded at drinking establishments.

The Pitch Slam competition is the brain child of GuidewireGroup, a marketing / analysis organization that has developed a way to measure whether a start-up is likely to make it in today's marketplace. Guidewire has developed a scorecard the judges use that measures things such as whether there actually is a market for the product being pitched. There's no more going on a gut feeling that this company or that company will earn a profit.

The event also included presentations by already successful entrepreneurs such as Beck.

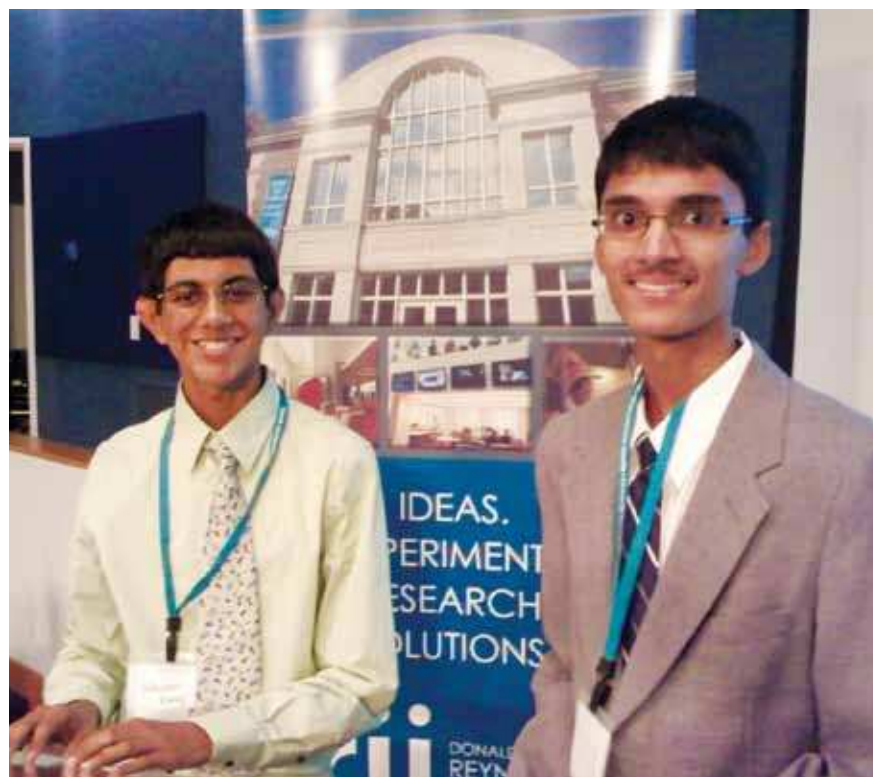
Guidewire is holding Pitch Slams throughout the world this year. This one is the first the organization has held in the US, said Mike Sigal, president and chief development officer of GuidewireGroup. The winners of these Pitch Slams will be entered into competition for Innovate!100 (Note, no adherence to stodgy spacing and punctuation rules.) The Innovate!100 list will be announced in November, and those organizations will be offered guidance and assistance from Guidewire and its sponsors, which include PayPal, Cisco, Bing and other firms.

Now, the winner of Monday's Pitch Slam: RelayFoods.com, a business pitched by Zach Buckner, who has an electrical engineering master's degree from the University of Virginia. His company allows shoppers to buy fresh, whole-

some and specialty foods from a variety of sources such as grocers, farmers markets, bakeries, wine and beer stores. Shoppers can make all these purchases online through one site and have them delivered to their workplace in one neat, tidy tote without paying a dime more than if they'd gone to those 37 different places themselves. The money to pay for the service comes from a slim cut paid to RelayFoods from the vendors themselves.

The idea appears to be solid: The company is already making money. Currently operating in Charlottesville and Richmond, Va., the firm has plans to open up in other cities.

Pitch Slam's first runner-up, however, is a homegrown idea. Vikram Arun, 14, and Nahush Katti, 15, both sophomores of Rock Bridge High School, pitched a telemedicine application called DoctorOn. Instead of visiting a doctor's office, reading old magazines in the waiting room for hours and putting on an embarrassing open-backed garment, a patient using this service would interact with a doctor via Webcams. The patient could be miles from a hospital or doctor's office



Nahush Katti, left, and Vikram Arun

while sitting or standing in front of a personal computer equipped with a camera and the DoctorOn system.

The second runner-up was pitched by Richard Ward, a veteran entrepreneur of, well, more mature stature. (OK, he was closer to my 55 years than to the local high school boys' age.) CentraMart Services would involve getting local newspapers to offer news via smart phones, the Internet and e-mail, with the news gathered by community contributors and reporters. Ward's operation would integrate journalism principles of trusted sources, public interests and reasonable public discussion, all while allowing commerce online. It's kind of like eBay meets your local newspaper, with a little bit of Facebook thrown in. It's also designed to make money. And that could be scary — for traditional print dailies that is. ❖



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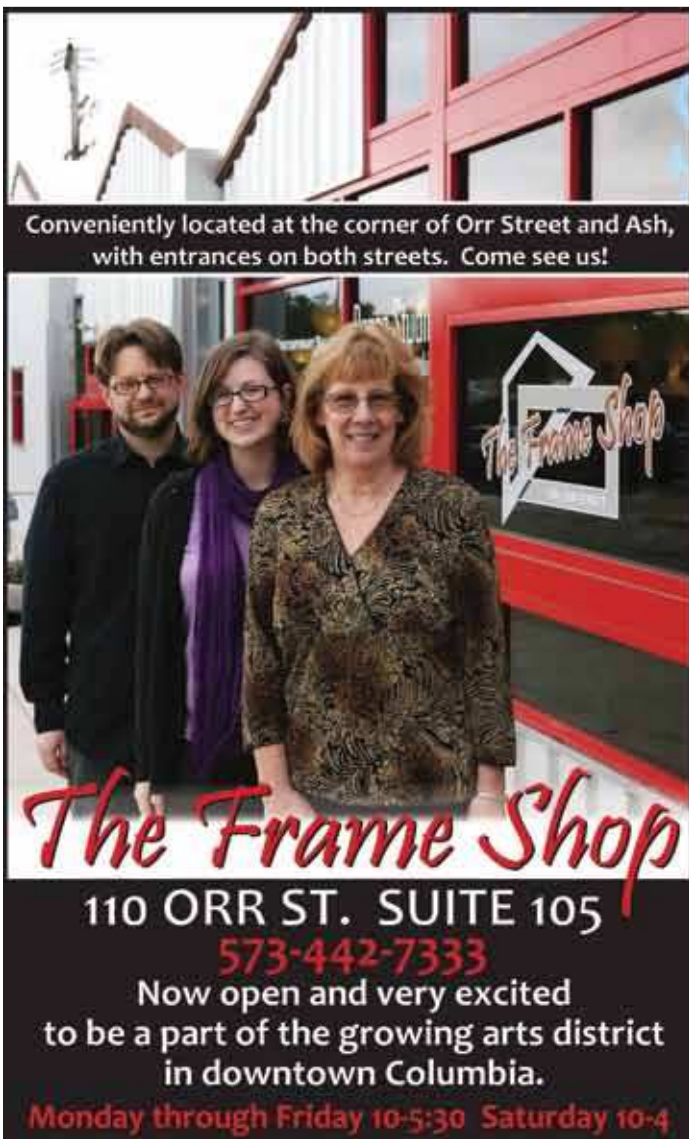
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Socket ... continued from Page 1



Gov. Jay Nixon congratulates Socket executives Carson Coffman and George Pfenenger during a news conference at the company's headquarters.

Socket will own the fiber-to-the-home network that it is building. The fast-growing, 16-year-old Columbia company, which has about 100 employees, also said it might bid for similar projects next year.

Although the federal program's goal is to increase broadband access in rural towns and other underserved areas, Socket is free to use the network for other services, including TV, a new market segment for the company. By offering a package of phone, TV and broadband — known in the industry as a "triple play" — Socket hopes to attract more revenue and customers than if it offered only one or two services.

"We feel that will improve the take rate by having a triple play," said Carson Coffman, Socket's co-owner and vice president of sales and marketing.

The funding comes with a few strings attached. For example, if another service provider wants to lease Socket's new network to offer competing services, Socket has to provide access.

"We're totally comfortable with that," Coffman said.

Socket also had to agree to build a majority of the network within two years of getting the money. Although the company plans to finish the entire project by early 2013, it will begin selling service in each area as it's completed. Millersburg, a town of about 20,000 people south of Fulton, likely will be first.

"We'll have some people turned up after the first of the year," Coffman said.

"We can do 70 to 80 Megabits to someone's house."

Rural areas frequently have limited or no access to broadband because it's expensive to string or trench cable in sparsely populated areas.

With nearly \$24 million in funding to reach more than 3,000 homes, schools and businesses, Socket will spend about \$7,900 per new customer. By comparison Verizon, which uses the same FTTH technology as Socket, spends about \$750 per home to wire up a suburban neighborhood, plus another \$600 on additional construction for each household as it signs up for service.

Instead of building a fiber network, Socket could have used the existing copper phone lines in the area to offer DSL. But that decades-old infrastructure would have limited both the speeds that Socket could offer and the number of homes and businesses it could reach.

"It would have been a Band-Aid," Coffman said. "It would have got people buying, but what we're trying to do is get something a little more future-proof. [With fiber], we can do 70 to 80 Megabits per second to someone's house."

But at least initially, Socket will offer only 20 Mbps service. One reason is because despite all of the hype surrounding super-fast broadband networks — including Google's proposed 1 gigabits-per-second network, which Columbia has bid for — the vast majority of consumers here and nationwide sign up for cheaper versions that deliver 1.5 to 12 Mbps. For example, earlier this year Time Warner Cable added 212,000 broadband customers, but only 1,000 of those chose its 50 Mbps service.

"From our experience, we don't think a whole lot of people will buy even 20 Mbps," Coffman said. "We think a lot will buy 5 and 10 Mbps. That probably will be plenty."

"It's great to have the latest and greatest in everything you can give people, but if people don't buy it, you're wasting a lot of funding that you could use to go pick up more houses."

Even so, Socket will have the capability of offering 50 to 100 Mbps services to businesses, schools and other customers that need that speed today, Coffman said. And as the consumer market

Socket broadband stimulus project

The project will serve 3,033 premises.

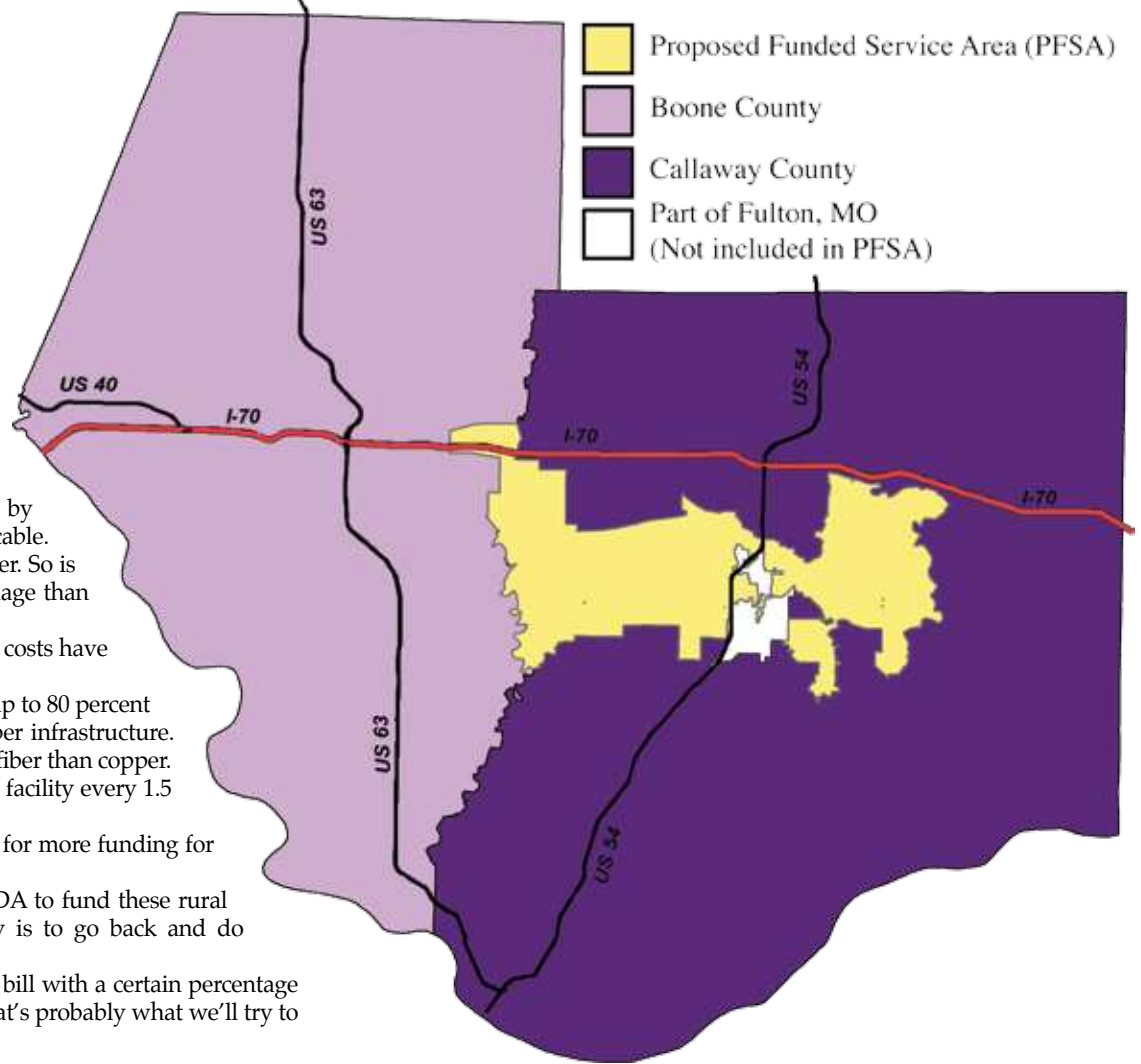
- 2,728 homes
- 269 businesses
- 36 critical community institutions

The project will allow Socket to deliver local telephone, high-definition television and high-speed Internet up to 20 Mbps to area residents and businesses.

An estimated 525 jobs will be created as a result of the project.

- 65 direct area jobs
 - 20 local direct Socket jobs
 - 45 local contract labor jobs
- 460 indirect jobs, including
 - 348 construction and engineering jobs
 - 112 indirect jobs in other categories

Socket's Proposed Funded Service Area



for higher speeds grows, Socket could offer faster services by replacing the hardware that sits at either end of each fiber optic cable.

That future-proofing is another reason why Socket chose fiber. So is lower maintenance costs; fiber is less vulnerable to water damage than copper.

"The operators we've talked to have said, 'Our maintenance costs have dropped since we went to fiber,'" Coffman said.

Yet another attraction is lower operational costs: Fiber uses up to 80 percent less electricity, said operators who recently replaced their copper infrastructure. There are additional savings because signals travel farther over fiber than copper. One Middle Eastern operator said that with copper, it needed a facility every 1.5 miles. With fiber, it has one only every 7.5 miles.

Even as construction begins, Socket is considering applying for more funding for similar projects elsewhere.

"There's still a surplus of money available through the USDA to fund these rural development projects," Coffman said. "So another possibility is to go back and do another loan application.

"After this is over, we believe that there will be a 2011 farm bill with a certain percentage of that budget allocated toward rural broadband expansion. That's probably what we'll try to line up with." ❖

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Imagining downtown

Charrette consultants envision greener, bustling, pedestrian-friendly areas along the western and eastern sections of downtown



H3 Studio's urban planners, hired by the city for \$60,000, conducted an intensive week-long planning exercise known as a charrette. They held public hearings in June and met with nearly all of the downtown property owners, along with business operators, residents and others with a stake in the health of downtown. The Downtown Leadership Council, formed two years ago to come up with concepts for revitalizing the city center, will review a draft of the final report from H3 on Tuesday.



The current view along Providence Road from Elm Street to the Broadway intersection and ill



Randy Gray, chairman of Downtown Leadership Council, and futuristic views of Cherry Street

n Columbia, 2025

H3 Studio suggestions sampler

The Providence-to-Broadway Corridor

- Downtown leaders pointed out that drivers heading down Providence from Stewart Road to Broadway might not even know there was a pretty city park one block to the east. H3 envisions making Flat Branch Park a destination and opening up Providence Road by purchasing and removing some buildings on the east side. (Chamber of Commerce's Walton Building and Hardees, presumably) That would increase the view of downtown and the park.
- Options for catalytic development on Providence in the vacant area south of Walgreens include retail, office, residential and possibly a hotel or grocery store.
- Increase infill development at the intersection of Broadway and Providence.
- Make Cherry Street a pleasant route connecting Flat Branch with the heart of downtown. Widen the sidewalk for pedestrians, fill in the blank lots with development.

North Village

- Transform College Avenue into an urban boulevard with landscaping, median, crosswalks, etc.
- The gateway between downtown and Stephens College should be emphasized, with new construction, including a media center, which is part of the college's master plan.
- Transform the Regency Hotel and remove Short Street to aid new construction.
- Improve 10th Street to create an attractive gateway between Columbia College and downtown. The street should be narrowed and pedestrian space increased with wider sidewalks.
- Develop the COLT railroad tracks into a trail and artist space.
- Extend Elm Street, a suggestion outlined in the plan by Sasaki Associates two years ago. That would increase the ability of people to travel from College into downtown.
- Enlarge the Lee School campus, highlight the arts programs and fix the one-way streets in this area while also creating a protective space for student pick-up-drop-off.

URBAN DESIGN AND PLANNING CHARRETTE

IDEAS:

- Increase residential populations and density
- New hotels and a hotel/convention center
- Support cultural and educational institutional development
- New office space
- Implement public realm improvements
- Promote appropriately scaled development
- Enhance alternate forms of transportation

ISSUES:

- Restrictive regulatory system
- Lack of central civic space
- Lack of parks and playgrounds
- Limited access to fresh food
- Perception of safety
- Lack of diverse housing
- Lack of clear boundaries

DEMAND IN 10-15 YEARS:

- Residential units from 1,000 to 1,250 square feet
- Office space from 100,000 to 150,000 square feet
- Retail space from 30,000 to 60,000 square feet



Illustrations of improvements envisioned by urban planners.



from Flat Branch Park to downtown's center

MU opens neuroscience center in renovated building

The Alzheimer's Association estimates there are 110,000 elderly residents in Missouri with Alzheimer's disease and other dementias, and that number will increase by 9 percent in the next 10 years.

Recently, there have been several research breakthroughs reported in academic journals, including one finding that a spinal fluid test can be 100 percent accurate in identifying patients with significant memory loss who are on their way to developing Alzheimer's disease.

At the MU School of Medicine, Alzheimer's disease research will be conducted at the new Center for Translational Neuroscience, which occupies 9,000 square feet of renovated lab space on the seventh floor of MU's Medical Sciences Building.

The renovations began in September 2009 and were supported by \$1.4 million in federal funding. The medical school said the space will serve dual purposes — both as a home base for research teams and as the site of four new core facilities for neurosurgery, cell culture, neurobehavior and imaging analysis.

Earlier this month, MU hosted an open house at the center.

Grace Sun, an MU professor of biochemistry and pathology, directs an Alzheimer's research program that has been supported by more than \$10 million in grants from the National Institutes of Health.

How many people will be working at the center, and do you expect there to be more employees hired in the coming year?

Sun: There are 10 principal investigators at the center, and each investigator brings a team of graduate students, post-doctoral students and residents. We think the new physical lab space and the exciting dis-

coveries being made there will attract great scientific minds.

Which areas of the campus are faculty members at the center coming from, and what will they be studying besides Alzheimer's disease?

Sun: The new space will be home to faculty members from many programs on campus, including biochemistry, pathology and anatomical sciences, biological sciences, psychological sciences, neurology and neurosurgery. Basic scientists and clinical researchers will not only study age-related neurodegenerative

level studies and animal models and translate them into therapies and cures that benefit patients.

What are the researchers at the center focusing on in the fight against Alzheimer's?

Sun: A new Alzheimer's patient is being identified every 70 seconds, so the disease touches many people. In addition, Alzheimer's can last seven to 10 years, which makes it very costly to society.

Our research is focused on recognizing abnormalities in signaling pathways leading to impairment of neurons and inflammatory responses in glial cells —

Our shared goal is to take scientific findings from cellular and molecular-level studies and animal models and translate them into therapies and cures that benefit patients.

-Sun, MU professor of biochemistry and pathology

diseases such as Alzheimer's and Parkinson's but also brain tumors, traumatic brain injury, infectious diseases of the nervous system, autoimmunity and neurodevelopmental disorders.

What are the benefits of having scientists and clinicians from many disciplines working in the same place?

Sun: The brain is a very complex organ, and studies to understand neurodegenerative diseases require expertise from many fields. The open floor plan at the center will facilitate communication and collaboration among scientists and clinicians. Our shared goal is to take scientific findings from cellular and molecular-

supporting cells in the central nervous system — and on developing therapies to overcome the damage. It is important to understand how these aberrant pathways lead to synaptic impairment and memory loss. Our recent studies demonstrated an ability for some botanical antioxidants, such as those found in green tea and grapes, to protect the oxidative pathways in brain cells.

We believe that efforts to protect and maintain a healthy brain should start young. Dietary supplementation of antioxidants might help to delay onset and progression of the disease. ♦



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TIMELINE: The groundbreaking ceremony was held in May, and construction is scheduled to be finished in fall 2011.

COST: \$14 million. Final bids came in about 20 percent less than estimated.

Workers have poured footings for the gym, planted the underground pilings and graded the parking lot. The regional Catholic diocese based in Jefferson City has raised more than \$10.3 million to pay for the project, and construction will continue while the church seeks to raise the remaining \$3.7 million to cover the cost of the school, named after Father Augustine Tolton.

The diocese announced earlier this month that a \$1 million pledge will be contributed when fundraising reaches the \$12 million mark. ♦

PHOTOS BY JENNIFER KETTLER



LEFT: Despite 100 degree weather, construction crews managed to lay the foundation for the gymnasium at the high school.



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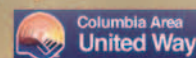
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Merger transforms accounting firm, move in works

By Dianna Borsi O'Brien

ServiceMaster owner Adam Kinser has used Cheryl Edington's accounting firm since 2002, and he quickly saw the upside of changes made at Baer & Edington LLC since last year's merger.

When he and Edington met for their quarterly review of his company's financial reports, she told him they were not only going to review the figures, but she was also going to help him understand the reports and tax procedures so he could plan better.

"That brought a smile to my face," Kinser said. The result? When one of his vans started to break down, he'd already planned to buy a new vehicle. Business activity is up 38 percent this year at the company, which provides cleaning and water and fire restoration services.

"They keep me on track and help me set goals to get to where I want to be," Kinser said. He said he had always been happy with their straightforward, honest and proactive approach, but now he's even more pleased. "We sit down and talk, and she tells me, 'Here are some things to look at.' She's definitely set my mind at ease."

Another change at the company is on the horizon. Near the end of this year, Baer & Edington will move to a building the company purchased Aug. 12 on Chinaberry Lane, the former location of the now closed Sylvan Learning Center.

The move is part of Baer & Edington's efforts to heighten the new identity of the firm, which was created when J. Baer & Associates of Jackson, Mo., merged with Moeller-Williams-Edington PC of Columbia.

Along with a name change and new location, the firm will continue increasing its focus on customer education and service.



PHOTO BY JENNIFER KETTLER

Cheryl Edington partnered with Baer & Edington last year to create an accounting firm that specializes in small-business financial statements and tax returns.

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This increased guidance and support is part of a trend in the business of accounting firms, but the company is also using more sophisticated technology as a result of the merger with Jeffrey Baer's firm in Jackson.

High-tech improvements

The result can be seen on Edington's desk.

"I went from one (computer) monitor on my desk to three," said Edington, who has more than 25 years of experience in public accounting, a field of the profession in which accountants serve clients and individuals rather than work as an employee for a particular company.

Since starting in the business in 1985, she's seen accounting go from entering numbers in a ledger and using paper-tape calculators to having a special clerk enter the information into a computer.

Now her company is taking the next step: going paperless and having clients input their information themselves with access via a password-protected portal and cloud computing.

Edington grew up in New Florence, Mo., a small town halfway between Columbia and St. Louis, where her father owned a small GMC

tax minds she's ever worked with, Edington learned she loved working with clients as well.

"I like helping clients solve problems with what I know," Edington said. She also likes using her skills to help the community. She's involved with Pascale's Pals, which provides help for children with leukemia; the Columbia Public School Board Foundation; the Women's Network of the Chamber of Commerce; and the Assistance League of Missouri, which helps support local women's shelter True North.

When Moeller decided to leave the firm to take a position as the controller for a local firm and partner Rose Williams was nearing retirement, Edington didn't have to look far for a new partner. She'd been meeting with Baer for years and shared ideas and discussed new directions for accounting procedures.

Baer, for example, introduced her to an electronic system for charging clients three years ago that made it easier to provide fair and accurate billing.

The merger brought other changes to the Columbia office. After everyone received new computers, employees at both offices had to learn to share software and procedures that

allow them to work on projects from either area, which makes the three-hour distance disappear, Baer said.

Baer's ultimate goal is to have a completely paperless work environment in three years. Using portals and cloud computing is somewhat rare for Columbia's accounting firms, Baer said.

The portal, he said, will

offer more than the convenience of not having to take reports to the office. With the password-protected information, clients can access information from anywhere, even when the accountant's office is closed. They can allow chosen firms, such as their bankers, to access the information.

But clients will still be able to get a real person on the phone. Baer & Edington will continue to offer free telephone consultations and face-to-face meetings.

"We're using technology to make things easier," Baer said, "but we want you to call us. That's what we're here for." ♦

Since starting in the business in 1985, she's seen accounting go from entering numbers in a ledger and using paper-tape calculators to having a special clerk enter the information into a computer.

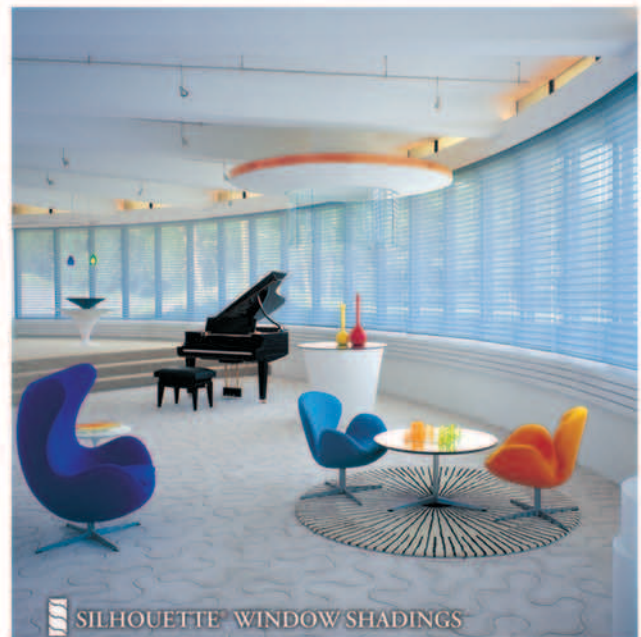


Edington reviews the results of a tax return with client.

dealership and her mother did the bookkeeping. After graduating from Milligan College, where she met her husband, Greg, the two of them moved to the East Coast, where she began her career. In 1990, Edington and her husband moved to Columbia so he could pursue a master's degree at MU. Greg is now a supervisor at Boone County Public Works. They have two children: Ryan, 17, a junior at Rock Bridge High School; and Tara, 23, who graduated from Lindenwood University and is now preparing for pharmacy school.

"I've always loved public accounting," Edington said. While working with Mary Moeller, whom Edington calls one of the best

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CBT Q&A: The pulse of local business Uncertainty hindering business development in Columbia

The CBT asked four business consultants and two certified public accountants what they're hearing on the street and from their clients: **Cathy Atkins**, president of Savant Business Development Systems; **Jim Gann**, director of technology business at MU's University Center for Innovation and Entrepreneurship; **Gene Gerke** and **Joe Weston** of Gerke & Associates; **Jim Marberry** of Marberry & Company, PC, CPAs; and **Troy Norton**, audit partner with Williams-Keepers LLC.



Atkins

Gann

Gerke

Weston

Marberry

Norton

When you talk with business owners and managers in mid-Missouri and elsewhere, what are they expressing as their major concerns this year? Are concerns this year different from past years?

ATKINS: Revenue had been and remains a top concern for business owners. That focus bleeds into everything they do. The difference today is that everybody in an organization must play along.

Before, there was a sales department. Now, there's a sales culture. Everyone sells, from the office manager to the technician. Customer service is about protecting current revenue and minimizing client turnover. It might also be about teaching frontline employees to up-sell and cross-sell existing clients.

Many business owners tell me they've realigned their focus points and gone back to basics. Across the board, the emphasis is on proficiency at the foundation of the sales process.

The other key area is recruiting and hiring quality salespeople. The marketplace has vetted out many of the salespeople who didn't have the skill, ambition or intestinal fortitude to succeed. Companies realize the value of having a hiring process. A system minimizes the risk of making a bad hire and then keeping them around too long.

GANN: The sourcing of capital is an ongoing issue with small business, and I am not sure that the overall need has increased or decreased as compared with previous years.

However, the people we are seeing in our office seem to have changed. The first-time entrepreneurs who are seeking to capture a perceived market opportunity associated with a positive economic situation have significantly declined. People who have chosen to become

entrepreneurs as a result of a layoff or other life change seem to be on the rise.

Established businesses are hunkered down to survive the current situation. We have counseled some businesses that misjudged the downturn and have had to restructure, downsize or do both.

For example, if a business was in a market serving the construction industry or the hospitality industry and had expanded capacity two or three years ago to serve the demand, they have had difficulty supporting the overhead of expansion with a reduced amount of sales in this economic atmosphere.

GERKE/WESTON: We work with organizations in mid-Missouri and throughout the US and continue to see uncertainty and reluctance to take risks.

Some of the uncertainty emanates from new laws and regulations such as health care and financial reform. (How much will health insurance premiums increase next year?) And business leaders are waiting for evidence of solid improvement in demand.

That being said, the mood is definitely better than a year ago. For example, we recently did due diligence on an acquisition that actually happened for sound business reasons, not financial distress.

MARBERRY: The current climate of uncertainty appears to be the major concern of most clients. There is substantial uncertainty in both individual and corporate tax legislation.

Unless Congress acts before the end of this year, many taxpayers will experience substantial increases in federal income taxes, including an alternative minimum tax increase retroactive to Jan. 1, 2010. Some clients believe that Congress will fix the looming tax increases; others believe there is no way Congress can act before or after the elections in November.

NORTON: It seems the primary concern for business owners is the slow nature of the economic recovery. Although most believe, or at least hope, that the worst of the recession is behind us, the high rate of unemployment and lower spending levels might negatively impact the economy for several more years.

Many of the businesses in mid-Missouri appear to have weathered the recession better than in some areas of the country, but concerns over government budgetary issues create significant uncertainty locally. Concerns have not changed much from 2009, though there is probably less fear about the markets completely crashing than there was 12 to 18 months ago.

Are businesses finding that credit remains relatively scarce? Are businesses dealing with their financing needs in different ways than they have in the past?

ATKINS: They're responding by managing their cash flow more efficiently than in the past. Many are doing more with less. That can be demoralizing to some employees who are being asked to take on additional workload with little or no increase in compensation.

It's purely a short-term fix and should never be considered long-term. Businesses are closely considering their market strategy. Some are more open-minded about who their potential customers are. They're finding ways to expand the product/service mix to entice a wider portfolio of clients. At the end of the day, financial stress is either an expense problem or a revenue problem. Many businesses have cut corners in every place they can. What's left is to grow sales.

Additionally, banks are expected to be more of a partnering solution for businesses rather than a ginormous ATM machine. That relationship will help everyone be smarter moving forward.

GANN: My colleagues and I actively interact with the local banking community. Throughout the recent downturn, we observed that good bankable deals were always — and still are — getting done. Just last week, I had a conversation with a bank president in which he indicated the bank needed to make more good loans.

I believe what changed has to do with what a bank will call "good." It's no secret that the banking crisis has brought more regulation to the banking community, so I do think the local banks are even more mindful of their fiduciary responsibility to their depositors. I think the net result to the local small-business community is that some marginal deals that might have been done two or three years ago aren't getting done now.

That said, we are extremely fortunate to be located where small and mid-sized community banks primarily serve us. The vast majorities of these institutions understand the community, make decisions locally and were conservative in their approach before the downturn.

From time to time, we're asked about how to access the sea of recovery money that is supposedly available to small businesses. The truth is that much of the recovery money is reaching small business through existing programs. For example, the SBA loan guarantee program has increased its guarantee rate to the bank and lowered the fees to the final customer. The thought is that the program will expand and become more of an inducement to banks to make small-business loans.

GERKE/WATSON: Credit is still an issue. Lenders are more cautious and require better numbers and want more than just a pretty balance sheet. And, as stated above, many businesses are reluctant to take on more debt until they see solid growth opportunities.

But again, it is better than a year ago when we learned more than we wanted to know about the impact of credit swaps, mark-to-market accounting and goodwill impairment on bank covenant ratios.

MARBERRY: Businesses that are able to demonstrate an ability to repay the loan in a reasonable time period are finding credit available. Some very credit-worthy clients are simply not willing to take on additional debt in an uncertain world. Many businesses are delaying expansion and capital purchases until there are more positive economic signals.

(continued on Page 26)

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CBT Q&A ... continued from Page 25

With the recent announcement of corporate expansion in the Columbia area, a few clients are now making plans that will eventually require additional capital. It's too early in the expansion process to know what impact that will bring. Twelve to 15 months from now, we will have a much better understanding of this aspect. Although the lending institutions are the first choice for borrowed funds, other alternatives are in the private investor market and, in a few instances, intercompany loans.

NORTON: Credit still seems to be tight for many businesses. Uncertainties in the financial institution industry, concerns regarding the capital positions of banks and the risk that all losses might not be known yet seem to have most banks in a very conservative mode and only providing credit to the very best of business opportunities.

Business owners are looking for other sources of capital, either from grants, government incentives or raising private equity. However, raising investment capital is proving very difficult — most investment firms are still in a wait-and-see mode.

Trend watchers have said businesses this year would be tapping the growing senior market more aggressively and taking advantage of consumer support for green products and services and locally grown and made products. Were they right? What are you seeing as emerging business trends?

GANN: On nearly a daily basis, we encounter entrepreneurs who are also interested in these trends. The difficulty is making the connection between the trend and the company's ability to capitalize on it. *Green* and *local* are relative terms, and a consumer is forced to make relative judgments when buying green or local. How does a relatively sour peach grown in Ashland compare with a sweeter peach grown in Cape Girardeau or Peru? Consumers might answer that question in different ways. Likewise, a consumer might recognize the importance of buying an energy-efficient appliance but at what premium over a lesser efficient model? Again, consumers might make this judgment differently. These variables make it exceedingly difficult to build a business model around being green or local alone. The wise business is simply augmenting its current offerings to include green and local choices.

One area of green that has a measurable benefit to the consumer is in the arena of energy services. Home and industrial energy audits, heating and cooling upgrades, etc. have a very measurable benefit to the consumer. This benefit becomes a selling proposition to the consumer to make a sale. With the improving technologies in energy management, insulation and the like, there are certainly market opportunities evolving.

GERKE: Good business managers have always put effort into controlling costs, including energy usage. Today some of that effort is wrapped with green packaging. The green moniker does make it easier to sell through the organization and creates PR value in addition to cost savings. Plus the green movement has brought more creative solutions to the market.

MARBERRY: The trend watchers were correct to some extent. A few years ago we predicted the baby boomer generation would have substantial wealth with which to retire. With the equity market declines of the past 10 years, some of those predictions have not come to fruition.

I believe the average disposable income in the senior market is not as high as was common in 1995. Green products and services, including local production, are logically the new frontier. We experienced similar green marketing from 1970 to 1980 when gasoline prices climbed above \$1. Somewhere we lost our focus; maybe we are regaining some of that. Throughout our lifetime, baby boomers have created markets by our needs (I am a boomer). When we started to have children, suddenly Pampers and Similac showed up in the grocery carts. Trend watchers only need to predict the needs of the boomers. I'm betting they need tax preparation and planning services.

NORTON: I don't know that we've seen any focused efforts on the senior market, likely because of the lingering concerns regarding the economy. There does appear to be a great deal of public and private support for green products and services, but financial support does not seem to be as strong as verbal support. Everyone wants governments, businesses and individuals to be more environmentally conscious, but the general sentiment seems to be, "I don't want to pay for it." The biofuels industry is a good example: Almost everyone agrees having renewable fuels to replace fossil fuels is a good idea, but most people are unwilling to pay more for renewable fuels, and support for government incentives to develop the technologies is lacking in the current economy.

Unemployment remains relatively high in mid-Missouri, and it seems logical that there would be more qualified applicants in the market. But businesses operators have said it's been difficult to recruit and hire talented salespeople, perhaps because of concerns about economic conditions. What have you heard about changes in the dynamics of hiring?

ATKINS: In sales, adverse market conditions are separating the wheat from the chaff. Mediocre salespeople who rode on the coattails of a company brand and a whirlwind economy have long gone. Selling today requires a consistent, systematic and disciplined approach. The primary concern right now is growing revenue, and there are only two ways to do that: (1) prospecting for brand new clients and (2) increasing wallet share with existing clients.

There are plenty of good jobs available for smart, assertive and dedicated salespeople who want to earn a healthy living. If the economy has you scared, you're probably not a salesperson.

If you give up and accept a "think-it-over" from a prospective employer and then sit back and wonder why they're not calling you back for a second interview, you're not a sales candidate. **GANN:** My first thought is that good, productive salespeople are exceedingly difficult to find in any economy. Other than transactional sales-



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people, it is difficult for a business to shoulder the burden of a salesperson during the extended period of time it takes to build and maintain consultative selling relationships. My personal experience is that it takes a minimum of one year for a salesperson to build the necessary trusting relationships to be productive. During this time, there are periods of self-doubt as to whether you hired the right person. It is easy for the business or the salesperson to get frustrated during this period, and if a change is made, the clock on the relationship building with a customer resets.

I have found the general labor market to be very stratified. Recently, an organization I work with had an opening for a professional masters-level or above position. They received 12 applications. The same organization had an opening for an administrative assistant that garnered 130 applications.

GERKE: On the surface it does seem strange that firms struggle to hire qualified sales people. But sales people see the same economic uncertainties and might be reluctant to take new jobs or join a different company, especially if a significant part of the compensation is based on sales generated, e.g. commissions.

MARBERRY: Congress recently passed legislation that provides financial stimulus to those employers hiring staff who have been without work 60 days or longer. I believe most hiring decisions are based primarily on need and not on an economic incentive. The incentive is welcome and is viewed as a nice gift, but the staffing decision is based upon need, not the 7 to 8% temporary discount provided by Congress. The uncertainty in the business climate, income taxes, estate taxes, health care and other pending or threatened regulations do nothing to reassure employers.

NORTON: We are beginning to see an increase in hiring by for-profit businesses in mid-Missouri. However, the area's large government presence keeps unemployment numbers high. Economic concerns are keeping new business development from occurring, so there is little overall job growth. However, recent announcements of new businesses coming to mid-Missouri are certainly welcome and encouraging. Hopefully we can retain our relatively low cost of living and high quality of life amidst this economic uncertainty and continue to attract new employers to the area.

If you have any interesting anecdotes that illustrate recent business trends, please share one or a few — no need to identify businesses, of course.

GANN: I really see a rising tide of entrepreneurship within the community. This can be attributed to efforts on multiple fronts: outreach by our office, the establishment of the physical incubator of Missouri Innovation Center, economic gardening employed by REDI, meet-ups by Brandt Bukowski, activity by Reynolds Journalism Institute. The list goes on and on. Building a supportive network of entrepreneurially minded individuals will be just as essential to our community as market opportunities, financing and qualified CEOs. If we continue to create the right environment, I'm convinced great things will happen.

GERKE: This is an anecdote about unintended consequences. A lender foreclosed on a business in a niche industry in which the bank had other customers. Instead of allowing the business to liquidate inventory over a period of time, the bank forced an auction. A

few industry firms were at the auction to purchase the inventory. The prices were so low that the bank, realizing the impact this reduced-price inventory would have on liquidation revenue and industry pricing, suddenly stopped the auction with two-thirds of the inventory unsold.

MARBERRY: We recently added a staff member to our firm: a dynamic young man, a recent university graduate with glowing recommendations. We were able to attract him to our firm in Columbia after his plans to join a large national firm were thwarted by the large firm's hiring freeze in its Kansas City office. Without this unexpected opportunity, we would have waited at least a few months before this staffing decision. This individual did not qualify for the economic stimulus; he worked part time throughout his college years and was employed within the 60-day window prior to joining us. That potential financial incentive had nothing to do with our hiring decision.

"One man's loss is another man's opportunity." Within the past 24 months, the Dodge franchise was transferred to the Chrysler franchisee here in Columbia. The Saturn facility became available when Saturn Motors announced they would no longer produce automobiles. The Chrysler franchisee was then able to purchase the complete Saturn facility and move the Chrysler component to that address. That move allowed the creation of a new separate entity and expansion of the Subaru Dealership. Recently it was announced that University Subaru is the largest Subaru store in Missouri and Kansas. ♦

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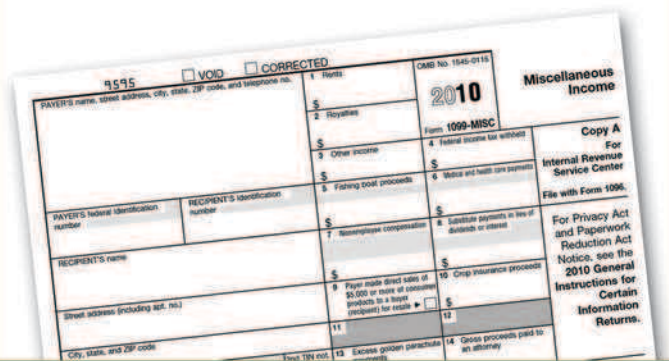
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BUSINESS PROFILE



PHOTOS BY JENNIFER KETTLER

ABOVE: Director Manjula Narasimhan, right, reviews daily assignments with Noah Jackson at the Kumon Math and Reading Center.



LEFT: Kumon claims to be the world's largest after-school math and reading enrichment program. The program helps students refine their skills with individualized testing and tutoring.

Kumon Math and Reading Center: A long-term investment in student success

By Jim Muench

Originally, Manjula Narasimhan just wanted to keep her daughter occupied.

Now, the after-school teaching program she used with her daughter has become so popular that she plans to open a second Kumon Math and Reading Center soon in Jefferson City.

Narasimhan, coordinator of the Kumon Center in Columbia, said the program might be a good choice for parents who want to make a long-term investment in their child's academic future. But for those who only need a tutor for a short time, don't bother.

"Kumon is not a summer program," she said. "It's a long-term commitment."

Developed in Japan in 1958 by Toru Kumon, the method came to the United States in 1983. There are about 2,000 centers in North America, Narasimhan said, and Kumon ranked No. 1 in the tutoring category in *Entrepreneur* magazine's annual Franchise 500 list published in January.

Narasimhan came to the US in 1994 from India and came to Columbia in 2003. She first learned about Kumon four years earlier in Lansing,

Mich. In 2004, while looking for a job and a good way for her daughter to participate in the program, she applied for a franchise. Someone had begun a Kumon program in Columbia about 10 years earlier, but it was no longer operating, and families had to travel to St. Louis if they wanted to do Kumon.

She said her franchise fees were about \$2,000. She also pays monthly royalties of \$32 per student and subject; the royalty is higher at first, until a center becomes established. In return, she gets the Kumon teaching materials and can order marketing supplies.

She has worked with more than 1,000 students since 2004, Narasimhan said, beginning with about 10 students and growing to 50 students per subject by the end of that year. Students pay a \$50 registration fee and monthly dues of \$95 a month per subject. There are no contracts; students pay as they go.

Iris Zachary's younger son is a student in the program, and her elder son recently graduated and now works as a grader at the center. Zachary recommends Kumon for anybody who wants to

Developed in Japan
 in 1958 by Toru
 Kumon, the method
 came to the United
 States in 1983.



ABOVE: Students work with teachers to help improve reading and math skills.



LEFT: Director Manjula Narasimhan works with a student during a feedback session.

use math in a profession, such as students who might want to become engineers.

"I'm not sure if all Kumon centers are the same," Zachary said. "Narasimhan is very, very thorough and makes it 100 times worthwhile. She really makes it individualized for her kids."

Students can begin as early as age 3. The only requirement is that they are able to sit still for 10 minutes without interruption. Students can participate until they turn 18. They can take Kumon either for remedial reasons or for enrichment, though

Narasimhan said they tend to participate for remedial help now more than in the past.

Saba Yemane, whose three children attend the center, said the Kumon system only works when the center, the child and the family work together. "Manjula is amazing," she said. "My impression is that it doesn't work without a good coordinator. She looks at each child's need as an individual."

Yemane's children began the program in preschool, first and fourth grade and have been in the program for four

years. "My youngest was way advanced for his age, but kindergarten wouldn't take him because he was too young," she said. "He needed something to challenge him. That is how I found out about Kumon, and it served me really well for all three of them. Kumon was exactly what I needed."

Kumon trains the students to be independent learners. They work on their own and must ask for help when they don't understand something. They also must work on the program daily and turn in their worksheets between 3:30 and 7 p.m. on Mondays and Thursdays at the center. Work is not considered complete until mistakes have been corrected. Math is done using traditional computation methods, and written work must use good grammar and correct spelling right away.

Narasimhan does not consider her main competitor to be other programs that tutor, build study skills or aim for academic enrichment. "The main competition for Kumon is sports," she said. "Organized sports are the main killer; music programs are not as much of a problem." ❖

Kumon trains the students to be independent learners. They work on their own and must ask for help when they don't understand something.



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Getting the Word Out » Lili Vianello

Golf fanatics unite: Are you up for a marathon challenge?

Let me start by saying I am not a golf warrior. In fact, I've never understood why people like to golf. You walk around hitting a little ball with a club and try to get it to drop into a tiny hole in the middle of a big field. Then you pick up the little ball and do it all over again.

Obviously, I'm missing the appeal. That's why my idea of an enjoyable day golfing involves riding in the cart, drinking wine and reading a good book while my husband gets frustrated over landing in the rough.

Our local Great Rivers Council of the Boy Scouts of America has taken an already infuriating pastime and added an endurance component with its 4th Annual Golf Marathon, scheduled for Sept. 27. We've all heard of golf tournaments, but this event offers golfers the challenge and opportunity to play 50 to 100 holes of golf or more in a single day. This trial is definitely not for the faint of heart.

Is playing 100 holes of golf in one day even possible? Apparently it is if you have an entire day to devote. A couple of guys even passed the 200-hole mark last year. (I wonder how they felt the next day.) I'm told that by starting around 6 a.m. and golfing individually or in pairs, an experienced golfer can master the challenge fairly easily.

Can you imagine playing any hole you want in any order you want? Imagine no waiting at the tees, nothing but clear real estate in front of you. Golf warriors will enjoy testing themselves to see how their endur-

ance stands up. Recruit a buddy to golf with you, and battle each other for bragging rights.

Unlike most tournaments, this day of unlimited golf is free, though participants are asked to arrange for pledges and donations from friends, relatives, co-workers and professional contacts. It is a fundraiser after all. To me, the fundraising sounds like the easy part, though I must admit the few times I have golfed, I've petered out around hole 14.

With a nod to the grueling nature of this event, participants are pampered with the royal treatment. Free food and beverages all day are par for the course.

The organizers of this marathon experience also provide a golf day survival kit and midday massage designed to ease tight and weary muscles. Free rounds of golf and the chance to win an MU golf bag are available for top producers. Prizes will be given for longest drive, fewest balls used and closest to the pin, among others, but the real prize is knowing you have supported such a worthy organization.

Although this is the fourth year the event has been held, there is special symmetry this year as the Boy Scouts of America are also celebrating 100 years of Scouting. Scouting is leadership, achievement, character, service and outdoors. Scouting is strong and vibrant and embraces the ideal of "Celebrating Adventure and Continuing the Journey."

Locally, the Great Rivers Council has been serving children, adults and organizations in 33 central and

northeast Missouri counties since 1940. This translates to 24,000 service hours performed annually and 100,000 pounds of food collected last March during Scouting for Food.

In activities designed to help boys make more educated career decisions, our area Scouts earned 5,668 merit badges in 2009. And, in a council that annually averages more than 100 Eagle Scouts badges awarded, you'll find many of Columbia's local captains of industry who proudly carry the honor. The Boy Scouts make quite an impact on our mid-Missouri communities.

If you think you are up for the challenge, contact John Fabsits today at (573) 449-2561, ext. 202 for information or to get signed up to participate. If you are not a golfer but still want to support Scouting in our area, ask John about sponsorship opportunities.

This unique event is for golf fanatics who want to undertake the ultimate challenge and for heroes who want to impact the lives of 10,000 Scouts and leaders from mid-Missouri. Test yourself. See if you have what it takes to take the journey and celebrate the adventure. ♦

Lili Vianello is president of Visionworks Marketing & Communications, a Columbia-based, full-service advertising, marketing and public relations firm. Contributions to this article were made by Visionworks staff members. Visit them online at www.visionworks.com.

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\$800,000
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LT 501 PERRY AUTOMOTIVE PLAT 5

\$545,890
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MERCHANTS & FARMERS BANK OF SALISBURY (COLUMBIA) THE
LT 101 HINKSON HEIGHTS PLAT 1

\$540,000
RADEL, JEFFREY & TERRI
HAWTHORN BANK
STR 22-47-13 //NW SUR BK/PG:
1860/231 AC 40.930

\$482,334
LEOPOLD, JENNIFER
MARIES COUNTY BANK THE
STR 23-45-12 /N/NW

\$463,000
FAIRWAY MEADOWS CORP
BOONE COUNTY NATIONAL BANK
LT 230A1 VINTAGE FALLS PLAT 2-A

\$417,000
MILLER, RICHARD & GAYLA
JEFFERSON BANK OF MISSOURI
LT 6 HUNTERS RIDGE SUB

\$417,000
BROWN, GREGORY SCOTT & GERALYN FUNKE
CENTRAL TRUST BANK THE
LT 360 THORNBROOK PLAT NO 10

\$416,700
ROLWING, SHELLY D
REVOCABLE TRUST
BOONE COUNTY NATIONAL BANK
LT 465 THORNBROOK PLAT NO 13

\$405,000
MARTIN, GREGG D & KATHRYN F
BOONE COUNTY NATIONAL BANK
LT 23A FF TERRAPIN HILLS

\$400,000
DEMARCO, FRED J
THE BANK OF MISSOURI
LT 33 PT HARPERS POINTE BLK 2

\$400,000
ECKENRODE, JAMES F & DAWN
MARY BETH
LANDMARK BANK
LT 836 HIGHLANDS PLAT 8-B

\$396,800
ALABACH, JAMES M & MELISSA A
BOONE COUNTY NATIONAL BANK

LT 12132A-1 HIGHLANDS PLAT 12-E

\$388,000
GILMORE, BRUCE M & GIBBS,
ELISHA A
BANK OF AMERICA
STR 25-49-14 /W/NW SUR BK/PG:
1699/604 FF TRACT 1

\$371,875
JOHNSON, STEVEN & REBECCA
MID AMERICA MORTGAGE
SERVICES INC
LT 16 BRADBURY ESTATES

\$362,900
HARPER, DENNIS R & SARA F
JEFFERSON BANK OF MISSOURI
LT 5D HIGHLANDS PLAT 7

\$359,200
MCGARITY, TIMOTHY & ADRIANA
BOONE COUNTY NATIONAL BANK
LT 119 WESTWOOD ADD

\$350,000
FUEMMELER, CHRISTOPHER D
& TRACY
THE CALLAWAY BANK
STR 18-47-12 //SE SUR BK/PG:
1157/986 FF TRACT 12

\$346,845
ACTON, JAMES & ELISE
BOONE COUNTY NATIONAL BANK
LT 79 CASCADES PLAT 1 THE

\$346,750
ROTHWELL, JAMES C & SUZANNE V C
SHELTER FINANCIAL BANK
LT 123 HIGHLANDS PLAT 12-B THE

\$340,000
DIGGES, CHARLES W JR & LAURIE L
BOONE COUNTY NATIONAL BANK
LT 1025 HIGHLANDS PLAT 10-D

\$339,720
SHINDLER, PHILLIP A & JERI LOU
LANDMARK BANK
LT 312 CASCADES PLAT NO 3 THE

\$332,000
HARDY, CHARLES A
STATE FARM BANK
STR 28-49-14 /SE/SE SUR BK/PG:
1591/326 AC 18.180

\$318,000
STORMER, CANDACE D &
CHRISTOPHER T
MID AMERICA MORTGAGE
SERVICES INC
LT 1062 HIGHLANDS PLAT 10A

\$306,000
KIRBY, JOHN S & ELIZABETH J
BOONE COUNTY NATIONAL BANK
LT 1443 HIGHLANDS PLAT 14-A

\$303,615
BEUTHIEN, JOY & ROBERT E
BANK OF AMERICA
STR 24-46-13 /E/SW AC 40 FF W/
EXCEPT

\$301,750
ALMONY, ROBERT A III &
ARGHAVAN
EQUITABLE MORTGAGE CORP
LT 314 CASCADES PLAT NO 3 THE

\$288,000
STAPLES, DANNY W &
GWENDOLYN D
FCS FINANCIAL ACA
STR 29-50-11 //NW

\$286,881
B P PROPERTIES LLC
BOONE COUNTY NATIONAL BANK
LT 41 COLLEGE PARK EAST SUB

\$284,725
HARTLEY, JOSHUA R & KRISTA M
MISSOURI CREDIT UNION
LT 306 CASCADES PLAT NO 3 THE

\$284,300
WALLER, BRIAN DAVID & ERIKA
HOMETOWN BANK
LT 40 WESTWOOD ADD

\$283,000
MAYFIELD, TONY W & CORI
UNITED FIDELITY FUNDING, CORP
LT 1014 HIGHLANDS PLAT 10

\$283,000
CYRUS, TILLMANN & ELIZABETH C
BOONE COUNTY NATIONAL BANK
LT 332 THORNBROOK PLAT NO 10

\$281,450
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LANDMARK BANK
LT 144 BELLWOOD PLAT NO 1

\$275,000
FRENCH, CAROL E REVOCABLE
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LT 109 THORNBROOK PLAT NO 4

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STR 10-50-12 /SE/SW SUR BK/PG:
823/834 AC 12.63

\$275,000
HENRY, NELSON D & JENNIFER A
CENTRAL TRUST BANK THE
LT 139 WOODLANDS THE PLAT 5A

\$272,265
JOHNMEYER, LORI C & PAUL D
ALLIED MORTGAGE GROUP INC
STR 29-50-13 /SE/NE SUR BK/PG:
392/578 AC 2.080

\$269,100
QUINN, DOUGLAS & HOLLY
STATE FARM BANK
LT 437 CASACADES PLAT NO 4 THE

\$267,383
WILLIAMSON, HANDY JR &
BARBARA H
TOP FLITE FINANCIAL INC
LT 206 SMITHTON RIDGE PLAT 2

\$266,180
DEGGINGER, JANET L REVOCABLE
TRUST AGREEMENT
BOONE COUNTY NATIONAL BANK
LT 23 BROOKFIELD ESTATES PLAT 3

\$261,522
WHITE, WILFORD T & JACQUELINE G
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LT 135 BELLWOOD PLAT NO 1

\$260,300
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STEPHANIE M
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*This ranking appeared in the January 18, 2010, edition of Forbes magazine.



Restaurant Review » By Marie Braeburn

Mackenzie's Prime

I don't know about you, but what I want from a steakhouse is a very crisp salad with good blue cheese or a traditional Caesar, some great potatoes and a perfectly cut and cooked steak.

This is not a meal I want often — partly for health and weight reasons — so when it's time for a steak, I want it to be great.

That's how we ended up at Mackenzie's Prime in the old CC's City Broiler location on 10th Street downtown. We've always liked sitting out on the covered patio with the fans spinning overhead. It's a perfect vantage point for watching people go by on the sidewalk. Unfortunately, the heat was too intense, and we had to sit indoors in Mackenzie's small but comfortable dining room, which doesn't seem to have changed much since its CC days.

It was a pretty busy night for the wait staff but not quite busy enough to justify our waiter's slightly frenetic style — not quite in sync with our "let the weekend begin" frame of mind. But he was attentive as he explained the specials to us and took our drink orders from a fairly extensive wine list, which offers quite a few wines by the glass.

We decided to start with the beer-battered lobster fingers (\$11.98), billed as pieces of lobster meat served with a lemon-caper butter sauce. The dish we were served arrived with a dipping sauce of what appeared to be (and tasted like) a thin sour cream sauce with dill.

We peered into the bowl and called our waiter over. He explained that the sauce was a "beurre blanc." It might have been a variation on

the classic French sauce, but it certainly wasn't lemon-caper butter. The lobster itself was reasonably crisp on the outside and fresh-tasting, though slightly greasy.

On to our dinner salads: a Caesar (\$2.98) and the "Steakhouse Wedge" (\$3.98). We like our Caesar to have more than a passing acquaintance with anchovy, so Mackenzie's version didn't satisfy our craving. The "Wedge," meanwhile, was perfect: crunchy sections of iceberg lettuce, sweet cherry tomatoes, blue cheese and bacon. Both salads come with Mackenzie's thinly sliced "pickled" red onions. They're crunchy and sweet without the usual bad onion aftertaste.

Our entrees arrived a few minutes later: the 14-ounce R.B.'s ribeye (\$24.98) and the red snapper (\$16.98), which our waiter recommended as the freshest fish that night. He could not have been more correct: The snapper was fresh, perfectly prepared and seasoned with restraint. A piece of fish that great needs only to be spared overcooking (and sometimes in a busy kitchen, that isn't easy). The baby green beans were crisp cooked and piled high on the plate.

The ribeye wasn't quite as impressive. This cut of meat should be marbled and tender. The steak we were served was unusually chewy and lacking the depth of flavor we expected. So we had plenty of room for the twice-baked potato and a slice of cheesecake for dessert.

And so our steakhouse craving was only partly satisfied. Next time, we'd both go for the fish at Mackenzie's. ♦



3 of 5 stars

Mackenzie's Prime

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(Owners Chris and Charlene Thompson also have a Mackenzie's restaurant in north Columbia on Rain Forest Parkway.)

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