

[BWM]

BUSINESS WORLD MAGAZINE

EDITION 19. VOLUME 02

FEBRUARY 2019

A9 TRUCKING

DAJCOR ALUMINUM

DUNN BROS COFFEE

UNIVERSITY SCHOOL



ALSTAR EMS
W.C.A. SERVICES CORPORATION

“Alstar” Team in
HEALTHCARE

FROM THE EDITOR

Dear Reader,

Welcome to Business World Magazine.

In this digital publication, we speak to industry leaders in both the private and public sectors across the US and Canada, and we share with you the stories and the secrets of their success. We write about how they have gotten where they are, how they have stayed there, and the positive relationships with their stakeholders they built along the way.

In this edition, we are looking back at some of the companies, cities, and industry associations that best exemplify that success.

When it comes to healthcare, for instance, almost no one has achieved more in their field – or done it longer – than **Aistar EMS** in Western New York. We sat down with their Executive Director to talk about their many decades of industry leading service to their community, as well as the education, training, and collaboration with other healthcare organizations that has made it possible.

Construction, meanwhile, has long been an industry on which our spotlight has shone particularly bright. In that sector, Canada's **Power Group of Companies** is an example of how a small family business can become a national powerhouse. In their case, they have become one of the country's most notable names in wall systems. We talked to their General Manager about that legacy and the innovation and dedication that went into building into it. In these pages, we have also looked at education from a number of angles. One of the most illuminating perspectives we've ever received was from the **National Association of Independent Schools (NAIS)**, a membership association that provides services to more than 1,800 schools in the United States and abroad. For more than 50 years, they have fulfilled a role as the leading authority, advocate and repository of research involving educational trends and best practices for independent schools. They sat down with us to share some of that knowledge and expertise with our readers.

These examples only scratch the surface, however. Other industries we've covered include franchising, aged care, logistics, retail, and many others. To dive deeper and discover more, you'll need to read on.

**All the best,
The Editorial Team**

To reach our
editorial staff
with questions
or comments
please write to

info@businessworldinternational.com

"EVERYTHING YOU NEED. ANYTIME YOU NEED IT."



- The Caribbean's Premier Distributor of Plumbing, Electrical and Building Materials.
- Supplying Contractors, Supply Houses, Hardware Stores, Hospitals and Hotels since 2001.
- Best Prices in the Market, Exceptional Fill Rates, 24/7 Customer Service and Express Shipping

CONTACT US:

Jacksonville, FL: 904.751.4695
Hollywood, FL: 954.967.0700
E: sales@dacoworld.com
www.dacoworld.com



Scan to Save
Building Life

MORE FUN

M^{ORE} SAVINGS

Prestige™ Series
High Efficiency Water Heaters



The new degree of comfort™

**WE APPRECIATE
YOUR BUSINESS!**

**DACO WORLDWIDE
MARKETING CORP.**

954-967-0700
WWW.DACOWORLD.COM

**CALL TODAY
TO LEARN ABOUT MORE
SPECIAL OFFERS.**

In keeping with its policy of continuous
progress and product improvement,
Rheem reserves the right to make
changes without notice.





SHARE YOUR **BUSINESS STORY**

Now you can feature your business or any project in BWM. Contact us and find out how.

To find out more about being featured in BWM, please contact our Publisher, Jermaine Poulsen at 647 725 9419 or via email at info@businessworldinternational.com

BUSINESS WORLD MAGAZINE

Publisher

Jermaine Poulsen

Director of Operations

Mayanna Francis

General Manager of Operations

Alexandra Box

Research Team

Kristine Marigza

Kristine Racho-Matugas

Production Manager

Minerva Elliot

Editor

Zach Janes

Graphics Design

Pranim Thapa

With over **225,000 senior executive** readers, Business World Magazine is proud to offer an attractive platform to share your message with the people that matter most - your customers. Whether your objective is to promote a new product, to attract financial investment or to build brand recognition, we stand ready to help. To find out more about being featured in BWM, please contact our Publisher & Head of Editorial Content,

[Jermaine Poulsen at](#)

[Ph: 647 725 9419](#) or via

[E: info@businessworldinternational.com](mailto:info@businessworldinternational.com)



BUSINESS WORLD MAGAZINE

Business World Magazine
701 - 1120 Finch Ave W, Toronto
Ontario, M3J 3H7
E: info@businessworldinternational.com





IN THIS ISSUE

CONTENTS

February 2019

MANUFACTURING

Dajcor Aluminium Ltd.

An Evolution in Extrusion.

Hoosier Spring Co. Inc.

Springs from South Bend

SUPPLY CHAIN AND LOGISTICS

Page Trucking

Trucking the page

ENERGY

A9 Trucking Enterprise

Virginal Venerability

Universal Environmental

O' My Papa

FINANCE

NAIS

Illuminating Independent Education

University School

A moment of Truth in Education

HEALTHCARE

Alstar EMS

'Alstar Team in Healthcare

Attic Angel Community

'Where Angels Dwell

CONSTRUCTION

Power Group of Companies

Powerful Partner in Building

FRANCHISING

FBR

Franchise Business Review





“Alstar” Team in **HEALTHCARE**

Hippocrates, history’s heralded “Father of Medicine,” once declared, “Healing is a matter of time, but it is sometimes also a matter of opportunity.” That sentiment never applies more than in rural America where residents may not always have the opportunity to readily access the medical services that densely populated urban areas typically accommodate. Yet, in Western New York, one company’s recognition of a business opportunity has today resulted not only in timely services contributing to the physical health of residents, but also the operational health of medical service practitioners.



ALSTAR EMS

W.C.A. SERVICES CORPORATION

Situated southeast of Lake Erie and north of the hardwoods in the Allegheny National Forest, the city of Jamestown has a population of a little more than 30,000 people making it the largest community of New York's Chautauqua County. In addition to being recognized as a former home to celebrities like Comedian Lucille Ball as well as (the less humorous) NFL Commissioner Roger

Goodell, Jamestown has also been celebrated for furniture making and being the pioneering source of innovations like the crescent wrench. It is also the former home to one of America's earliest nursing schools, an initiative conceived by principals of a late 19th Century boarding home (with one room hospital) founded by the Woman's Christian Association of New York. W.C.A. graduated



the first of its nursing students in 1890 and provided training as well as a variety of diagnostic screening and health related services well into the modern era. Education has since become a function of the nearby college and medical services are rendered today through Jamestown's W.C.A. Hospital. Other major medical centers in specialty care are located more than an hour drive away in Pennsylvania or Buffalo, New York. When confronted with an emergency, the transit time to local or regional facilities could make a desperate situation all the more dire were it not for trained first-responders and EMS paramedics who promptly respond to the call of duty

whenever the need demands. That training required of first responders, as well as the actual team of paramedics, and the emergency transport service by land or air, is all a function of a company known as W.C.A. Services Corporation.

Though it began more than 30 years ago by providing medical billing services for private physicians in the region, W.C.A. has since evolved to include transportation services through a division known as Alstar Ambulance and air-transit capabilities in its Starflight Medevac service. While Starflight has been critical in making more than 350 medevac transports per year, Alstar Ambu-

Sprinter SilverHawk Type II

Built to save...



...Priced to Save More

Experience the Medix difference.

Medix Specialty Vehicles

3008 Mobile Drive Elkhart, IN 46514 | Ph: 574-266-0911

Fax: 574-266-6669 E: sales@medixambulance.com

www.medixambulance.com

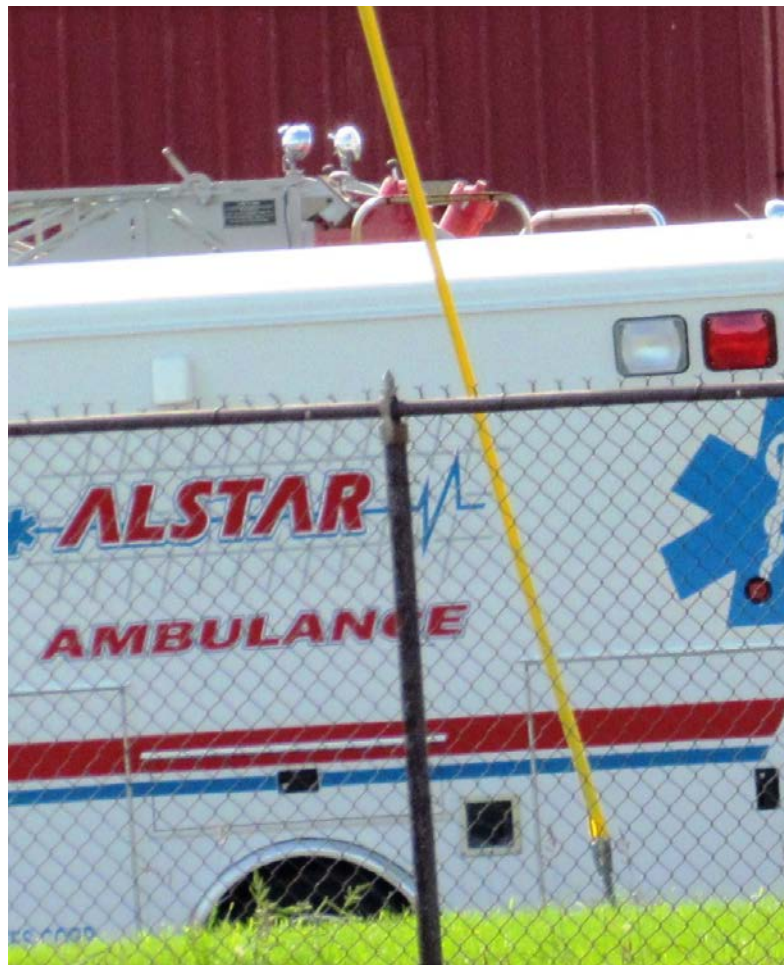
Medix Specialty Vehicles, Inc. is a full line ambulance manufacturer located in Elkhart, Indiana. Founded in January 2001, we manufacture a world class ambulance exceeding customer expectations at home and in the international market.

Medix Specialty Vehicles, Inc. is Ford QVM certified and an authorized final stage body modifier by General Motors, General Motors International Product Center, Daimler Chrysler and Mercedes Benz/Freightliner. This allows us to offer a wide array of vehicles that meet the demands of many different EMS providers. Our products are tested and certified by an independent third party to meet or exceed current KKK-1822-F certification standards.

Our people are what set Medix Specialty Vehicles, Inc. apart. Our management staff brings over 100 years of EMS and manufacturing experience to our factory everyday. We understand the EMS industry and work continuously to deliver the most cost effective, high quality ambulances to the market place. We are extremely focused on customer service and understand that for us to be successful our customers must be successful. We have built our business on the philosophy that if we do the right thing and take care of our customers, we will succeed.



www.medixambulance.com



Alstar ambulance annually responds to more than 17,000 calls. Those calls have included scenarios such as that involving a teenager whose arm accidentally became snared in a farm's thrasher (the device used to separate seeds and grains from husks and straw). Though he lost a limb, Alstar saw to it that his life was saved and staff would later be at his side during a ceremony where the young man earned his Eagle Scout Badge. There's also the case involving a man who suffered a stroke, but was sustained throughout the medevac service that saw him delivered to a stroke specialist in Buffalo. Executive Director Dave Thomas



considers the words-of-thanks which came from that stroke patient as well as the Eagle Scout, but says these are only two examples of lives which have been beneficially impacted by this service. While not every job equips staff with insight as to how their work makes an actual beneficial difference in the world, the 140 people employed by W.C.A. may see such awareness as one of the vital occupational perks. They have the letters, testimonies and situational successes which gratifyingly combine to create what Thomas calls “the most rewarding job one can ever have.”

PARTNERING IN HEALTHCARE

While daily operations at W.C.A. may not always be particularly dramatic, demand for the company’s services are no less intense. Such demand is bolstered by the sheer range of services offered by this enterprise. Thomas explains that all began in 1983 when health professionals from the area found advantage in hiring a company that could provide specialized financial services.

Through its Health Practice Management Division, Thomas says W.C.A. Services Corporation began life by offering big-town ser-



David Thomas
Executive Director

vices with a characteristic home-town touch. Healthcare providers confront a continually changing mix of regulation and compliance issues which impact the way claims are processed, financial data is managed and information is reported.

Keeping up with the information as well as the regulations governing the reporting and archiving of that information could baffle even the most brilliant brain surgeon. What's more, hiring a staff to take on such a Herculean task can be costly. W.C.A. Services became successful by eliminating costs and time from the equation so healthcare professional could better tend to their primary duty, tending to the health needs of their patients. In partnering with healthcare providers, W.C.A. has additionally part-

nered with industry leaders of software development and technical applications which succinctly serve healthcare needs. For example, through its relationship with Medix, a company specializing in professional placement services, research and IT solutions in Healthcare, WCA is able to offer electronic claims submissions and follow-up, financial management & reporting, practice decision



Unicorn HRO is EMS for your HR/Payroll and Benefits

Let Unicorn HRO streamline & simplify your life!



Managing payroll, HR and benefits can be a challenge for many organizations, especially EMS Firms with multiple associates and locations. Unicorn HRO provides EMS Firms of various sizes and locations with a secure, single source solution for all of their human capital management needs from hire to retire.

From payroll processing, to background checks, online open-enrollment and employee self-service,

Unicorn HRO automates manual processes to a single-click With Unicorn HRO, EMS Firms gain efficiencies through:

- ◆ Crew Scheduler/Payroll: -Automates the entire scheduling process from start to finish using pre-made schedule templates customized for your company, based on common rotations of 8, 12, and 24 hours.
- ◆ Paperless ON-BOARDING and storage of documents and data
- ◆ Track Training, Training Course Library
- ◆ Employee self-service and Manager Portals with 24/7 access
- ◆ Benefits and 401K administration , On-line enrollment and automated carrier feeds
- ◆ Time and attendance, PTO request and approval ,
- ◆ Real time information, dashboards, metrics, graphs, and business intelligence
- ◆ Track performance reviews, licenses, training, permits, EEO, I9 , skills, languages, education , and FMLA
- ◆ Cloud-based means we handle updates, maintenance, tax codes changes, and storage, not your IT department

For more information visit Unicorn HRO can benefit the EMS industry, <http://www.unicornhro.com>.

Unicorn HRO is Affordable Care Act Compliant

Regardless of which industry you are in, the HR, technology and benefits landscape is rapidly changing around you. There are trends currently being employed in HR departments across all industries. One of the biggest and most broadly accepted is the use of technology to streamline and improve operational efficiency. This technology is providing business with a new set of tools allowing HR departments to function in ways previously not possible. One example is Performance Management which allows a company to monitor and track the performance of its employees through actual data and not through anecdotal information. Another is Time and Attendance which allows employers to capture time accurately, account for PTO and other accrual based policies and ultimately pay their employees the right wage for work performed. Included in most applications is an Employee Self-Service portal where an employee can see all their pay and benefits' related information, make changes to personal information as well as W4 elections and track licenses, certifications, performance reviews. It provides them the tools become less tactical and more strategic. The company derives real value from these systems with the ability to access and report on all this information quickly and easily. The days of compiling data from various spreadsheets and filing cabinets can be long gone. The CFO can have real time financial information at his/her fingertips, the VP of HR can have benefit enrollment and cost information and the payroll department can access past years tax information quickly. This data comes from a single platform insuring data integrity.

Unicorn HRO is taking all necessary steps to ensure we are up to date with the changing government regulations as they relate to the Affordable Care Act (ACA). Provisions of the new health care act will roll out in stages over a period of time, so it is important for businesses to begin making immediate and long-term plans for the impact on benefits, payroll, taxes, and compliance reporting.

These changes are already starting to take place, from tax reporting to payroll administration and employer-sponsored benefits. We are closely monitoring the changing legislative and regulatory measures.

Unicorn HRO specializes in fully integrated benefits, payroll and human resources solutions. With industry-leading client retention, Unicorn HRO currently services the HR needs of more than 900 domestic and international companies. Unicorn HRO has offices in Durham, NC, Seattle, WA, Houston and Dallas, TX. For more information, visit www.unicornhro.com.





support, Certified Professional Coder services, chart auditing services, enrollment & credentialing services, and much more.

Those services are further strengthened by W.C.A.'s relationship with another industry leader known as Unicorn HRO, a company that enables healthcare organizations to automate payroll, HR, benefits and insurance processes through an integrated web-based solution. W.C.A. is now capable of tracking and paying the complexities of nurse's shifts and rates of pay, consolidate reporting across multiple operations, monitor time & attendance changes, track per-

formance reviews, disciplinary actions and a range of details involving specific employees, provide customized business data and intelligence, and make all that information accessible to their clients through an Internet platform that functions 24/7. W.C.A. has essentially removed the burden of billing, accounting, bookkeeping and compliance issues for healthcare professionals.

ON ROAD & IN AIR

In course of working with healthcare professionals, Thomas says the company noted a need for ambulatory services. Alstar



launched with a single ambulance in 1984. Three years later, through a partnership with the Chautauqua County Sheriff's Department, medical flight services were launched and are facilitated today by two MD 900 helicopters. Starflight is based out of WCA Hospital in Jamestown, but as the regional medical transport of choice for air-based medevac, the service covers a 75-mile radius encompassing Chautauqua, Cattaraugus and Warren Counties of New York as well as areas of Pennsylvania.

The ambulance service provides hospital

EMS support, both urgent and non-urgent, for the Cities of Jamestown, Dunkirk, Fredonia, and other neighboring communities when requested. Alstar also offers basic transport services, not requiring use of a wheelchair or stretcher, and has even assisted in transporting children with special needs. Alstar was recently enhanced by investment in new "power loaders," technology that allows EMS to load heavier patients in and out of the ambulance through a motorized lift. Thomas says the mechanism will not only allow for greater safety of patients, but also greater safety of staff.



RED
THE UNIFORM TAILOR

FIRST RESPONDERS CAREER APPAREL

PUBLIC SAFETY HOSPITALITY

Red the Uniform Tailor (RTUT) has been in the uniform industry under its current private (and certified W.B.E.) ownership since 1977. RTUT operates two domestic factories and is also a distributor for over 300 other vendors. In addition to its four retail locations, Red the Uniform Tailor is an industry leader in offering customized on-line uniform stores serving public and private agencies and companies nationwide.

info-rtut@rtut.com | www.rtut.com



Alstar and Starflight services are coordinated through W.C.A.'s medical communications and dispatch center known as MedCom. As the nerve center for the dispatch of ambulances, flycars, wheelchair vans and the Starflight medical crew, W.C.A.'s communication system enable them to speak with crews from Erie to Buffalo, Jamestown to Dunkirk and beyond. MedCom is tied-in via dedicated phone lines (as well as radio link) to the public safety and 911 answering points in Mayville, Dunkirk, Fredonia and Little Valley. MedCom also serves as the initial point of contact for other community ambulances when they call for paramedic-intercept assistance, helicopter response or

for basic information involving patients at WCA Hospital.

As a rural area, Thomas says the community was compelled to develop resources to help grow the business as the needs of the community grew. Like other rural communities throughout the country, this area has a shortage of emergency personnel and services are largely complemented by teams of volunteers. W.C.A. Services Corp. provides another crucial service in paramedic and life support training through the auspices of an 8,000 square-foot training center. The center is equipped with a range of breakout rooms, mannequins, training equipment and additionally has an in-house ambulance to pro-



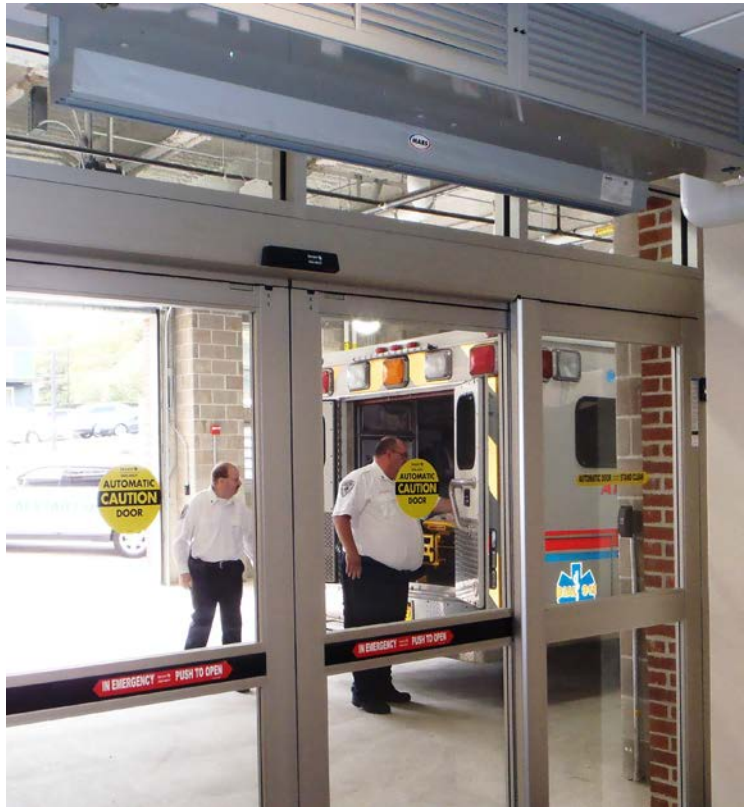
vide ambulatory service training in conditions similar to what paramedics encounter on the job. The training center provides services not only to professionals in Jamestown, but also for agencies serving in other areas of the region.

SERVING TODAY AND TOMORROW

Thomas says W.C.A.'s interconnectivity with healthcare organizations as well as more than 60 other ambulance companies throughout the country offers an advantage in being able to share concepts, best practice standards, and awareness of issues and trends confronting the industry.

He believes the shifting social dynamics as well as changes prompted by healthcare reform will compel greater demand for the services provided by the company. Thomas says W.C.A. is presently helping to provide education to health providers involving the recording and documenting of services to better maximize on returns in the changing nature of reimbursements are recovered. On the transport side of the business, Thomas says studies show there will be more than 30 percent increase in demand for service in the coming future due to medical needs of aging baby boomers and healthcare centers moving into specialty practices.

New York relies on a health services





system that requires Certificate of Need, essentially licensing the services of a company like W.C.A. to operate in markets where need for such services has been demonstrated to exist. Thomas says he believes their business model could similarly serve in other rural communities where needs similarly persist. The company is looking into some of those opportunities, but for now, Thomas says W.C.A. is fully engaged in monitoring, measuring and making enhancements to the services it currently offers to its healthcare clients and the community at-large. Though it is an enterprise that functions with highly skilled, life sustaining equipment and personnel, all supported by sophisticated technology, W.C.A.'s operations still come down

to serving humanity and Thomas says service to community is integral to their focus. Such service isn't limited to work duties either. For more than 15 years, W.C.A. has partnered in an annual golf tournament that raises funds for cancer research. Over the last three years, that event has generated more than a quarter of a million dollars benefitting cancer research.

By continually focusing on services to their community, by partnering with healthcare professionals and delivering the range of back-office, transportation, training and communication resources on which all depend and demand, the prognosis for W.C.A.'s future prosperity is particularly healthy.



ATTIC  ANGEL
COMMUNITY

EXTRAORDINARY *Giving*. EXCEPTIONAL *Living*.

Where Angels Dwell



Architectural rendering of the Attic Angel Physical Therapy Center

“It is not known precisely where angels dwell,” Voltaire once observed while noting, “Whether in the air, the void, or the planets... it has not been God’s pleasure that we should be informed of their abode.” Leave it to Madison, Wisconsin, to provide a geographic answer, for it is here where the volunteer efforts of certain “angels” have helped establish a haven, if not a heaven, renowned as one of this nation’s most respected communities of independent, assisted living and skilled nursing services for seniors.



The Wisconsin community of Madison is home to a smaller, yet very special community that has captured national distinction as one of America's top destinations in the delivery of senior living and healthcare services, yet such recognition shouldn't be construed as something of a new development in this area. For long before the Health Center at Attic Angel Place garnered distinction as one of this nation's "Best Nursing Homes" by US News & World Report, Attic Angel of Madison had something of a divine reputation and not only in terms of serving seniors, but also children, families and community

residents alike. While that tradition began more than a century ago, it continues to be cultivated today in the providing of a full continuum of care services (encompassing everything in the way of independent and assisted-living to skilled nursing and rehab) within a community that prides itself as being much more than just a place where people live, but a place of Extraordinary Giving and Exceptional Living. The services, amenities and standards of care imparted in this community combine to create an environment quite unlike any other in America, but to put that account in proper context, Attic Angel



Community President Mary Ann Drescher provides essential historical perspective. Drescher says the Attic Angel story dates back to 1889 with a family who had just experienced the birth of twins. Though blessed with two healthy children, the family was not so blessed in the way of material possession, in fact, they were so lacking in resources as to not even have the means of clothing their newborns. As word of this spread among neighborhoods, the news weighed particularly heavy on the hearts of two sisters named Elva and Mary Bryant. As daughters of U.S. General E.E. Bryant, a man renowned for

his leadership in battles of the Civil War as well as Wisconsin's suffrage movement, Elva and Mary had been instilled with a certain enthusiastic and can-do attitude. After enlisting support from a few friends, these ladies went on to lead an initiative that saw many sewing the necessary garments for the children which were ultimately delivered to very appreciative parents. But in the course of that undertaking, Drescher says the Bryant Sisters soon realized there were other needy children and families in the community. The sisters graciously galvanized forces to foster further help for whoever was needy.

STRENGTH INTEGRITY CONSISTENCY



When Attic Angel needed to expand its space, we dug right in.

- Senior Living Development Lending Expertise
- Experienced Bankers
- Sophisticated Treasury Management
- Unsurpassed Service

TCF
COMMERCIAL BANKING

414.351.8554
www.tcfbank.com

Middle Market Banking | Construction Loans | Investment Real Estate Financing
Multi-Family Lending | Asset-Based Lending | Healthcare Lending

© 2013 TCF National Bank, Member FDIC. www.tcfbank.com



At some point, the story goes that in the course of rummaging through their attic to find discarded clothing and other materials, General Bryant referred to his daughters as “Attic Angels.” This name was adopted as the organizational structure was formalized and soon, Attic Angel expanded their focus and began fluttering their wings among important causes in Wisconsin.

THE SPREADING OF ANGEL WINGS

There can be no overstating Attic Angel’s role in making beneficial impacts in the lives of others. For example, in another aspect of the former era, Madison had an unusually high infant mortality rate. Attic Angel brought in a doctor and helped facilitate the community’s first series of clinical workshops fo-



cusing on newborn care and wellness. Attic Angel even offered free babysitting services as parents attended the workshops to learn about proper nutrition, hygiene and caring for newborns. In a short time, infant mortality rates dramatically declined. Yet, Attic Angel didn't solely focus on causes involving children. The group quickly realized that there were a number of needy seniors

not only lacking in the necessities of life, but they had little or no support from their own families. By partnering again with a medical team, Attic Angel created Dane County's first visiting nurse association, allowing children, families and elderly to be screened for health services in the comfort of their own homes. In the course of this work, Drescher says Attic Angel realized the community had need of facilities to specifically cater to the health and service needs of the community's senior segment. "There were senior care centers that could be afforded by those who were very wealthy and there was what people called 'poor farms' that served the most impoverished, but there really wasn't much else between those extremes," explains Drescher.

So in 1953, Attic Angel moved to establish a skilled nursing facility which offered 21 beds; needed operating services were given by a large composite of volunteers who mowed the yards, cleaned the rooms, prepared the dinners and basically helped in every way possible. While the world, much as Madison, Wisconsin, has undergone a lot of changes since 1953, Attic Angel has never wavered from their mission to provide care and support. Today, the mission of Attic An-



gel has, however, been augmented by a greater range of expertise as well as an impressive array of material resources.

Today, Attic Angel Place (as well as its Association headquarters) is situated within a 15-acre community located on the western side of Madison. In addition to Attic Angel Place's recent expansion of assisted-living services, it also provides highly-specialized nursing care, rehabilitative service and customized memory and Alzheimer's care through a dedicated wing known as The Haven. Attic Angel Prairie Point is an independent living community that offers a wide range of home

maintenance services and, when necessary, priority placement at Attic Angel Place.

Prairie Point has some 121 life-lease ranch style homes available in 20 distinct floor plans that allow for two or three bedrooms, also featuring attached garages, private entrances and full basements.

Available services include snow removal in the winter and lawn care in the summer, and maintenance of interior and exterior of the living units. Also available are services such as laundry, meals and transportation services along with health/wellness, social and educational, spiritual and creative arts



programs. Should independent residents reach a point of needing more specialized nursing care within Attic Angel Place, they not only receive priority placement and reduced entry fees on some accommodations, they also benefit from a guaranteed refund on their life-lease residence when it is released.

EXTRAORDINARY GIVING/ EXCEPTIONAL LIVING

Beyond the nursing and care expertise, the Attic Angel Community benefits from numerous alternatives in terms of lifestyle ad-

vantages. The community is complemented by its own café, convenience store, beauty salon, and a library which includes a permanent collection of titles as well as books rotated through a partnership with the Madison Public Library System. A Resident Business Center provides access to high-speed internet as well as copying machines.

There are also on-site health services provided by several licensed independent professionals respectively offering dental, podiatry, audiology, dermatology, and ophthalmology care. The community's spa provides massage therapy, manicures and salon services and a



fitness center is equipped with a variety of resources to further promote good health. In addition to the range of exercise classes in which residents engage, they also have access to the range of rehabilitative therapy services, including physical, occupational and speech therapy. The community's art studio allows for all forms of creative expression with classes that include weaving, pottery, jewelry design, quilting and painting.

“There are many opportunities for activities here, and our approach is not just to provide something to fill time, but offer programs that help residents enjoy a purposeful

life,” says Drescher. Frequently, residents decide exactly what those programs will be. For example, after a group of residents expressed interest in French, the community went on to create a new French Club. One of the most popular resident activities is participating in the community's 35 year strong Continuing Education Program. Also accessible to the larger community of Madison, this program routinely brings a range of speakers who are leaders of enterprise, leading faculty of University of Wisconsin, media personalities and authorities in a wide manner of social, economic and topical significance.



Outstanding presentations might include speakers such as: Steve Bartlett with Badger Honor Flight, Richard Beilfuss of the International Crane Foundation, Margaret Schwarze as an ethicist with UW School of Medicine, best-selling author Shelley Peterman Schwartz or firefighter/paramedic Gail Campbell.

But be sure, as Drescher says, community residents are not just passive receivers of service, this is a community that is very engaged beyond their base of residence. Many residents routinely volunteer tutoring and mentoring services at local schools. For a commu-

nity that was historically inspired by a group of volunteers, the spirit of volunteerism permeates throughout the property as Drescher says some 580 volunteers annually dedicate 34,000 hours of service to helping residents and the community, whether that is by providing shopping, transportation to appointments, home maintenance, meal programs or some other kind of service.

Collaboration within the community further prompts relationships with Madison's expansive professional community. Examples include financial services available through TCF bank, Attic Angel Place as a



host site for training and internships in various fields, Speaker's Bureau regarding topics such as Aging with Grace or Working with Seniors to name a few, partnering with a local Caregiver Alliance or their Area Agency on Aging to host workshops and training. What's more, during a recent expansion project in the community, Attic Angel worked with firms known as Guetzke & Associates and Edwards Systems Technology to incorporate state-of-the-art life safety and fire alarm technology. That project received national distinction during a conference of related industry leaders.



Attic Angel's Chief Operating Officer Derek Buckley says collaboration will be an increasing trend in senior care services. He says communities like Attic Angel are increasingly forming coalitions and sharing resources in offering home health, hospital and hospice services and more "so residents can best utilize the healthcare system in the community they're in... and benefit from transitions in care."

Collaboration, teamwork and consummate dedication to serving residents have helped Attic Angel garner recognition as a leader in its industry. Amazingly, Attic An-

gel has been free of quality of care infractions during annual regulatory inspections that govern all related facilities. At the end of 2012, the Medicare rating for Attic Angel Place was 5 stars, an achievement secured by only 20 percent of similar facilities in Wisconsin. Staffing may account for some of that success, such as, the number of registered nurse hours per resident per day, as well as certified nursing assistants available per resident per day, is higher than state averages. Buckley, however, asserts that those professional duties are backed-up by highly personal commitment to the maintaining of





relationships.

“The reason that we’ve done so well is because we have such a strong team. The staff is encouraged to build relationships and we talk about what it means for residents to be here. This is a home, and it may come with health services, but this is a home and residents have busy lives, great histories and our staff has a personal interest in their wellbeing,” says Buckley. So intense is that commitment, should a resident’s call-light become activated, anyone of staff may respond to the call. Buckley says it is common to find the CEO or other principals in administration

responding to such calls or helping clean-up dishes or helping in some other capacity. “We’re all here for our residents and committed to making sure they’re getting what they need,” says Buckley.

Responding to residents’ needs remains the most notable nuance of this community’s history and future. As a relatively small, independent, not-for-profit continuing care community, Drescher says Attic Angel benefits from being flexibly adaptive and proactive in responding to needs as they arise. “We are trying to be good stewards of the Attic Angel organization and the residents



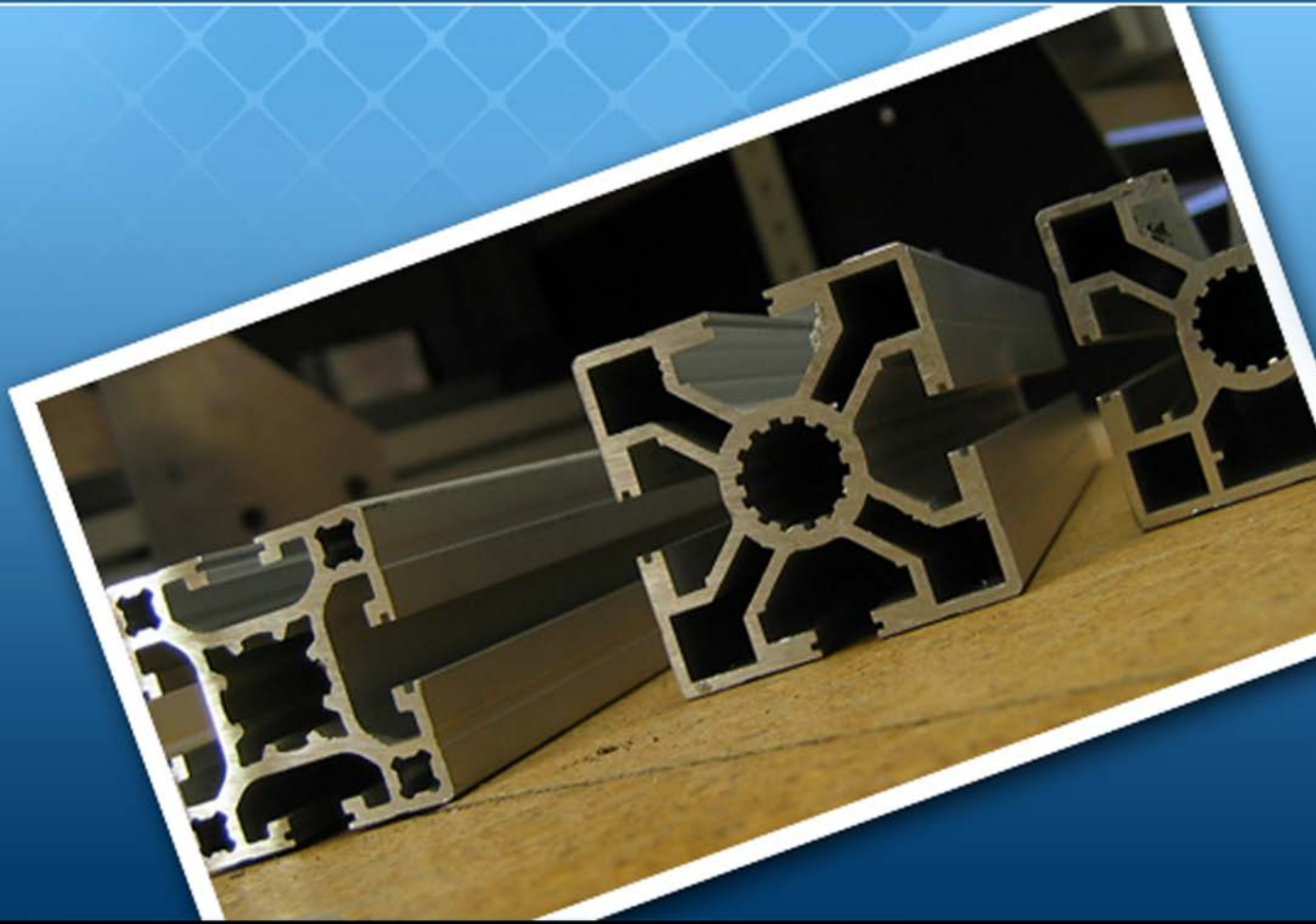


Art, weaving and jewelry design are among the activities Attic Angel residents enjoy

that live here... we're in a good position because of our size. We are able to adapt, innovate and change quickly and overcome challenges in a way that a national or regional institution might not be able, that's one of our strengths," says Drescher.

The Attic Angel Association will celebrate its 125 year history in 2014. This tremendous heritage flows from the Association through Attic Angel Place and Attic Angel

Prairie Point. As they expand assisted-living and skilled nursing services through increasing accommodations at Attic Angel Place, or expand the quality, independent-living alternatives at their Prairie Point neighborhood, Drescher says residents will continue to draw strength from the unique spirit of giving that adds to Attic Angel's allure as America's most gracious, and greatest, of continuing care communities this side of heaven.



Headquartered in the Canadian community of Chatham-Kent, Dajcor is Ontario's "one-and-only" company which exists as a single source for excellence in aluminum extrusion, fabrication and anodizing services, all under one roof. And indeed, it's a wide roof which covers more than 190,000 square feet of operations that accommodate everything from cutting, drilling and deburring to tapping, tumbling, polishing and punching, plus a

whole lot more. While that range of expertise has helped spare customers from otherwise excesses in cost, time and headache, it has additionally helped Dajcor rise above the fray of would-be competition and secure singular distinction as an emerging leader in its industry. And no doubt, the significance of Dajcor's success isn't lost on anyone who works there, or anyone, for that matter, in its community.

An Evolution in EXTRUSION

Failure is only a short-term condition, and fortunately, it often fosters more sustainable success. As Author Denis Waitley once observed, “Failure is only a temporary change in direction to set you straight for your next success.” In the case of one Ontario-based metal engineering operation, such changes in direction have not only inspired an increased capability to compete, but also greater capacity for claiming further future success.

Though Dajcor’s corporate identity was only established some three short years ago, operations at its site actually commenced more than seventy years ago under the auspices of a company formerly known as Daymond Aluminum. Daymond thrived throughout many, if not most, of its years, but late in life, failed to endure following operational follies which can be likened to putting too many eggs into one basket.

Daymond was heavily vested in supplying a particular product line for an automotive manufacturer. As fate would have it, the manufacturer ceased production of the vehicle line and Daymond lost much of its business. As sales dwindled and bills mounted, Daymond ultimately went into receivership and more than a hundred workers prepared to lose their jobs. The situation posed a grim economic blow to the community.



Luckily, Chatham was also made home by an entrepreneur named Mike Kilby. Some years earlier, Kilby had established a company that specialized in marketing services for the energy industry. The success of that venture caught the attention of other enterprises, and later, upon receiving an offer deemed as too good to decline, Kilby sold his company to a larger firm. While he may not have planned to go into manufacturing at that point, Kilby heard the dismaying news of Daymond's closing and learned that a pending auction would see the facility and all its assets liquidated.

Kilby arranged to meet with key former management and labour teams to determine whether there was consensus that operations could be effectively turned around to restore the company to vitality. With assurances and confidence of the respective teams, an agreement was forged and business plan drafted.

As for the new company, Kilby bestowed it with a name that pays homage to his other, more essential, interests outside of business. A family man, Kilby is a father of three daughters respectively named Danielle, Alyssa and Justine. Borrowing from the first letter from each name, Dajcor Aluminum



Carey Leasing Ltd. offers trucking and transportation services throughout Canada and the United States, and is located in Blenheim, Ontario. Our website is designed to provide both customers and potential drivers with all the information they need regarding our company and the services that we offer.

www.careyleasingltd.com



Carey Leasing Ltd. has been in business since 1981 and is a fully authorized ICC carrier licensed to operate in 48 states, Ontario and Quebec. We presently have a fleet of late model logistic van trailers, flat beds and drop-deck trailers to service your needs. We service the automotive, food, agriculture and general freight industries but are always looking into new commodities to expand our customer base. We can do Full Truck Load or LTL Shipments with our main corridors being the Midwest, Great Lakes states, US Eastern seaboard, and the South-West U.S. as far west as Arizona.

Qualified technicians (Diesel and Propane Endorsed) can perform annual inspections, safety inspections, repairs and service in our clean and spacious garage facilities.



“We are small enough to personally serve your transportation needs and big enough to get the job done”.

10 Graham Street, P.O. Box 1259 Blenheim, Ontario N0P 1A0 | Phone: 519.676.0868 | Toll Free: 1.877.854.2723 | Fax: 519.676.2178



emerged as the new company. It opened with a small composite of office staff and only 20 hourly workers.

TRANSITIONAL TRIUMPH

Dajcor Vice President of Sales and Marketing Todd Young (one of the former Daymond staff) offers perspective on the corporate transition. “We spent the first several weeks planning our approach, making a business plan and identifying markets we would target. We determined we were going to target a diversified value added extrusion customer base, targeting markets such as transportation, automotive, medical, construction and

distribution. Production started almost a month after Mr. Kilby and two shareholders purchased the company... and it was a little difficult at first because there wasn’t a ready customer base,” explains Young. “We had been shut down for seven months and our challenge was how to recapture old clients and secure new accounts at the same time.”

The Dajcor strategy relied heavily on two fundamental principles that proved to dramatically affect the shape of things to come. Young says first and foremost was “renewed focus on customer service.” To attract and retain customers, Young says Dajcor created what they call “a corporate manifesto on



customer service.” In the extrusion of aluminum, metal may be malleable, but the mandates of the manifesto were unalterable. The directives called for unwavering attention to detail in understanding exactly what customers want, and need, when seeking solutions from Dajcor. Service guidelines also dictated absolute and consistent quality in production, and delivering on every assurance provided to a client, but not in a way that merely satisfies orders, no, Dajcor set out to exceed expectations. “A lot of companies may say they focus on customer service, but this is how we live and breathe here. Customer service is what propels everything we do,” says

Young. Dajcor’s service efficiencies often led them to under promise, but over deliver. For example, orders that needed to be fulfilled within four weeks were often completed in only two. And today, when the demands on their business are drastically different than what existed when Kilby took over, Dajcor’s delivery performance rates (just shy of 100 percent) are among the best of any industry in North America.

ALL-IN-ONE ACCESS

Yet, to more fully account of Dajcor’s transition requires explanation of the second principle in their strategy – diversification.

Intent to not repeat the mistakes of the former company, Dajcor sought new markets for their products. But to more effectively penetrate new markets, company principals recognized they would also have to expand on their capabilities by offering valued-added services. As an ISO 9001-certified supplier of aluminum extrusions, Dajcor produces more than 30,000 custom aluminum profiles for various markets and applications today, but the fact remains this is only a portion of the services performed by the company. Dajcor's composite of computer-controlled machining centers equip them with exceeding capability in an extensive range of precision

production machining projects. Dajcor's fabrication services accommodate special tolerance specifications as well as the plethora of cutting, mitring, notching, piercing, forming, bending, mechanical assembly and welding of aluminum components.

Dajcor is equally efficient in anodizing services, offering not only standard anodized aluminum finishes such as bright and satin clear, gold, bronze, brown, and black, but other popular custom finishes such as satin or brushed nickel, stainless steel, titanium, as well as electrolytic color anodizing (for lengths up to 28') of antique bronze, copper and polished brass. Dajcor also has mechani-





Mike Kilby, *President/Owner*

cal finishing capabilities such as brushing and polishing.

Young said by bringing this diversity of services under one roof, Dajcor quickly gained distinction as unique in its industry. For clients, the ability to source such a range of services from one supplier connotes to huge savings in cost but also quicker turn around on order fulfillment. In a recent case study involving an electronic packaging company, Young says the customer's constant cycling of goods from extruder to the anodizer led to wait times of 13 to 14 weeks. In bringing that business to Dajcor now, the custom-

er has been able to reduce the lead time to 4 weeks from purchase order to delivery.

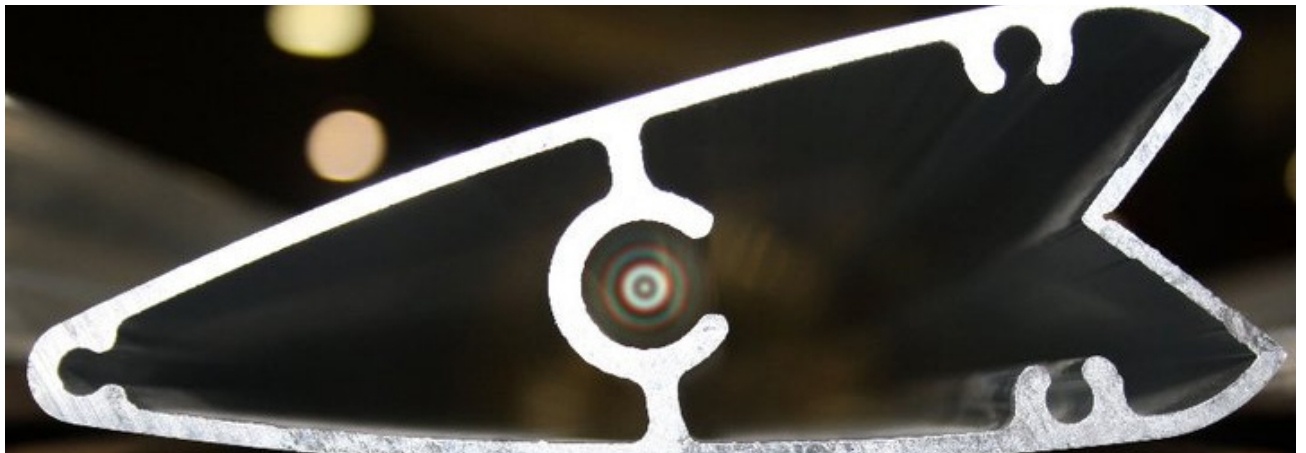
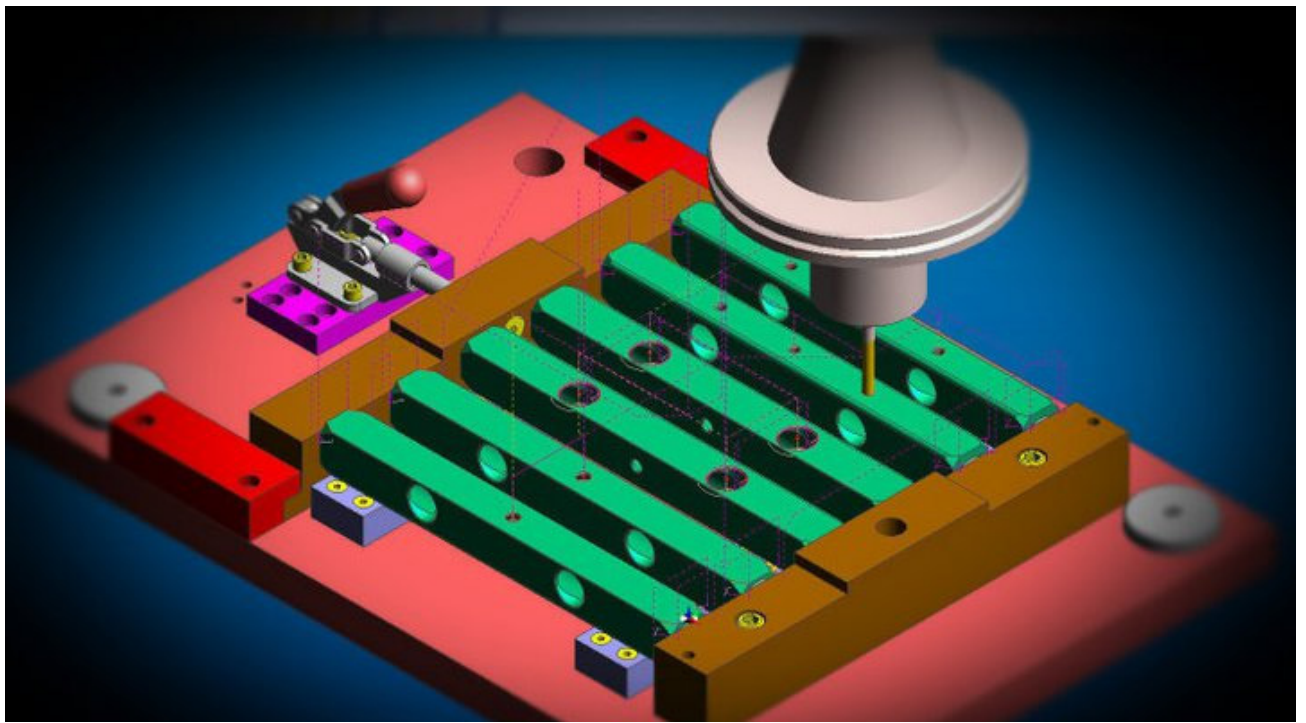
“An oft-quoted comment we hear from prospective customers is that they can't believe how simple our ‘all under one roof’ service makes their lives” states Young. More and more customers are realizing the hidden added costs in delays and quality issues associated with using multiple contractors to produce their components, and see the value in our efficiency”. Dajcor's speed of delivery, along with its drive for quality in production and customer service, all complemented by its expertise in a range of design and manu-



facturing of engineered metal services, has ultimately allowed the company to achieve diversification in market penetration. Though Dajcor has regained position as a supplier of parts vital to the automotive industry (particularly roof racks), it additionally produces components essential in the marine industry and medical industry, as well as certain military goods needed in the defense industry.

While budget cuts in defense may see some of their business slow, Young says

Dajcor anticipates increased business in the medical goods industry. Dajcor currently provides various fixture components, such as the aluminum consoles that complement standard hospital beds. As they further penetrate in that market, Young also says Dajcor is increasingly taking on more work in the marine industry for which they already provide rails, track components and goods to which other hardware is affixed, such as holding equipment.



The company will also invest in additions to its fabrication and machining capabilities, as Young says, to further capture opportunities in the market.

And while its customer base has grown, so too has Dajcor. Today, the company is employing a little more than a hundred people and is contributing to the overall economic stability of the community in which it operates. In his perspective, Young describes Dajcor as a “feel-good story of success.”

Success, of course, has a way of attracting more success. When Michael Kilby determined to restore vitality to the company, there were many prognostications that should he be successful, that business achievement might one day help in attracting new business to the community of Chatham-Kent in Ontario. Dajcor’s efforts to date have laid a solid foundation for future success stories in Chatham-Kent.

R



THE FINEST

DUNN BROS COFFEE
THE BOLD STANDARD™

ORIGIN:

SPECIAL

VARIETAL: *Finca Filadelfia - Colombia*

LOT: *D426*

Offering a unique drinking experience, Special Selection coffees defy classification. They can be enjoyed anytime, but their flavor is hardly everyday.

DUNN BROS COFFEE DUNN BROS COFFEE DUNN BROS COFFEE DUNN BROS COFFEE DUNN BROS COFFEE

TOASTED ON: *2-1*

NET WEIGHT: *16oz*

ORGANIC

FRENCH ROAST

DECAF/WATER PROCESS

GREEN

FOR MORE INFORMATION ON THIS COFFEE VISIT DUNNBROS.COM

evolutionary Roasting

Long before it arrived in instant and freeze-dried forms, coffee was seen as something more sacred than systemic to so many morning routines. Legend claims a Ninth Century Ethiopian named Kaldi observed how his goat herd went gaga after grazing on berries from the “Bunna” (their name for the coffee plant). Kaldi shared his findings with tribal priests who determined that by boiling the beans in water, consumption of the resulting concoction helped them maintain alertness through the ardors and hours of their devotions. It spread to Egypt and Yemen where the Sufi Monasteries adopted it in their rituals. The Arab world helped elevate coffee roasting into an artisanal process, referring to the drink as “qahhwat al-bun” or “wine of the bean.” World exploration, trade and even conquest would lead to coffee plants being gifted to reigning monarchs, or in some cases, secretly smuggled from one country to the next in years that followed. Today, so much of coffee’s historical and cultural mystique would be lost in packaged processes and functions of cookie-cutter fast-serve concepts were it not for the bold standards of a business brewed-up by two brothers in Minnesota. While their efforts have benefitted coffee consumers and coffee growers alike, for entrepreneurs percolating over business prospects, this one brims in all kinds of aromatic potential.

Kim Plahn,
President and CFO



It has been said that without passion all would be ineffectual, and indeed, it is Ed and Dan Dunn's passionate reverence for coffee roasting which has prompted popularity and increasing market proliferation of the café franchise known as Dunn Bros Coffee. Described as "really fanatical coffee enthusiasts" by Dunn Bros President and CFO Kim Plahn, Ed and Dan Dunn set out to change the coffee consuming world a little more than 25 years ago, and the fact remains, this company has helped transform lives in degrees that most patrons might not even realize.

To put that in proper context, Plahn explains that Ed and Dan drew inspiration from the burgeoning array of coffee houses catering to aficionados in Oregon. The brothers, being more connoisseur than casual consumer, noticed that too many of these operations relied on blends that had been ground together and packaged so many months previous to actual preparation as to negate the appropriate pleasing of the palate, or to put it plainly, they lacked flavor. So in 1987, after arriving in Minnesota, Ed and Dan went on to establish the first Dunn Bros location on Grand Avenue in St. Paul. Having procured a 12 kilo Probat roaster along

with the finest of fine coffee beans, they immersed themselves in the artisanal, in-house, craft of roasting and refused to compromise on quality. As Plahn explains, in a manner likened to that which customers encounter when walking into a bakery where fresh bread is being prepared, the Dunn Brothers wanted their store to be enticingly instilled by a similar aromatic aesthetic. Coffee lovers soon clamored to the store and the sheer extent of their demands ultimately forced the brothers to begin serving brewed coffee as well as espresso.

Proud suppliers to Dunn Bros Coffee



DESIGN	SUPPLY	SIMPLIFY
Our designers combine experience and imagination to create foodservice facilities with optimum workflow and use of space.	We can supply your operation from top to bottom. If we don't carry it, we'll do whatever it takes to get it in your hands.	Nothing spells simplicity like having a single source for all your design, equipment and supply needs. That allows you to focus on what you do best.

 **Hockenbergs**
DESIGN • SUPPLY • SIMPLIFY

2015 Silver Bell Road • Minneapolis, MN 55122 • 612.331.1300 • 888.283.1300
www.hockenbergs.com





The menu selections were a showcase of single-origin coffee varieties, not blends, but the distinct offering of particular growers from particular geographies whose product was then specially roasted to allow the nuances of that flavor profile to be fully experienced. A caffeinated crescendo of demand would further prompt opening of a second location and business swelled with media recognition of their coffee as “the best” in Minnesota.

In 1994, the Dunn Brothers determined to franchise the concept and two partners

(Chris Eilers and Skip Fay) became the first franchisees. Eilers and Fay opened five new locations over a three year period and went on to secure full franchising rights from the brothers in 1998.

Today, with approximately 80 locations roasting in roasts among nine states, Dunn Bros has continued to annually garner acclaim as the best in its business. While that expansion and all the media tributes to taste represent certain achievement in industry, there is so much more that equates to excellence concerning this enterprise.



After elevating coffee, Dunn Bros. is now elevating the dining experience at their locations.

THE BOLD STANDARD

Several years ago, the company created a set of protocols that governs the process, and producers, from which they procure the coffee sold throughout their locations. The coffees are from independently certified farms or cooperatives or from farms Dunn Bros

had visited for themselves. Plahn says the company partners with the most respected certifiers of sustainably grown coffees including Fair Trade, Rain Forest Alliance and UTZ Kapeh. This basically means that the coffee tantalizing consumer tastes at Dunn Bros is coming from growers who are re-



sponsibly adhering to standards of sustainable agriculture. It also means the workers who assist in the growing and harvesting of that coffee operate in full measure of the safe and dignified conditions that all humanity deserves. Additionally, the company travels to many of its countries of origin. Whether it

is South America, Africa, Indonesia or some village in a little ventured-to corridor of the world, the journeys culminate with meeting the farmers and assessing all aspects of the operation prior to making any purchase. “Our coffee can’t just taste good, it has to come from growers who are following good environmental practices ... whose employees are being treated well and benefit from the appropriate medical, housing and basic resources anyone should expect,” says Plahn.

That process has led to remarkable changes in communities throughout the world. In one case, after a recent trip to Kenya where the company discovered a fascinatingly flavorful coffee variety, it was learned that drought conditions severely impacted the residents and growers alike. Dunn Bros provided the community with an “aquapulper” a device that allows farmers to use only a tenth of the water they would traditionally use to process coffee. The only problem was that the device runs on electricity and this small town had no electrical infrastructure. Dunn Bros went a step further and through the project ensured that the power lines were in place so that today, the villagers all have access to electricity.



Provisions Café offers dishes complementing the coffee menu at Dunn Bros.

Another Dunn Bros initiative is known as Project Elevation. In this program, Dunn Bros partners with a variety of non-profit organizations striving to create healthier and stronger communities in the countries where coffee is produced. Dunn Bros customers in America may already know that each month, Dunn Bros features a unique origin of coffee, say, something originating from Uganda, El Salvador or Rwanda. Through Project Elevation, a portion of the proceeds from sale of designated coffees is directed back to non-profit organizations serving the communities in coffee producing countries. In addition to bringing greater awareness to the organizations, the contributions help make improvements to schools, homes and lives of people who often have desperate needs.

Through such interactions, Plahn says travels will often lead to company representatives being greeted by hundreds of cheering (or dancing) people for an experience she describes as “amazing” and very atypical from that most consider as an ordinary day at work. These encounters are not solely relegated to corporate leadership either. Franchisees are provided opportunity to gain

firsthand experience of the same. Plahn says this not only helps educate franchisees about coffee procurement and the principles that guide the company, but it also helps acquire greater appreciation of how their respective work is also helping to make a beneficial difference in the world.

FLAVOR IN FRANCHISING

Dunn Bros’ follows an owner/operator franchising model. As opposed to selling developing agreements that encompass, say, a whole state, the company enters into an agreement with a principal in a particular market. Depending on location, construction and real estate costs, a typical unit of 1800 to 2000 square feet costs in the range of approximately \$230,000 to \$460,000 for a traditional store in 2012. Though it is a chain, Dunn Bros prides itself as being a “non-chain” chain. Plahn says each location can be customized to reflect the nuances of the respective market in which it operates, therefore, no two are exactly the same. In any case, however, Dunn Bros provides the full range of site selection, architectural design, building and supply services on which a franchisee can depend.

The company also offers the full measure of training in all aspects of the operation, which includes coffee roasting, preparing of specialty drinks, using of accounting software or marketing tools, and more. Today, the technical aspects of the point-of-sale systems are accomplished through cloud computing systems. Basically, this means that software upgrades, product pricing and data mining can be generated to each location from a centralized network with little or no input from the franchisee. The system not only helps franchisees rapidly access marketing, sales performance and pricing data, but also enables them to focus more on the work at hand, which is delighting their guests.

And these days, customers are not only coming to Dunn Bros for coffee, some actually seek more substantial cuisine through a modification the company began testing four years ago. From 2008 to 2009, when all were hunkering down in the recession, Plahn says Dunn Bros took their profits and reinvested in the company with the idea that they could take the approach in coffee and apply it to a bakery concept. “Our goal was to elevate the food experience. We saw that all the large players were missing-out on having a high

quality food program,” explains Plahn.

The company brought in a chef and partnered with masters of meat and cheese in Boar’s Head, and soon, salads, signature dishes and fresh baked goods were complementing the deliciousness doled out at four designated locations. There are now more than



a dozen locations that have seen sales significantly increase through the menu additions, in some cases, in-unit sales have almost doubled. Plahn says the elevated food menu will be implemented in additional existing loca-

tions while new franchisees will be able to more readily benefit from this new offering.

In the same way that Dunn Bros relies on special coffee roasting equipment, the bakery also makes use of innovative mechanisms. In this case, a Turbo Chef Oven that uses the heat of circulated air to cook. The



mechanism doesn't require the same space as traditional ovens, and unlike the texture-destroying properties of a microwave, it is able to bake, and brown bread, and produce a higher quality food than is found among

other coffee concepts currently out there.

Book lovers can also find new reading flavors at Dunn Bros through CoffeeandBooks.com where customers can now find downloadable or unique hardcopy offerings whenever they visit Dunn Bros. Through this initiative, Plahn says the company wants to both encourage reading and provide a platform for bringing greater recognition to the work of writers whose titles might not otherwise be found in the customary market place. She says the program supports Dunn Bros as a community partner providing venues for hosting book clubs and special book-signing events with authors, and she anticipates that trend to increase.

Plahn also hints that more "interesting" things are to come, but without disclosing, she says the company is both encouraged and excited by their outlook on the future. She says Dunn Bros "has always strived to distinguish itself." Whether that is reflected in the taste of their coffee, their elevated menu options, the environments in which they operate or their honorable operational standards, Dunn Bros delights in being a destination where coffee drinkers can experience a bold new standard in both quality and experience.

MONEY

FUND

EXCHANGE

OFFERS

GROW

MARKETING

MARKET



Franchise Business

REVIEW

OS

COMMERCE

WTH

INTERACTIVITY

CASH

ANALYSE

BUSINESS SOLUTIONS

In his postulations on societal shifts involving science, Einstein once referred to “creative imagination” and said, “To raise new questions, new possibilities, and regard old problems from a new angle... marks real advance in science.” Indeed, some may see success in business as resulting more from experimentation as opposed to the following of scientific formula. Nonetheless, the fact remains that in the enterprising of franchise systems, the marking of real advance has come from one company’s capability to raise new questions which result in the answers that lead to new possibilities.



Principals from East Coast Wings & Grill were distinguished among the Top 50 companies who lead in Franchisee Satisfaction.

To theorize without the support of data has been called a capital mistake, and thankfully, when it comes to figures in (and figuring-out) the franchising industry, the New Hampshire-based firm of Franchise Business Review (FBR) is not only helping potential investors and existing enterprises avoid mistakes, but is also providing the data that empowers all to make wiser decisions. As the leading market research company in the franchise industry, FBR assists prospective buyers as well as respective corporate administrations through a unique, independent,

evaluation process that is exclusively based on feedback from franchise owners.

President Michelle Rowan explains the company emerged from a conundrum once confronted by FBR's founder, Eric Stites. A little more than eight years ago, Stites served in the marketing and development division of another New Hampshire firm known as Franchise Solutions. In this capacity, he was often asked questions by those who were considering making an investment in a franchise. "People would ask him questions like, 'Which one is the best to buy?' He began to



The team from FastSigns (a franchise focusing on graphic design, content management and visual communication solutions, is a 2013 leader in Franchisee Satisfaction.

wonder how to appropriately answer those questions. He could say who was growing the fastest or spending the most on marketing, but that doesn't really determine who the best is," explains Rowan.

Stites reasoned that by creating a independent system that allowed for the collecting of data from franchisees and generating a report that would provide the information sought out by investors, he would be able to offer them a greater sense of confidence and assurance that the business in which they might invest had the right people and

right systems in place. Rowan says whether the franchise involves retail, food or services, there are certain questions that every potential franchisee has prior to making an investment. After developing a survey that reflected what franchisees most want to know, the team at FBR realized they could also provide another service to corporate owners in helping them better identify perceptions as to their respective company's strengths and weaknesses.

Rowan concedes that it was far from easy to get buy-in at the early stages, and some



franchise administrations were very reluctant to have unit owners surveyed in such a process. FBR assured confidentiality, that the information gathered would only be accessible to the investors in the company surveyed, but not accessible to their competition. They also focused on the fact that any business who determines to be in for the long haul has to set correct expectations for franchisee candidates and FBR's system helps empower companies with the means to respond to those expectations.

FBR slowly grew support, and the emergence of Internet-platforms such as Amazon

Review and Yelp helped spur acceptance of the fact that people actually do form opinions of how a business operates and business owners would be wise to know what those opinions are. Of course, as Rowan notes, the problem with many platforms for customer feedback is that the content is so full of ad pages, fluff, or people bashing, that the data is not always accurate, nor necessarily helpful. FBR's mission is to provide bias-free, relevant data, which isn't construed as a stamp-of-approval or invalidation of a business. The FBR surveys provide insight as to how franchisees perceive their corporate owners are



The team from Wild Birds Unlimited earned a 2013 Franchisee Satisfaction Award from FBR.

meeting certain standards in industry.

HOW IT WORKS

FBR has gone on to conduct surveys with more than 700 franchise brands. Any company with at least ten franchisees can participate in the survey process at NO COST. Potential investors can rapidly access information via FBR's website at www.franchise-businessreview.com. The website additionally offers news and insight into issues and trends happening throughout industry. Rowans says FBR's survey is not intended to replace the typical franchise investigation

process in which investors should engage, rather, it is intended to help expedite that process and allow investors to get immediate feedback from existing franchisees.

And after franchisees are surveyed, franchisors can also receive a portion of the findings for no cost. Should franchisors elect to receive a more detailed, comprehensive report of the findings, which offers comparative analytic tools to give business owners better insight as to how their operations are perceived when measured against industry at-large, there are fees for this service. The core of FBR's business comes from the offer-



Michelle Rowan,
Franchise Business Review President



Pingpong Booth

ing of this full survey option. In other cases, FBR has assisted companies by developing customized surveys which come with specific questions designed for aspects unique to the company's growth or operational strategy.

Rowan says attributes part of FBR's success to factors arising during the economic recession, as markets became more cost conscious and risk averse, greater emphasis was placed on assessing investment strategies, particularly in the case of private equity coming into franchising. "There was great want to survey brands to better know what they were getting into and whether changes

were needed or not," she says.

Franchisors have also begun to increasingly assess the strengths within their composite of franchisees. Today, franchisors rely on FBR to help provide insight on the overall business acumen of their unit owners in accordance with their unique strategies to increase growth of their brand or overall profitability. In other cases, franchisors use FBR's services to more fully monitor just how well they're responding to the needs of their franchisees. As Rowan says, there was a time that franchisors simply wanted to sell their brand and open as many stores as they could. Today, the greater emphasis is on assuring that

each unit location is operating as profitably as it can. Franchisors are therefore using data from FBR to not only better respond to the questions from potential investors, but also to measure perceptions from existing investors as necessary to determine the strengths and weaknesses within their respective enterprise.

SUCCEEDING IN SATISFACTION

Rowan says franchising routinely offers great opportunities for entrepreneurs to enjoy the benefits of self-employment and FBR's goal is to help entrepreneurs successfully achieve their dreams. In the course of their efforts, FBR found that there are many companies who are dedicated to serving their franchisees and today, those efforts are distinguished through an annual awards program that reports on top performers.

The most recent report on franchisee satisfaction was comprised of data from 6,600 multi-unit franchisees at more than 300 franchise companies. The report helps distinguish the best brands for multiple-unit ownership. Franchise Business Review's research shows that franchise operators who



own more than one unit within a brand tend to be more satisfied overall than single-unit owners. “We’re not surprised to see higher satisfaction among multi-unit owners because profitability can play a big part in satisfaction, and multi-unit operators tend to be more profitable,” says Rowan. “What is surprising is the multi-unit operators we surveyed rated their systems higher on every



question of our survey and in every category—training and support, leadership, marketing and advertising, communication, and technology.”

To compile data for the report, FBR invited all North America-based franchise companies to participate in a free franchisee satisfaction study. All active franchisees within the participating system were given

the opportunity to answer questions ranking their franchise in the areas of financial opportunity, training and support, leadership, operations and product development, core values (e.g., honesty and integrity of franchisor), general satisfaction, and the franchisee community. The list of top 50 companies included Sotheby’s International Realty, CertaPro Painters, Snap-on Tools, 1-800-GOT-JUNK?, and Auntie Anne’s, to name some of the few. The full report and list of Top 50 Multi-Unit Franchises is available Online at www.franchisebusinessreview.com.

FBR is striving to bring greater visibility to their rewards program as they also strive to provide services to an increasing number of companies as well as the entrepreneurs who are weighing business investment options. Rowan raises a point which all is worthy of consideration by all in business, regardless of their business. “Have you had an independent, outside company ask the questions and present you with the data you should know?” she asks.

For those who would answer “No” - there may be something very telling in the answer to the only question that remains – Why not?



Long before the likes of Bing Crosby or Hoagy Carmichael crooned “Can’t Get Indiana off My Mind,” folks from there were already known as “Hoosiers” and there’s no clear explanation as to why. Some suggest the phrase came from the oft reply of “Who’s here?” when one knocked upon a cabin door. Others say it springs from the English term “Hoozer” which colloquially meant anything large. Yet, others say it comes from the Anglo-Saxon root word of “Hoo” which translates to “hill” or “high-ground,” with Hoosiers meaning “people of the high ground.” In any case, when manufacturers in aerospace, energy and other enterprise require engineered metal components, particularly springs and valves, they too have Indiana well in mind and come knocking at the door of a certain Hoosier who not only has a large reputation for quality, but also occupies certain high ground in their service to industry.



SPRUNG FROM SOUTH BEND

General consumers may often look upon a mechanism with only regard for its main, overall function. A plane, for example, flies through the air, a submarine traverses through the water, or a nuclear plant produces energy. Regardless of the primary purpose of such huge assemblies, its function is all facilitated through the functioning of much smaller components, sometimes

obscured from view, yet without them, the overall mechanism would cease to operate as efficiently, or as safely, as one might depend.

An appropriate illustration of the point happened several years ago when an airline pilot was famously forced to land his aircraft in New York's Hudson River, a maneuver prompted by engine failure occurring after impact with a flock of birds. In the course



of any mechanical operation or mechanical breakdown, a number of component systems are engaged or activated which have been designed to assist in all manner of human exploit. In this instance, there were applications regulating discharge of fuel or spring components essential in landing operations and much more, but all was deployed to help mitigate what could have been a very disastrous situation. The plane landed safely with all passengers free of physical, if not emotional, injury. For his fast-thinking and focus-under-fire, Captain “Sully” Sollenberger emerged, quite deservedly, as a celebrated

hero. Much further away, with no media fanfare or acclaim over the activities they undertake everyday; the workers at Hoosier Spring would later privately revel in the fact that their manufactured metallurgical components, which had been applied in that aircraft as well as countless others, functioned just as they were intended to function.

When product quality, durability and performance under pressure is not something simply depended-on, but demanded, world leaders in aviation (that’s Boeing, General Electric, Parker-Hannifin, Woodward, Pratt & Whitney, and Honeywell) rely on parts



produced by Hoosier Spring. In fact, almost every aircraft in the market is complemented by a Hoosier Spring product in its landing gear or fuel control applications.

“If it flies in the sky, it probably has a Hoosier spring in it,” says Bernie Taylor, adding, their products are also found among industrial valves used in major fuel pipelines on which energy companies and consumers alike rely, or relief valves critical to commercial nuclear energy plants, and are even among the components used on carriers and submarines significant in national defense strategies. `With respect to the critical ap-



IMAGINEERING™
FINISHING TECHNOLOGIES
The Industry Knowledge-Source® for Metal Finishing Solutions

Call (800) 207-2516
www.iftworldwide.com



IFT is a World Class
Metal Finishing Company
 Specializing in Plating, Coating,
 Testing, and Consulting Services



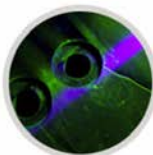
Electroless
 Nickel
 Plating Services



Dry Film
 Lubricant
 Coating Services



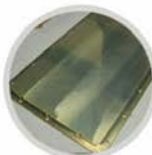
Phosphate
 Coating
 Services



Non-Destructive
 Testing & Inspection
 Services



Stainless Steel
 Passivation
 Services



Conversion
 Coating
 Services



Painting, CARC
 Painting & Specialty
 Coating Services

IMAGINEERING THANKS HOOSIER SPRING FOR YOUR OVER 50 YEARS OF CUSTOMER SUPPORT AND LOYALTY

**SOME INDUSTRIES WE SERVE: AEROSPACE — AUTOMOTIVE — MILITARY AND
 DEFENSE MEDICAL — POWER GENERATION — PRECISION MACHINING**

1302 W. Sample St., South Bend, IN 46619 USA

Toll Free: (800) 207-2516 | Phone: (574) 287-2941 | Fax: (574) 287-2970 | E-mail: info@iftworldwide.com



plications in which their products serve and awareness of the lives that depend on that service, Taylor says the approximately 100 comprising staff at Hoosier Spring take great pride in their work and enthusiastically attentive to the details by which their expertise is distinguished. Qualitative excellence and accountability should not, however, be construed as merely a corporate function here, it is more something of a family tradition.

SUTH SUCCESSION

Based in South Bend, Indiana, Hoosier Spring sprung to life in 1954 through the hard work of Jim Suth. Prior to starting the

company, Suth had worked for Bendix, a company that was ultimately absorbed by Honeywell, but in its heyday, was a dynamic, pioneering manufacturer of parts used in automobiles, aviation, appliances and electronic devices. According to Taylor, Suth toiled in Bendix' development department where they were winding their own spring, but a time came when it was determined that it would be more efficient and cost effective to outsource that function. This inspired Suth to start his own enterprise and secure the contract with his former employer. He set-up shop in his home garage, winding springs by hand, and heat-treating it in his kitchen



oven. With only six employees, Suth went on to secure new contracts, and the company coiled on to the future. Jim Suth's son, Mike, was eventually appointed to head the company and lead it through another dynamic era of growth, and today, his son, Greg Suth, represents the third generation of family leadership.

The company has come a long way from those days of the garage. Factory operations today accommodate all manner of material resource for spring manufacturing, inspection and test. In addition to specializing in cold coiling in the forming of compression springs (whether that's conical, cylindrical,

hourglass or barrel variety), the company also produces extension springs, garter springs, clips and wire forms. Coil wire sizes can range from .008 to .540 and through their semi-automatic capability, Hoosier Spring can coil up to .750 wire. Average lot sizes figure at around 200 pieces, but the company can handle significantly larger quantities too. Hoosier Spring has expertise in the vast range of both common and more exotic metals, including stainless steels, titanium, Monel K400, Rene 41, Nispan C, Hastelloy C, oil tempered chrome vanadium, chrome silicon, and much, much more. Heat treating processes have also come a long way from the



kitchen oven. Hoosier Spring, in accordance with SAE Aerospace Standard AS7003, is accredited by NADCAP, a distinction that recognizes the company's conformance to the highest production standards involving heat treating.

Yet for all its operational and material growth, staffing and market penetration, Taylor says the operational environment of Hoosier Spring still maintains a feeling of family. He attributes part of that to long-standing customer relationships, which in some cases are 30 and 40 years long, but there are also employees who have worked for the company that long too. In fact, the company has among the best employee retention rates

in the industry. In many cases, departments are led today by the sons of former department staff. Taylor says the Suth Family has always strived to instill staff with a sense that they are part of a family. "It has kept a family feel, and Mike Suth was always very big on saying, 'This is who we are... and we treat each other this way,' which meant being respectful, honest and cooperative. But we had to treat customers the same way too. And as we created partnerships inside the business, the approach to customers was also about creating partnerships, learning our customer needs and committing ourselves to fulfilling those needs on time with the right product and the right cost," says Taylor.



OPERATIONAL EXCELLENCE

To achieve their production quality and dependability in expeditious delivery, Taylor says the company encourages all employees to take ownership of their role in the company. They are empowered to make decisions and act on what needs to get done, or correct whatever is standing in the way of the job getting done.

Under Greg Suth's leadership, the company determined to strengthen its quality assurance processes by going through the rigors of training involving risk management, root-cause analysis, internal auditing and Six Sigma methodology. Taylor, a Six Sigma

Black Belt, says this effort not only helped Hoosier Spring achieve AS9100C Certification, but provided the tools to identify means of achieving greater efficiencies which result in even greater service and cost savings to their customers. According to one case study involving this initiative at Hoosier Spring, the improved production methods accommodated through Six Sigma helped the firm save more than 14 million operational-seconds per year (equating to annual savings of more than \$313,000).

"We're always trying to take on new business, but we also believe it is essential to maximize on the business we already have," says Taylor. "By becoming a lean manufacture,



by incorporating the principles of Six Sigma, we've become more efficient and can provide quicker turn around on orders without compromising on quality or increasing costs, and this has proven to be a real benefit for us and the customers we serve."

Taylor says self-examination, the continual process of performance auditing, is ingrained in all operational levels of Hoosier Spring. The focus on efficiency and innovation has helped them to better help their customers, a process that frequently finds Hoosier Springs advising on needed changes in material or design specifications so that customers receive a better product than what they even initially ordered. Taylor re-

fers to such aspects as "value-added" service. And though the company is increasingly incorporating automated elements in its production model, Taylor says that has been achieved without letting jobs go. Staff may be moved into other areas, but their position isn't terminated. "We never get rid of anybody. We find a way for them to add value someplace else. The automation allows us to better utilize our human resources so that we can, again, save customers money and make a better product in the long run. That's what we've always done, and that will never stop," affirms Taylor.

In terms of the future, Taylor anticipates Hoosier Spring to make further advances in



the industries in which it is currently serving, particularly aerospace and energy. He says the company has also recently made entry into new market segments, especially in service to the military as well as to firearm manufacturers who are increasingly relying on Hoosier Spring in their product design. He also notes the company is seeing greater demand for wire forms and clips used by the automotive industry and expects Hoosier will broaden its base in that market segment soon. Otherwise, the company is advancing its heat-treating capabilities and Taylor says as more services are brought in-house, they will be able to provide faster delivery and quality to their customers. “Having the right

quality at the right time, that’s what everybody wants,” observes Taylor.

He says by continually fostering an environment that focuses on respect for all, by constantly striving for excellence and efficiency, and empowering employees to take ownership of the processes that define their required performance, Hoosier Spring is poised to fully deliver on demand, and in measures that may even exceed customer expectations. This, in fact, has always been a hallmark of Hoosier Spring. As Taylor says, “Customers know what we expect from ourselves and they know we’re going to take care of them too.”



National Association
of Independent Schools

ILLUMINATING INDEPENDENT EDUCATION

W.B. Yeats once wrote, "Education is not the filling of a pail, but the lighting of a fire." When it comes to the igniting of intellect and sparking of ideas that lead to innovation, independent schools are excelling over public school systems. Comparative research indicates students from private schools (K to 12) are not only more likely to graduate, but go on to attend a four year college, and will typically average higher scores in every subject area of college entrance exams. Private school advocates will suggest such scoring achievements have less to do with preparing students for standardized tests, but are more reflective of efforts to prepare students to tackle the tests of life, and rest assured, the teaching model at independent schools does not merely rely on the reciting of required reading from a text book. As independent schools continue to light a fire, one organization works to fan the flames, and safeguard students and educators from being burned by forces that might stifle their spark.



For more than 50 years, the National Association of Independent Schools has fulfilled a role as the leading authority, advocate and repository of research involving educational trends and best practices for independent schools and affiliated associations. As a membership organization, NAIS is comprised by representatives from more than 1,400 private schools and associations of the United States, as well as another 250 international institu-

tions. Since 2001, Patrick Bassett has served as president of the organization. In his perspective, the role of NAIS is to provide advocacy and data (in fact, “the industry’s best data base of how independent schools operate”) to bolster their educational model and enhance professional development opportunities for schools as well as board leaders. As “a thought leader,” NAIS engages a staff of some sixty people who are primarily engaged



*Patrick Bassett,
President*



The Philadelphia High School for Creative and performing Arts (CAPA) Dance Company;

in the conducting of research and analyzing of trends. Bassett says in recent years, a theme has emerged from NAIS conferences which affirms - “there is public purpose to private education.”

“Our intent is to model the most progressive and effective means of educating young people,” says Bassett, adding that is a very transparent process which has led to dynamic partnerships with professional enterprises, civic organizations and even public school systems. For example, a number of private schools have partnered with public

schools populated by Hispanic students to help provide tutoring in English, and in the process, the Hispanic students help provide tutoring in Spanish. In terms of community engagement, studies conducted by the National Center for Education Statistics indicate that students from private schools more widely participate in community service projects as opposed to their counterparts in public schools. And whether they’re participating in environmental clean-ups, serving food at soup kitchens, or providing some other social sector benefit, Bassett says pri-



vate schools promote more than mere casual engagement. “Commitment to a larger public and the common good of a community is inherent to the educational philosophy of independent schools,” says Bassett.

C -ING SUCCESS

Commitment to the common good has helped create incredible learning environ-

ments as well as learning opportunities for private school students. For example, Bassett refers to the focus schools have placed on environmental sustainability. He says as independent schools increasingly “model what responsible citizenship looks like in terms of building, grounds and operations,” some have become so efficient in their consumption or generation of energy they’re actu-

ally delivering energy back to the grid. Yet, global sustainability is also a critical area of focus, and Bassett refers to private schools participating in an NAIS initiative known as Challenge 20/20. An online-program that allows for virtual exchange between K-12 students from schools in the U.S. with their counterparts in schools of other countries; Challenge 20/20 connects teams of students seeking solutions to one of 20 seemingly insolvable global problems. In one case, a composite of students from the Montessori School of Denver partnered with a school in Tanzania to identify solutions for reducing the outbreak of malaria. While the resolving of that issue remains critical to nations throughout Africa and other areas, the exchange between students and the process of identifying potential strategies is a critical teaching tool for all involved.

Bassett says one of the current educational trends involves recognition of creativity as an important skill. He says, unfortunately, schools are too often where creativity goes to die through a process he describes as “drill and kill.” Bassett says high-stakes testing and reliance on worksheets as opposed to hands-on training models has resulted in

increasing student disengagement, but private schools, in equipping students with 21st Century skills, have increasingly become incubators for creativity and entrepreneurship. Bassett references schools such as Aspen Academy (CO) which not only teaches traditional subjects, but constructs a curriculum with entrepreneurship as the primary theme. Students are provided with mentors and are actually tasked to create a business. In this case, outcomes involving creativity are tracked, measured and scored in conjunction with typical academic metrics.

At Cushing Academy in Massachusetts, Bassett says the school has deployed an iPad application into seminar table-tops (an iTable) which imparts cross collaboration with Internet-based research functionalities. Meanwhile, at Falmouth Academy, another Massachusetts-based private school, creativity and collaboration has prompted advancements in robotics. Students here were recently tasked with creating a submersible robot which could find an object at the bottom of a dark pond, secure a rope around it and deliver the object to the surface. The team leader of that initiative went on to secure a scholarship to MIT.



At Lamplighter Academy in Dallas, Texas, important lessons are gained as 3rd and 4th Grade students are tasked to open and operate a business involving the retail sale of eggs. This annually equates to students finding the chickens, going through the rituals of animal husbandry, caretaking of the stock and harvesting, cleaning, packaging and marketing eggs. That marketing may lead to a 3rd Grader standing near the parent pick-up area refusing to let cars pass unless eggs are purchased. Bassett says at the end of the project, data is collected in the form of profit and loss assessments, and in the case of profits, students must then determine how to invest those profits. This is an exercise that encourages negotiation between capitalist and socialist viewpoints, with some wanting to divvy funds amongst the students while others advocate for donation to charity. The students learn about a lot more than selling eggs.

Bassett also notes that in applying a global perspective to lessons in entrepreneurship or business, independent schools are also helping student redefine their perspective as to what represents value. For example, one school system recently brought

in speakers from the nation of Bhutan where “Gross National Happiness” translates as a socioeconomic quality of life indicator similar to the methods assessing the gross national product.

“Schools are exploring how to create effective citizens who are fulfilled... just as business and profit is important, but it’s only part of a larger picture,” says Bassett.

The bigger picture in terms of curriculum at independent school amounts to what Bassett calls “a revolution in education” which not only includes innovative instruction in science, technology, engineering and math, but also requires students to collaborate in producing something. Whether it is a business, a strategy for solving a problem, a complex robot or an initiative that fulfills a fundamental need in their respective communities, the idea involves moving beyond information imparted in a textbook, and applying that teaching into a workable model. As Bassett says, “A generation ago, we’d teach business and kids would fall asleep in class, but today they’re excited and engaged by creating a business.

In the model of the schools of the future, Bassett refers to certain “C’s” that drive



lesson plans: critical thinking; communication; creativity; collaboration; and character. Yet, Bassett adds another in “cross cultural competence.” He says, “It is no longer enough to understand your own identity or know your own tribe, so to speak. If you’re not competent in working with other tribes, you’re not going to be successful.”

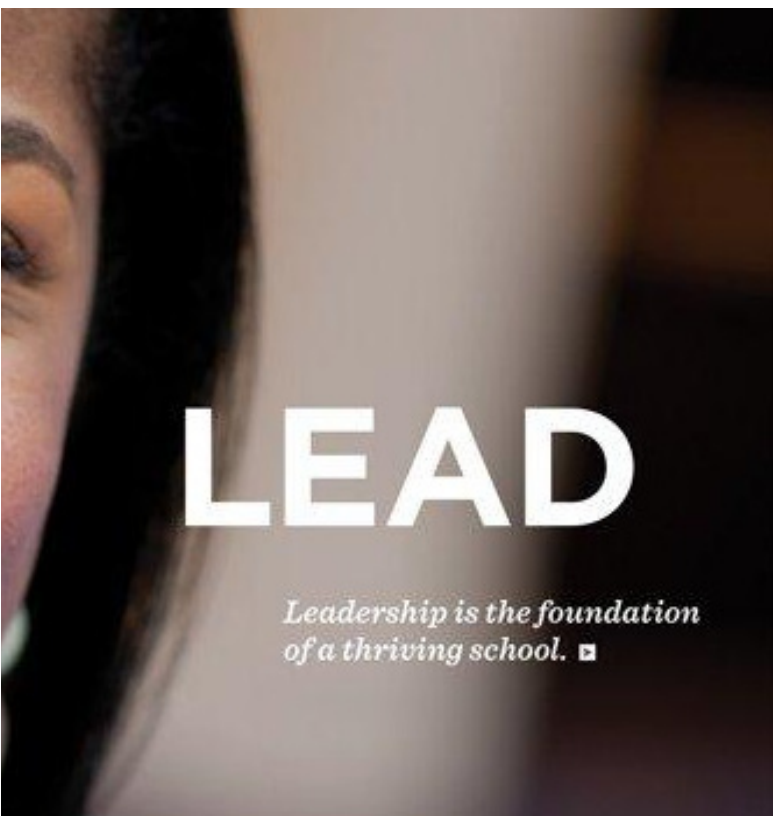
Over the course of his leadership of the NAIS, Bassett says he is especially proud to see how independent schools have become champions of diversity; how students have increasingly embraced diversity, and not just in terms of ethnic diversity, but attitudinal diversity.

SAFEGUARDING INDEPENDENCE

Bassett doesn’t mince words when offering an explanation as to how independent schools outperform – autonomy.

He says the primary role of NAIS is advocating for freedom of independent schools and fighting against measures that would lead to ineffective control.

Independent schools are empowered through their ability to define their own missions.. Independent schools enjoy the freedom of admitting students congruent with their missions, preparing or calibrating curriculum essential to the mission, and



defining the teacher qualifications and standards that is so critical to fulfilling the mission. Public schools mandate that faculty hold teaching certification, but such certification isn't regarded as the primary requirement at independent schools. For example, Bassett says private schools would prefer to see math taught by someone who earned a degree in math, who took a range of specialized courses and was passionate about the subject as opposed to someone who simply holds a teaching certificate in math education. "Someone who majored in math can be more effective in many cases than someone with a degree in education," says Bassett.

Having the freedom to hire whomever

is best suited to advance the curriculum, and providing that teacher with the opportunity to create the curriculum, is integral to the achievements being made at independent schools. In Bassett's perspective, high-stakes, standardized testing emerging in the era of "no child left behind" has undermined the effectiveness of the public sector schools. Though he is encouraged by the growth and models deployed by some charter schools, Bassett says NAIS advocates for less regulation for independent schools as well as public schools.

Bassett expresses concern for proposals to implement a national test modality, referring to it as "anathema."

"Once you codify expectations through the assessment mechanism, it removes the freedom of the school and autonomy of the teacher," he says. Should such a test be foisted on public school students, Bassett says there is potential for some to advocate for a similar constraint on independent schools, something NAIS will strongly oppose.

Present standardized tests conflict with the independent school model by distorting curriculum or evaluating a student's



understanding of a subject which was taught at earlier grade levels. The timing and test material is inconsistent with the independent school's academic strategy, yet along the way, the NAIS has frequently had to battle against efforts that would force independent schools to undergo the same testing process. "There have been legislators, or

teacher unions, that claim our students have an unfair advantage... they want us to take the same test. It's as if they're saying, 'We're miserable and have to teach to the government's tests, so why not do that to the private schools too,'" says Bassett.

While NAIS has secured federal recognition of the distinction between public



and private school educational models, Bassett says the organization's greatest struggles occur at the state level. Ohio is currently the only state that has imposed standardized testing on private schools, a move that followed after vigorous debate and was only narrowly passed. NAIS is striving to prevent similar passage in other states, since students from these institutions are already sufficiently tested through college entrance exams, and again, they score higher than students from public schools.

NAIS is preparing for a new era of leadership from a newly appointed President in John Chubb. After some 12 years of service to the NAIS, Patrick Bassett is moving

into educational consulting for the next generation of schools. He says his goals include gaining traction in the development of more "student-centered" schools nationally and internationally. During his presidential tenure, Bassett says he has been most pleased to see the degree to which information technology has been integrated into classrooms. He says access to online information has democratized educational opportunities. He says technical platforms such as the NAIS website (www.nais.org), along with traditional research, has been fundamental in imparting another very important resource for schools – data. Bassett says one of the great accomplishments of NAIS has involved persuading school leaders and school boards to make data-rich decisions versus enacting policies based on opinion.

NAIS will continue to provide the research data, analysis of trends and best practices methodology to help guide and enrich the mission of independent schools, while also serving as the voice of authority and the leading crusader in a constant campaign to maintain the independence that fosters excellence.

TURNING THE PAGE



The respected theologian and scholar Thomas Fuller once observed that there is one “great distinction” which separates great men from little men, a critical aspect essential in accomplishing almost anything - “invincible determination.” Such is the force that has fostered the fortitude of a New York-based transport and truck-services enterprise that not only determinedly refused to yield when confronting roadblocks in life, but drove so effectively forward it is renowned today as one of America’s leading bulk haulers.

A large white Page truck with a raised trailer is the central focus of the image. The trailer is tilted upwards, and the word 'PAGE' is visible on its side. The truck is parked on a wet, reflective surface in an industrial yard. In the background, other trucks and industrial structures are visible under an overcast sky. The overall scene is industrial and functional.

PAGE

TRUCKING

Whether it is the transport of agricultural and industrial commodities, hazardous and non-hazardous wastes or general freight, Page Trucking is recognized as the go-to source of solutions and is sought out today by Fortune 500 companies and smaller firms alike. With more than 100 trucks in its corporate fleet, Page also deploys a driver network com-

prised by more than 200 owner/operators. It additionally maintains more than 400 trailer and container profiles enabling it to efficiently accommodate virtually any kind of transport requirement. Its extensive network, excess in material resources and expert insight into the range of regulatory requirements overarching every kind of operational



process uniquely position Page Trucking to impart the kind of counsel and customized alternatives that connote to sparing customers from unnecessary expenditures in costs, time or worry.

Page Transportation is, however, one arm in a trucking trifecta which encompasses an additional identity of Page ETC and Exit 40 Truck and Trailer Repairs, such that when all are put together, the collective also capably specializes in truck or trailer sales, and a variety of truck-related services which includes all manner of repair or preventative maintenance. The parent company is known as

Keith Titus Corporation and it has been in operation for more than 35 years.

TITUS TENACITY

Established in Weedsport, New York, the enterprise was the hard-earned handiwork of the late Keith Titus. To put things in a proper context and more fully account of all that has been accomplished to grow the business into what it is today, Keith Titus' daughter, Piper, provides important perspective.

She explains that her father, Keith Titus, was raised in Cato, New York, on a family farm where beef cattle were raised. The



*Large enough
to serve,
Small enough
to care*



Van Every Trucking

111 U.S. Hwy 27 S., Tekonsha, MI 49092 | Phone 517-767-3018, Fax 517-767-3023



family also thrived from their running of a respected feed and grain business. Titus, with the loving mentorship of his grandfather, grew-up learning all about the trading of commodities, but he also became particularly adept in mechanics. Following high school, he went on to get certified in diesel engine repair and started working in the transportation side of his family's feed & grain enterprise. Piper says his business was launched with only a few trucks operating from a base near the family farm. Titus grew that operation one truck at a time. She says while dump work was always the bread-and-butter of his business, by the late 80's,

Titus acquired a small company called Page ETC, Inc. which then gave him capability to service other markets such as that involving the hauling of hazardous wastes. Along the way, he married and with his wife, Debbie, went on to raise two sons, Dan and Bill, as well as Piper. While his wife occasionally helped with needs at the business, more often than not, she could be found working for the local school district as a bus driver. As for Keith, having been raised on a farm, he was no stranger to hard work. He dedicated himself to tending to duties and saw to it that company staff were being equally diligent in fulfilling customer expectations.



As time passed, the company fleet expanded right along with its driver network and terminals were opened in eight other states. His was a hands-on managerial style, but he was also fair and a man of his word who committed himself to following through with anything he pledged to do. Keith Titus was the kind of man who inspired loyalty and maintained friendships once they were made. By the late 90's, Titus had more than ten offices throughout the southeast and a fleet of more than 130 trucks which serviced agriculture as well as industrial and hazardous markets. Yet, for all the health of the business, Keith Titus had begun to suffer physically from

ongoing flu-like symptoms. Tragically, misdiagnosis by doctors failed to discover he was actually afflicted with a form of leukemia and by the time this was realized, it was far too late. Keith Titus' final days were filled with illness.

The family, along with their family of employees, had tried to prepare for the transition, but this would prove difficult. While Titus had bequeathed the company to his wife who still worked as a bus driver, another woman who had served as vice president of the company had now been appointed to lead the operation. Piper concedes, at that time, the male-dominated industry may have not



to dwindle and drivers started seeking out opportunities elsewhere. During this same time, the family learned of other businesses Titus had acquired prior to his death. One company specialized in making modifications to snowplows while another was based out of Pennsylvania and had a union workforce. Piper says these companies operated at such a loss as to not only distract, but siphon profits away from the primary operations. Two years following Keith Titus' death, the business seemed on the verge of doing the same. "It became increasingly hard after my father died, and I think many people considered him as the glue that kept everything to-

more than fifty trucks and closed a few terminals... and then one day, the lawyers went to my mom and said it is time to liquidate, not sell, but liquidate all the assets," recalls Piper.

For Debbie Titus, the recommendation was just too impossible to follow. "My mom said it would be too unfair, unfair to the staff and unfair to my father," says Piper. So, against all legal advice, Debbie Titus poured all she could financially afford into the business to keep it afloat. The snowplow and PA based enterprise were closed down, some assets were sold off, money was borrowed and new people were tapped to help run



Keith Titus' son, Dan, who had been working in the financial industry. Dan was newly married and his father-in-law had extensive background in business, and even though that was more involving retail operations, he too stepped-in to help run the trucking company.

Debbie Titus stayed busy too, working some 80 hour a week between her bus route and Page Trucking. Unfortunately, things got worse before they got better. A driver was carrying a load when a tire blew, causing the truck to crash into a vehicle operated by another driver who tragically died in the accident. The matter was eventually settled

was almost convinced it would result in the close of their business. Yet, Debbie Titus pushed-on, as did her son, Dan, who eventually took over the reins of the company. Very much his father's son, Dan had been raised to understand almost all aspects of operations. Describing him as a consummate "problem-solver," Piper says Dan could readily match client needs with corroborating material resources to effectively maximize on payloads and impart solutions congruent with customer expectations. He also understood the complexities of logistics and the significance of relationships with quality drivers. Piper says he logged thousands of miles personally



visiting with truckers and logged an equal amount of mileage over the phone lines to secure new accounts. The business not only survived, but blossomed and ultimately went on to surpass Keith Titus' best year of sales. And when Debbie Titus determined it was time to find a new controller for the company, she didn't have to think too hard about who to appoint. Piper had just earned her CPA license when she got the call from her mother. "I had originally planned to work somewhere else, but my mother can be very convincing... she told me I had ten minutes to make-up my mind or she was going to hire someone else

and it would be years before I would have the opportunity again," says Piper.

ALL IN THE FAMILY

Today, for all its range of equipment, market penetration and vast network of owner/operators with which it works, Page Trucking functions as a family business. The family values of respect, trust and commitment are imparted to customers and staff alike - in fact, it is this, perhaps, that has been most integral to growing the company.

"We value every driver here as part of our family... we feel that we have an obligation



to them and we have to ensure that they're successful because when they are, everything else falls in line, and our business can be successful," explains Piper. In accounting of those drivers, Piper concedes there are some who were especially supportive when her father died, who stayed loyal to the company even when life was at its worst. As this is something that she and her family has never forgotten, Piper explains that respect and admiration for truckers isn't simply measured in professional terms, but a quality she regards as profoundly personal.

In helping to ensure that drivers stay suc-

cessful, Page Trucking went as far as establishing a million dollar fund at their local bank to assist those who might need loans to purchase new equipment. Piper explains that a number of drivers had encountered problems when they tried to access small vs larger financing plans. Banks might offer financing in the \$100,000 range, but not necessarily for smaller purchases of \$30,000 and less. To bypass that issue, Page Trucking created a low interest program specifically to accommodate the needs of these truckers. "One of the rewarding aspects of our job is getting to help people start or grow their business," says Piper. The program has allowed owner/operators to expand their fleets or invest in their own trailers and build equity in their small business.

On the operations side, where as some transport companies are investing heavily in the purchase of sophisticated monitoring technology to systematically track and measure driver performance, Piper says Page Trucking relies less on such processes, likening it to micromanagement. She says the company places more value on investing in quality people than quality technology. Technology is essential to company opera-



tions, as Piper explains that the operation went digital years ago, but the significance of technical systems are never viewed as more important than the human assets. By working toward their success, maintaining honest and frank atmosphere of respect and understanding of expectations, and empowering drivers to fulfill their duties, she says Page Trucking has fostered a team that is highly loyal and high achieving. This, in turn, has helped the company maintain long term customer relationships.

“We’re very cooperative here and that carries over to the customer... and when we make a commitment to a customer, our team

will follow through,” says Piper.

Page Trucking’s ability to “follow through” is a byproduct of the fact that it maintains such an extensive array of transport alternatives. With more than 400 trailers and containers of every shape and purpose, Page Trucking can effectively deploy solutions for every kind of customer need. Yet, their knowledge of equipment may only be outmatched by their knowledge of regulatory mandates governing all forms of material transport. In addition to staying at the forefront of changes that impact the industry, Page Trucking is equally rigorous in maintaining quality of its equipment. Page Trucking goes above



and beyond federal guidelines by conducting quarterly fleet inspections. Maintaining their equipment is another vital aspect of maintaining customers. “Customers know what to expect with us,” says Piper. “We may not have the lowest rate on every bid, but we’re not the most expensive either, and in the long run, we help save customers money. Other companies can charge less, but then can’t provide the trucks, or meet the schedule, or always break down and that downtime has a cost. Our focus is getting the right specifications of equipment in place, on time, where it needs to be, to get the highest payload and benefit for the customer.” As for the future, Piper

says Page Trucking’s approach relies more on attraction than promotion. “We don’t chase,” she says “Our focus is to continue serving our core customers... as their business has grown, our business has grown by staying true to their needs.”

Otherwise, she says Page Trucking will continue to rely on the same principles that have helped deliver the company to where it is today. By constantly refining its operational processes, maintaining an extensive range of material resources and dedicating itself to the success of its human resources, the legacy of Keith Titus is alive and well in this titan of the trucking industry.



Power Group of Companies

POWERFUL PARTNER IN BUILDING

Author Ayn Rand once suggested that much achievement can arise from much thought, and when you fully understand what you're doing, she said - "that's real power." In the arising of great homes as well as commercial and municipal structures throughout Canada, the achievements made by many contractors follow considerable thought about design, material applications, and of course, who they should work with to get the job done. When it comes to walls and wall surfaces, there is one company who so fully understands what it is doing that it's wielding of power is not simply reflected in expertise alone, but also in the very name by which it is identified.

It has been said that one of the problems with the world is that too many build-up walls when they should be building bridges, but to his great credit, Ron Rosevear realized a way to do both. After establishing a firm that specialized in drywall installation, Rosevear and his team successfully grew the operation to encompass such a range of services and connection with Canada's community of professional builders that his enterprise is recognized today as one of the most dynamic and leading authorities in its industry.

The Power Group of Companies, comprised today by three succinct service specialists in Power Drywall, Power Drywall Interior and Power Wall Systems, began in 1980 with the company's incorporation in British Columbia. Since that time, the company has grown considerably in capability and size, and has been involved in some of the most sizable construction projects known to the province, but Power Group's General Manager, Vic Semenov says it continues to both function and foster the feel of friendliness



University of British Columbia - Pharmaceutical Sciences Building
This 133 million dollar, 246,000 square foot state of the art complex, which will encompass all teaching, learning and research of the Faculty of Pharmacy.

and familiarity just as one might expect of a family-owned and managed business.

But, just as the name might imply, this company resonates with a certain formidability born through its integration of service offerings, professional partnerships and the collective expertise of its workforce which typically measures more than 250 people. Intent in their effort to instill the aesthetically alluring aspects of timeliness and quality in all that they undertake, Power's precision has

been exacted in applications among custom single residences, multi-family low-or-medium-rise and high-rise as well commercial, institutional and industrial structures.

OPERATIONAL EXPERTISE

After more than 30 years of operation, the Power Group has acquired such efficiencies and insight in the range of material resources which can be deployed to meet the demands of almost any structural requirement that it

is continually sought out by leading architects and contractors of Canada. Depending on the project and its location, Semenov explains that the work is typically relegated to the direction of one of the corporate entities.

For example, Power Drywall primarily focuses its efforts in the lower mainland of British Columbia whereas Power Drywall Interior serves the interior and extending geographic regions. In either case, in its capacity as a non-union sub contractor, Power specializes in the supply and installation of structural & light-gauge steel stud framing, thermal & acoustical insulation applications

for both walls and ceilings, a complete range of interior finishing products and more.

Power Wall Systems, on the other hand, is a specialized provider of lightweight “Cold Formed” and structural steel framing, load-bearing and non load bearing prefinished wall panel systems that are utilized in exterior and interior walls for mid-rise residential and commercial buildings, used together with a variety of floor systems.

In this realm of service, Power has garnered distinction as an innovator by providing alternative building solutions that depart from traditional modes in concrete

Your Ultimate Teammate





PROUD BUSINESS PARTNER TO POWER DRYWALL GROUP SINCE 1997

<p>Over 165 professionals serving you in South Surrey, Vancouver and Kelowna</p> <p>www.knv.com</p>	<p>VANCOUVER OFFICE 8th floor – 1285 West Broadway Vancouver, BC Canada V6H 3X8 Phone: 604-736-2571 Toll Free: 1-800-761-7772 Fax: 604-736-4280 Email: info@knv.com</p>	<p>SOUTH SURREY OFFICE 200 – 15300 Croydon Drive Surrey, BC Canada V3S 0Z5 Phone: 604-536-7614 Toll Free: 1-800-761-7772 Fax: 604-538-5356 Email: info@knv.com</p>
		<p>KELOWNA OFFICE 100 – 620 Leon Avenue Kelowna, BC Canada V1Y 9T2 Phone: (250) 861-5300 Toll Free: 1-800-761-7772 Fax: (250) 861-5376 Email: kelowna@knv.com</p>





Independent Member Firm of DFK International
 A worldwide association of independent accounting firms

Members of the Institute of
 Chartered Accountants of British Columbia 



University of British Columbia - Main Circulation

Distinctive esthetically pleasing angular ceilings, utilizing natural wood, drywall, acoustical, and metal components.

construction without compromising on the strength and integrity their customers not only depend on, but demand. Power's construction systems were devised after years of rigorous testing and have secured superior ratings complicit with seismic, acoustic and fire/smoke-safety standards.

In the engineering of lighter structures, foundations can similarly be lighter, and the structure can still function despite less favorable ground/soil factors. As these sys-

tems rely on factory-controlled pre-assembly processes followed by on-site installation of assembled units, projects are completed with greater speed and efficiency. Semenov says that all of these factors combine to help spare customers from costs, time-delays and headaches. In fact, there are plenty of engineers who would validate that perspective. As John Siefken of Siefken Engineering affirms, "Power Wall Systems Limited offers building systems which are extremely strong,

non-combustible, light-weight, economical, and have no shrinkage problems. They are the first choice for low and intermediate rise buildings.”

Dan Finelli of Millennium Engineers further observes, “The most amazing aspect of Power Wall Systems is the speed at which an entire building structure can be erected. This results in cost efficiency since many of the other trades can start their work immediately following”

Beyond Power’s innovation and expertise, the company also maintains an impressive record in safety. In 2007, Power achieved a Health and Safety Certificate of Recognition, which recognizes the firm’s dedication to employee education and training, as well as their adherence to best practices and procedures in safety. Semenov explains that safety is consistently emphasized through frequent orientations at job sites as well as Power’s routine staging of “toolbox” safety meeting and monthly corporate safety meetings. Training includes adherence to protocols of the Workplace Hazardous Materials Information System, standards that help prevent impact from the handling or application of hazardous materials. They

also employ service from a Trade Safety Coordinator who specifically works to mitigate the potential for accidents. When deficiencies are found, Power is quick to respond, and when safety standards are being fully met, they are also quick to reward. As much as that reward is about reinforcing positive behavior, Semenov says the company cares about its workers and wants to see each return home safely to their family at the close of each day.

POWERFUL LEGACY

Today, examples of The Power Group’s professionalism and craftsmanship are evidenced among some of the most impressive structures of Canada. Through its relationship with The Guarantee Company of North America, Power is capable of deploying millions in financial bonding capacity when such is needed; another aspect that often offers another measure of comfort to their clients. And those clients, as well as the architectural array of achievements which exist today, can all speak to the quality work of the Power Group of Companies.

Semenov says that the Power approach to any job follows what he calls “the 4-E Prin-



Rose Place, Victoria, BC

principle” – “It must be efficient, effective, expedient and economical.”

He could have just as easily added another “E” for excellence because this has been a hallmark of Power’s handiwork. Such is reflected in the University of British Columbia’s Pharmaceutical Building, a six-story structure encompassing almost 23,000 square-meters of space which achieved gold certification in being built to LEED standards and has been recognized by a number of local and international awards.

Power also participated in the building of

the BC Institute of Aerospace Technology, and garnered industry awards for their work involving the ceilings of Starlight Casino and Earth Sciences Building at the University of British Columbia. From commercial jobs such as that for Sears Canada, or Electronic Arts’ impressive video games studio, or the Sarah McLaughlin School of Music and offices to any number of private homes and condominium high rises throughout British Columbia, Alberta, Ontario, and so much more, the Power Group has been so integral to so many projects and partnered with so



*University of British Columbia - Interpretive Centre
The black metal celebration ceiling (manufactured by CGC/UsG)
as it complements the surrounding finishes.*

many builders, that its significance to industry in Canada cannot be overstated.

Its newest foray into the pre-engineered building industry has added yet another area for which the organization can exhibit its 4-E Principle in management, design, manufacturing and logistics. After much scanning of the global building environment, the Power Group management team (led by Kevin Amyot) identified the residential housing sector of emerging/established economies as the next area of investment for the company. While staying true to its core competen-

cies, Power has begun to export its Canadian building technology to a hungry global market. “Diversification is a key strategy to our growth plans” says Semenov. Power’s International Development team believes there is space on the global stage for its products and services and is rapidly making its way to the front of the pack.

The talent, tenacity and team spirit of Power Group of Companies combine to leave a powerful testament to capability in construction.



**Trucking
Enterprise, Inc.**

Virginal Venerability

Henry Ford once said "most people get ahead during the time that others waste."

In the Virgin Islands, the ability of one enterprise to grow over time has been largely helped by the waste from others.



Hurricane Season will officially begin on the first of June and forecasters anticipate that this year will yield an above average array of storm events. Of course, residents and businesses of coastal communities are accustomed to annually preparing for such weather phenomenon by stocking-up on supplies and developing strategies to mitigate potential impact, but even the most organized can often be caught off guard by unforeseen occurrences. The Philosopher Epictetus once observed that the most skillful sailors do not gain their reputation by navigating among silent seas, but rather through storms and tempests of life. Validation of that very point can be found in the Virgin Islands where one company's recog-



nized skill and expertise ultimately emerged through its efforts to help the territory following the devastation from a hurricane.

As the northwestern links in the chain of the Leeward Islands, the American territory of the Virgin Islands (comprised by St. Croix, St. John, St. Thomas and Water Island) occupies an oceanic expanse that separates the Atlantic from the Caribbean Sea. These islands impart idyllic bliss and beauty in sunset strolls along the sandy shores of beaches, hikes along nature trails and underwater scuba excursions. It also has ample offerings for lovers of history as well as for those with

modern passions for shopping, dining and other recreational diversions. It has been described as an island paradise made home by some of the friendliest and most hospitable people that travelers will ever encounter, yet sometimes, in fact, too often for some, these islands are visited by weather systems seemingly intent on destroying so much of that paradise. This was certainly the case in 1995 when Hurricane Marilyn roared through the Caribbean and exacted a toll that claimed more than a dozen lives and more than \$2 billion in infrastructural and residential destruction.



Lenore Lee Edgecombe, CPA, PC offers a full line of business consulting, management advisory services and management information services.

- ✓ Financial Planning & Preparation
- ✓ Accounting & Auditing
- ✓ Payroll & General Ledger Bookkeeping
- ✓ Consulting

Lenore Lee Edgecombe, CPA, PC offers a great line-up of services to include bonding, IRS support, taxes, payroll, litigation support, auditing and consulting. In addition to these we offer the following: bank loan reviews, evaluations and reports.



 **LENORE LEE EDGECOMBE, CPA, PC**
Service you can bank on.

Tel: (340) 777-3101 | Fax: (340) 777-9875
Email: lenore@edgecombecpa.com
www.edgecombecpa.com/



Yet, having frequently encountered ordeals from such weather onslaughts, the people of the islands are imbued with a rare kind of resilience and operational tenacity. They pick-up the pieces, make the repairs and move forward. A company known as A9 Trucking Enterprises has been critical to that process, but to be sure, its services have not been limited to after-storm activities, for it also provides a vital function to everyday life in the islands.

To put that in proper context, A9 Trucking's President, Jimez Ashby explains how

the enterprise was began by his father, Lester Ashby. Ever the entrepreneur, Lester had formerly established a company known as Vitronics which specialized in the repair of televisions and office equipment. He was also a dedicated father who raised nine children. That progeny was comprised by Enrique Ashby, Dexter Ashby, Jimez Ashby, Ariel Ashby, Dr. Bernard Ashby, Ian Ashby, Dr. Charity Ashby, Lester Ashby Jr., and Ashley Ashby. These, the Ashby-nine, were well in Lester's mind when the family launched A9 Trucking, a company that initially offered

hauling services involving light-trucks that primarily served the construction industry. Those trucks would come in handy by hauling debris and helping clear roads after Hurricane Hugo hit St. Croix in 1989. The business and its services expanded over the years, but in the wake of devastation by Hurricane Marilyn, Lester Ashby realized the territory was also in need of other important services, in this case, an effective and efficient means of transporting water. Furthermore, there was need for larger trucks and earthmoving equipment to properly and expeditiously advance recovery efforts. In the chaos of

that era, A9 Trucking Enterprises and Heavy Equipment Rental sprung to action and proved vital to the territory struggle to return to some sense of operational normalcy. As the company went on to provide water delivery, waste & debris removal and heavy equipment rental services, Lester Ashby and his family soon encountered another blow more devastating than any weather system wind. Lester's son, Enrique (Ricky), who had worked beside his father to grow the business, tragically died in an accident. Now for his part, Jimez Ashby was an exceedingly gifted athlete who excelled in track & field as

YOUR **BEST** FUELING EXPERIENCE IN THE CARIBBEAN

TRI
ISLAND
ENERGY
...fueling the tropics family style

- *Quality Products • Excellent service*
- *Marine Diesel & Gasoline*
- *Generators • Equipment*



Complete Diesel, Gasoline Sales and Delivery.

CONTACT: John Feola • EMAIL: John@TriIslandEnergy.com • CELL: 340.643.4900
PH: 340.774.FUEL(3835) • FAX: 340.715.3835 • TRIISLANDENERGY.COM



well as football throughout his high schooling in the islands. He also possessed academic strength, no doubt supported by his efforts in assisting with the electronic repairs at Vitronics when he got out of school each day. Jimenez ultimately earned simultaneous scholarships in football and track & field to Norfolk State University in Virginia. He went on to earn distinction as an All American athlete, but also earned a degree in electronic engineering. Following his brother's untimely death in 2002, Jimenez would step-in to fill the void, bringing the full measure of his mental prowess and well-honed will to win.

A NEW ERA

Under the leadership of Jimenez Ashby, A9 Trucking Enterprises and Heavy Equipment

Rental evolved from light and heavy material hauling, demolition, waste and debris removal and heavy equipment rental to now perform other vital services. He partnered with other professionals to launch a new recycling enterprise and added a new division to A9 that specialized in the management of landfill operations. Ashby secured certifications by Solid Waste Association of North America distinctions awarded to landfill operators who adhere to the industry's highest standards of operational safety and environmental integrity. Over the time that followed, A9 won government contracts to manage and operate the Bovoni and Anguilla landfills on the islands of St. Thomas and St. Croix.

The managing of landfills is a complex



process in the islands due to the scarcity of space and certain geologic properties often evidenced more by hard rock than soft soil. As Jimez says, “space is gold.”

“We don’t have the luxury of lots of land space on an island that is only 32 square miles. Every inch of space is gold and dirt is gold, but since there is so little space and so little dirt, one has to be very precise and there’s no room for making mistakes,” says Ashby.

In respect to the area landfills, it deserves note that regulatory compliance deficiencies occurring prior to Ashby’s management contract led to scrutiny by the EPA who advised it necessary to make a number of changes to bring the landfills up to standard. Ashby anticipates the territory will move toward

systems that allow for the capturing of waste to convert into energy, but for now, the VI Waste Management Authority (VIWMA) has contracted with the Georgia firm of Oasis Consulting to design landfill closure plans.

Meanwhile, A9 continues to focus on the core services it has long provided to the territory, and it is still what Jimez calls “a family affair.” Though Lester Ashby has recently been contending with health concerns, the values and principals he routinely promoted to his children continue to be fostered in all operational aspects of the company. In reflecting on those values, Jimez says his father always insisted on keeping customers happy. “He taught us the customer is always right and we always have to be polite,” says Jimez.



And should a break-down occur, Jimez says his father taught him of taking the time to listen, to gain an understanding of the customer's problem and then do whatever is necessary to make it right.

For those familiar with less desirable attitudes of certain latitudes, the Caribbean is an area where one may often hear "soon come," an expression that means something may be completed or accomplished sooner or later, with no definitive time schedule, an aspect of life also known as "Island Time." Yet, in the midst of such local factors, A9 and its dedicated staff adheres to another appreciable quality in being prompt, on-time, following-through with scheduled plans and completing duties in accordance with schedules too. Again, anyone living or working in the Caribbean understands what an impor-

tant quality this is in enterprise there. Recalling an expression of his father, Jimez say, "The early bird gets the early worm."

Another advantage of working with A9's team is their unique understanding of environmental conditions of the island. In addition to investing in the appropriate equipment and material resources for land clearing, transport, demolition and debris removal of all kinds, the company also carries the insurance should any accident occur on a job. Some operators don't carry such insurance, so, for example, should a rock roll down a hill and damage a structure during the course of some land clearing project, or should some debris fall from a truck and damage a passing motorist, the offending operator may not possess the financial means of making up for that damage. This isn't the case with A9, and



Jimez explains that the company and its clients benefit from an extensive insurance plan that covers the firm whether it is going to a job, or on the job, or leaving a job.

Another aspect of island life is not necessarily having ready access to parts when mechanical systems break down. Jimez says it isn't like Miami where one can simply walk into any number of stores and purchase a desired engine part. In the island, one might need to catch a plane to go acquire the part elsewhere or wait for it to be shipped-in by boat. There are costs associated with either case and these often get passed on to the consumer. A9 counters such factors by maintaining a well-supply of parts and materials to maintain equipment. And that equipment they rent is also well-stocked, from excavators, backhoes, dump trucks and dozers to

wheel loaders, semi tractors, dump trailers, bailers & crushers, generators, compressors, and lots more. Yet, beyond all their heavy duty equipment resources, A9 is further driven by a diligent, devoted and dedicated team of more than two dozen employees whose desire to serve customers may only be outmatched by their care for the islands and the people of the islands.

The A9 team's ability to accommodate so many needs and provide such a range of services has led to the company's popular tagline – A9 Anytime. While the Virgin Islands represent a wonderful place to visit anytime, when there's work that needs to be done or equipment needed to get that work done, A9 Enterprise staff and management team is prepared to help anyone, at any time, all the time.

Photos by Joe Darwal and Rob Pesicka



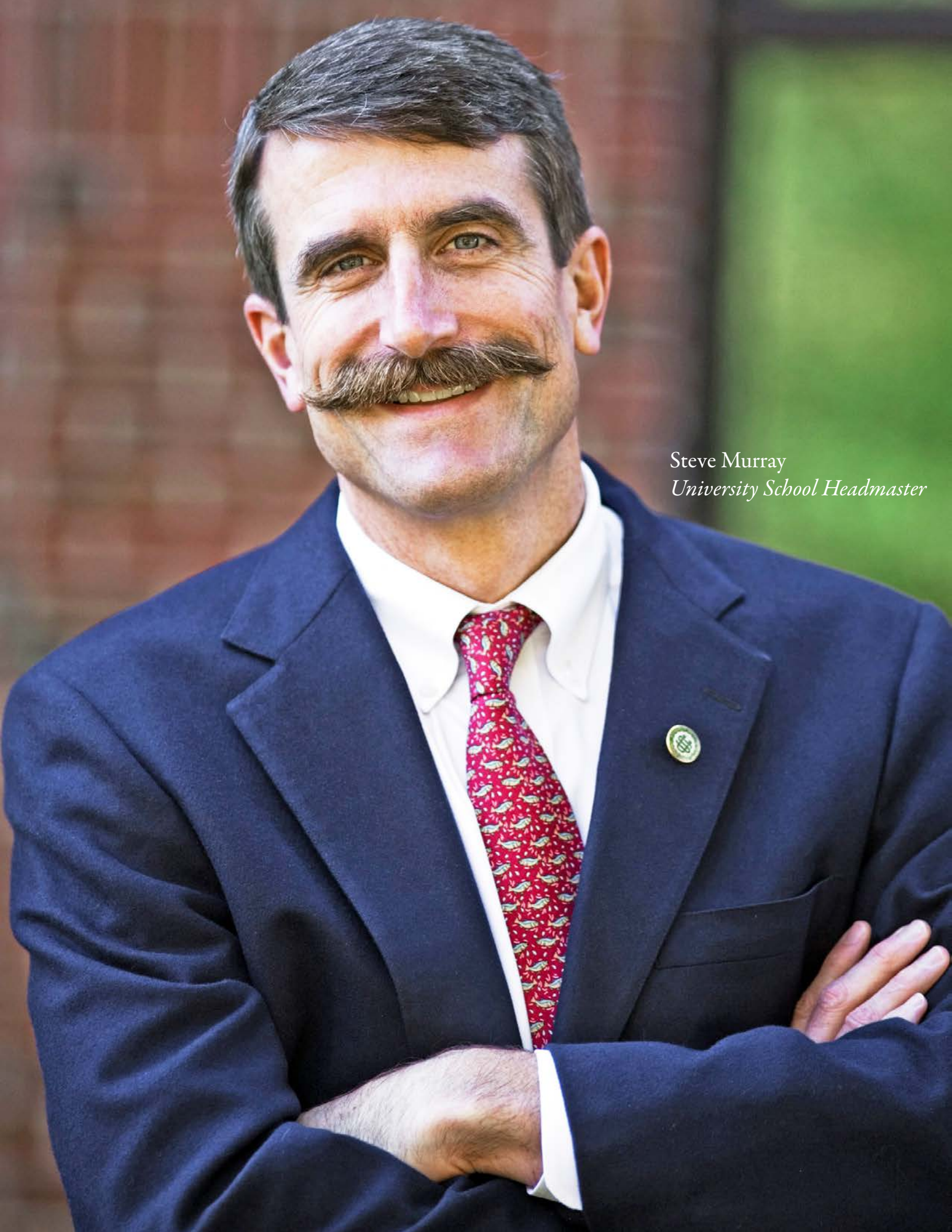
A MOMENT OF TRUTH IN EDUCATION



UNIVERSITY SCHOOL



In dollars doled out to schools, America spends more than any other of the leading economic superpowers, yet student scores in math or science routinely rank behind other countries and gaps in skills contribute to millions of jobs going unfilled each year. Disappointing performance outcomes have recently coalesced with budget shortfalls to prompt historic levels of public school closings throughout the country with a lot of finger-pointing to appropriate blame. Amidst public debates, there is equally contentious and questionable proposing of legislation to correct course, but when all that combines with recent headlines of cheating scandals, professional teaching deficiencies and incidents of violence, there is seeming veracity to widespread assertions the education system is broken and in-need of repair. While easy fixes are elusive, one means of correcting a wrong is to look to the example of what is right. In the case of University School in Cleveland, Ohio, students are encountering a character-building model and curriculum complemented by certain moments of truth that help lead to a lifetime of success.



Steve Murray
University School Headmaster

When it was established in 1890, University School, in Cleveland, Ohio, was distinguished as America's first model of an education reform movement that called for creation of what were then known as "Country Day Schools." Such institutions were specifically designed and enriched by fostering the educational and experiential qualities observed among the nation's top college-prep boarding schools, yet with these, students would return home to their respective families by the close of each day. University School was founded by Newton M. Anderson, an educator who believed that the classic education model was not only ineffective, but abysmal in adequately preparing students for emergence into industry leadership. Anderson persuaded some 70 people from Cleveland to put-up the funds which led to the school's original development on a ten-acre site situated at the intersection of Hough Avenue and East 71st Street in Cleveland. Marketed to exclusively cater to boys from 5th to 12th Grade, University School had more than 100 applicants before construction was even completed. Anderson maintained that beyond traditional studies, students would benefit from having firsthand experience in a

variety of tradecraft, so in addition to the typical classrooms, the school housed a machine shop, carpentry center and its own forging operation. Athletics were also viewed as essential and the school came equipped with a gymnasium and aquatic center. With such infrastructure, Headmaster Anderson along with the faculty of University School went on to establish an environment where the academic agenda not only promoted mental, manual and physical prowess, but also rigid adherence to a code of conduct imbued by the concepts of responsibility, loyalty and consideration.

We are proud to partner with University School to help build the next generation of global leaders

oswaldTM
Focus Forward

Property & Casualty | Group Benefits
Personal Risk Management
Retirement Plan Services



www.oswaldcompanies.com



After more than 100 years of service, expansion and national recognition, University School is continuing to instill excellence and its thousands of graduates can be found today fulfilling leadership roles among businesses, civic institutions and communities alike.

Accredited by the Independent Schools Association of the Central States as well as the Ohio State Department of Education, University School is still private and its stu-

dent population is still exclusively male, but instruction is conducted today on campuses in Shaker Heights, Ohio, (for grades K through 8) and another encompassing some 221 acres in Hunting Valley (for grades 9 through 12).

INSTILLING CONFIDENCE AND CAPABILITY

How well does University School measure against others? One might consider their



SAT Critical Reading Scores or SAT Math Scores, both exceedingly surpass state and national averages in either category. In fact, over the last five years, University School has averaged ten semifinalists (and 11 commended scholars) for national merit distinction, a process that customarily includes up to a quarter of its senior class. Then again, its students also excel in the arts, with performances staged by the theatre department, glee club, orchestra or jazz band, and the art-

istry of those students whose works on canvas and other media has equally commanded recognition. Academic and artistic acumen is also complemented by notable athletic accomplishment of all kinds; in football, baseball, hockey and soccer to wrestling, track & field and swimming. Other champions have emerged from an equally competitive composite of orators who comprise University School's award-winning speech & debate team. Yet, for all of that recognition and the vast displays of victory, parents may find greater satisfaction in another crucial statistic concerning students – every graduate (yes, 100%) go on to attend a four year college, and in many cases, the leading affiliates of the Ivy League. And upon emerging from these environments, University School Alumni can be found interspersed among the wide range of enterprise. Examples include: Dale Adler, an M.D. in Boston who has garnered recognition as one of America's leading cardiologists; Nick Petty, the principal of a Cleveland charter school striving to transform lives of at-risk urban youth; Carl Sjogreen, a former Google Executive who went on to become Director of Product Management at Facebook; and entrepreneur

Dan Moore, who, in overcoming the grief of his daughter who tragically died in a skiing accident, went on to invent high-tech padding now found in helmets used in the military.

In reflecting on these names and countless others who are today fulfilling important leadership roles in their respective careers and communities, Stephen Murray (University School Headmaster since 2005) says many alumni often return to share their stories on how University School equipped them with not only the skills, but the confidence needed to succeed in life.

THE ONLY QUESTION THAT BEGS ANSWER - HOW DO THEY DO IT?

In response, Murray focuses on the school's mission statement, which is more of an operational mandate to develop "promising and motivated boys into accomplished and independent young men who aspire to make a difference in the world." The statement acknowledges the rigorous nature of the programs, facilitated by supportive faculty striving to promote excellence, but it additionally notes, "We believe these goals are



best achieved in a diverse community where tradition is valued and where every boy is known and loved."

"That is really at the forefront of our minds here, and it is not just something that sounds nice when you read it like a quaint line," says Murray. "For us, it means much more than that... it's what drives good teaching, mentoring and role modeling... character development all starts with a caring and trusting relationship with an adult."



Murray goes on to explain that whether a student confronts an obstacle in academics or in athletics, his ability to overcome challenges is greatly influenced by the role of an adult mentor. “The whole concept of confidence and belief-in-yourself stems from that,” he says.

Focusing on what Murray calls “moments of truth” is the bedrock of the school’s mission. “We always have to be excellent, but there are certain moments when we abso-

lutely cannot compromise, there are certain junctures in a boy’s career where his emotional connection to the school is formed for better or worse.”

“Those moments include that point of admission, or when a boy encounters disciplinary, academic or emotional difficulty, or when they are transitioning from lower school to upper school ... there are a series of points where we absolutely can’t miss it because it is so important.”



Murray likens the process to teaching someone how to swim. “I tell faculty, don’t give the boy eighteen things to think about, like you’re elbows need to do this and your hips need to turn while your legs and feet do that, no, just give him two things to think about, what his hands need to do and what his feet need to do, and the rest will fall in place,” he says. In such moments of truth, Murray says the faculty understands that they have to be fully present, fair and sup-

portive. “These are critically important moments when you just can’t compromise ... if the boy knows there is an adult there every time with the right message, right advice, and the right support, it will help drive his commitment.” Commitment is an integral aspect of the University School environment. Students and faculty alike are held to high standards of performance. On the faculty side, University School benefits from allowing teachers the opportunity to perform

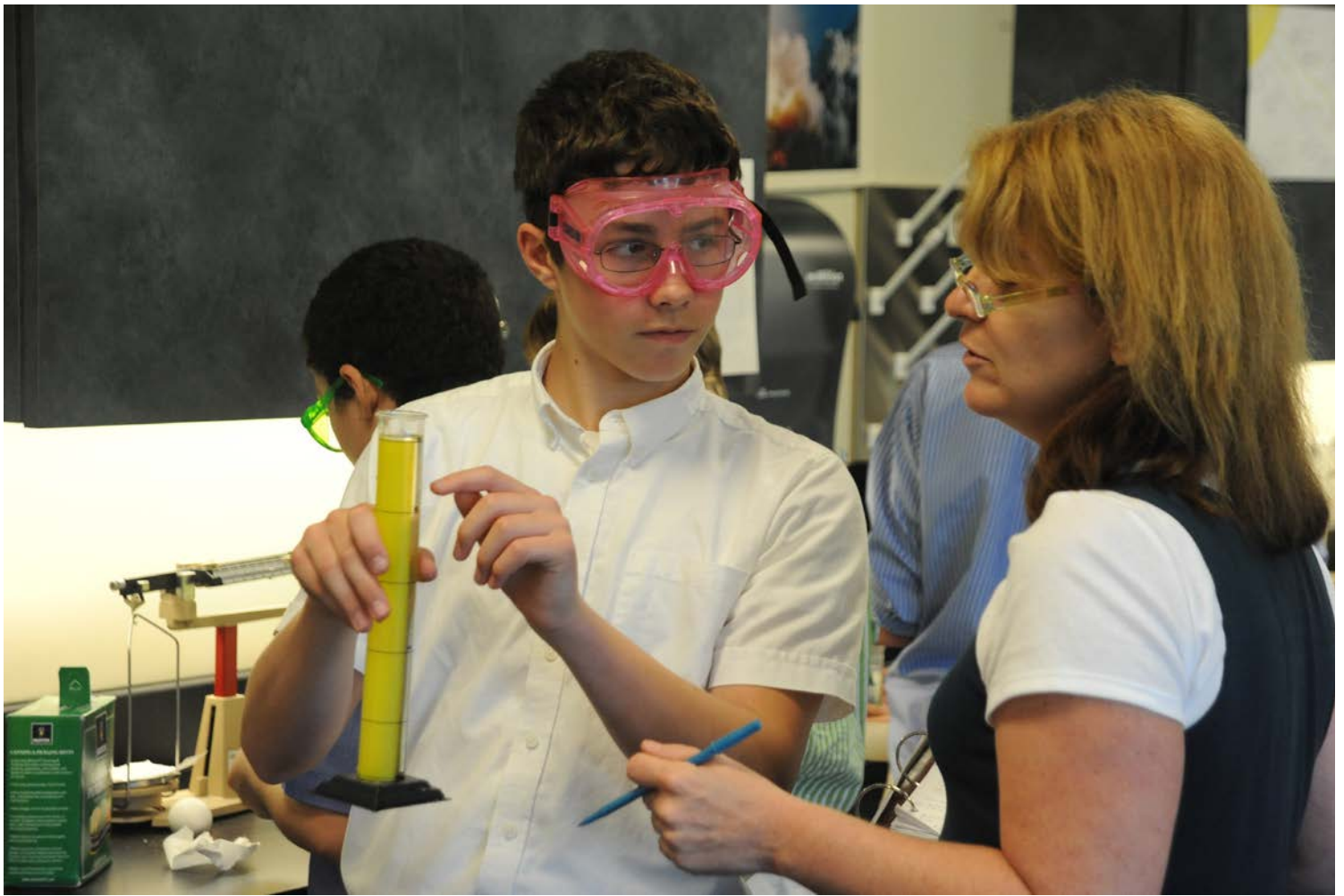


with a degree of autonomy that is atypical of the public school system.

For example, when a deer was recently struck by a car and found dead on a nearby highway, the school's biology teacher along with a composite of students went out and dragged the carcass deep into the woods surrounding the school. They set-up motion detector cameras and systematically monitored the process of decomposition and took note of the various wildlife that interacted with

the carcass over a period of weeks. The project wasn't the kind of thing one might typically find on a class syllabus. One of the students was so intrigued by a coyote filmed during the experiment, he successfully went on to secure a grant that is now allowing him to tag a coyote and track its movements through the suburban landscape in conjunction with another research project.

This is just one example, but to Murray's point, the faculty at University School has



the freedom to take advantage of teaching opportunities. “Public schools don’t get to have that degree of autonomy, and we’re in an unusually fortunate position. My teachers work longer hours for less pay than many of their colleagues in public school, but they love their work and the freedom to create curriculum,” says Murray.

He also notes that it may be difficult, or impractical, to apply what University School does in public school setting while noting his respect for all that public schools do under adverse conditions. In his view, schools

would benefit by more greatly empowering principals and faculty. “What motivates our faculty is the autonomy they have, the ability to go the extra mile, the ability to work longer, and not have a union representative tell them it is time to leave work and come back on Monday morning. Our teachers are thinking about their classes twenty-four/seven... They have a big commitment to the school... and great schools start with great teachers,” says Murray.

For students, University Schools offers plenty of opportunities for learning outside

of the classroom, whether that means participating in local community service projects, going on student exchange programs to destinations like Asia and Africa, or taking part in any number of other programs. The school's Entrepreneur Institute annually involves more than a dozen students who fulfill summer long internships at various companies. The initiative allows them to shadow a CEO and actually fulfill a role by taking on some of the work of the company. Jude Gingo, a senior recognized as one of University School's top scholars (and top player on

the soccer team too) recently completed an internship for a tech-start-up called "Quid." Gingo calls the company's creation of a virtual market place as something that is a cross between Ebay and Craig's List. Conceding that he has "always had a passion for business," Gingo says the program gave him the opportunity to assist in creating the website, perform comparative analytics of other web platforms, participate in sales meeting, and perform a variety of business-related tasks. He actually plans to return to Quid this summer. Otherwise, Gingo is currently weighing





options for further education, with University of Pennsylvania, Washington University in St. Louis and Georgetown University comprising his top choices.

In reflecting on his school experience, Gingo says his “greatest regret” was not participating more greatly in the range of activities earlier on. He says that he spent much

of his time focusing on core studies, but last year, after determining to get more involved, he soon realized how much he had been missing out on. “One of the things that helped me is that no matter what you’re interested in, it could be business or science or something else, there is always someone to help you beyond the core curriculum. The



teachers here are passionate about helping you, and if you're interested in participating in different projects, there are opportunities outside of the classroom," says Gingo.

FUTURE DEVELOPMENT

University School is currently engaged in a capital development campaign that will

help it transition from great to greater. Murray says this new phase of strategic planning includes not only new academic opportunities, but also greater opportunity for access. Annually, the school already awards \$3.7 million in partial, need-based financial assistance to more than a third of its students. Murray says all are striving to ensure that there is maximum access to school. "Our strategy is not about raising money, but about granting opportunity for families that couldn't afford to be here," he says. "We want to attract the highest quality students and finances shouldn't hinder them from having an education here."

The school is also bolstering its courses involving computer programming and robotics. A \$1 million gift will allow for the creation of a new design lab described as a type of technological playground. In addition to emphasizing the writing of software for computer and robotic applications, the students will have access to computer-driven wood working machines, welders, plasma cutters, 3D-Printers and tools that will allow them to create physical models of their digital designs. As Murray says, "Our goal is to provide things for them to do before they go to



college... if they develop mastery now, they know exactly what they want to do when they go to college.”

Yet, in preparing students to become leaders in whatever their professional pursuit,

Murray says the mission of University School is to continue to provide lessons that can't be found in any textbook.

“Leadership is something we talk a lot about here, but it doesn't just mean being

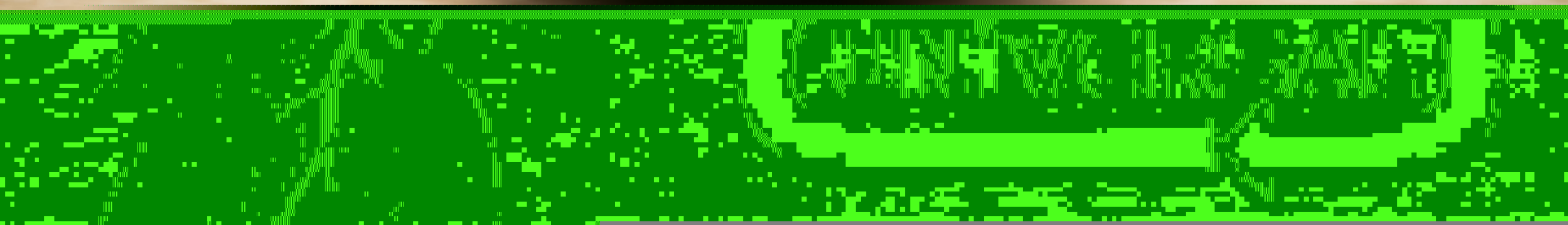


captain of a sports team or class prefect,” says Murray. “Leadership means developing the sense that you are trustworthy. And do you have integrity? Do you share credit for work? Are you empathetic, and a good listener? Are

you collaborative, and can you learn from failure? These are the qualities that make others want to follow you. In business, they might want to know your intellect, but what is more important is whether or not they feel they can trust you, whether they can partner with you. Can you take a risk and fail without folding up your cards and going home?”

In developing the strength of character that compels such leadership qualities, students do sometimes stumble. Yet even this is part of the learning experience at University School. Murray says students are made to understand that they are accountable for their actions and there are consequences for failing to meet them. In such situations, students may feel that their transgression not only let themselves down, but their school and their peers too. In such teachable moments, Murray says the student’s relationship with the school and the counsel of caring faculty help create the kind of changes that equates to transforming lives. As Murray explains, “When you can offer the right kind of encouragement and the boy trusts you... is confident that you believe in him and his ability to be better, he will rise to the occasion every time.”

UNIVERSAL ENVIRONMENTAL CONSULTING INC.





Auguste Rodin, the celebrated “Father of Modern Sculpture” once said, “Nothing is a waste of time if you use the experience wisely.” At New York-based Universal Environmental Consulting, a certain “Papa” prompts celebration for wisely using his experience with waste to now offer removal service solutions which not only help national retailers save time and money, but also provides work for haulers in hometowns throughout America.

So you're a national retailer with stores throughout North America and over the course of daily operations, waste is generated at each location consisting of merchandise boxes, packaging material, paper, Styrofoam or possibly the pleasantly pop-able plethora of bubble-wrap, not to mention the discarded coffee-grounds from the employee break-room, various plastic wrappings and you-name-it in the routine refuse relegated as garbage. The generation of waste is a simple fact of life, yet coordinating and paying the costs for collecting and disposing of waste from each location is not always such a

simple nor affordable process, that is, unless you're working with the enterprise known as Universal Environmental Consulting.

Retailers, supermarket chains, shopping mall developers and construction contractors throughout America have discovered a convenient, cost-effective solution in waste removal services by relying on Universal, but in that process, they've also been able to maintain compliance with regulatory requirements involving waste (thereby avoiding financial perils for not), and what's more, the relationship with Universal has helped many achieve environmental standards lead-



ing to greener shades of greatness while also allowing haulers throughout America to have greater work opportunities. Simply put, the Universal solution is not only good for the environment, but also the economy.

FROM IDEA TO INNOVATION

Universal emerged from a chance meeting between the company founders Thomas Papa and Lisa Giaquinto some 25 years ago. At that time, Papa had already logged literally thousands of miles as a hauler then salesman for a garbage removal service catering to businesses throughout New York City. One

afternoon, he noted that a new supermarket was opening and he approached the management in an effort to secure the account. He was directed to the office of Lisa Giaquinto who was responsible for coordinating the store's service. Papa went through his sales pitch and even though the two had a pleasant exchange, he didn't earn the contract. He actually earned something greater, Giaquinto's trust and respect. She proceeded to share an idea about creating a company that could serve as a broker for waste removal services to national chains. Discussion of that idea prompted several follow-up meetings.



With its network of more than 2,000 professional, independent waste haulers, Universal has amassed a regional and national client list that includes Marshall's, T.J. Maxx, Firestone, McDonalds, Pathmark Food Stores, Lord & Taylor, and Hess, to name but a few.

As much as that achievement is a reflection of the convenience, cost savings and capabilities imparted by Universal, it is also a byproduct of this company's particular passion for serving people. During a conversation with Thomas Papa, one will find him referring to the first names of customers as well as drivers, from one end of the country to the

next, with as much as friendly familiarity as he would when referring to his wife, daughter or mother; in fact, they all actually work with him at Universal. More importantly, those clients as well as the independent haulers, they know "Tommy" Pappa and know how to access him, through his office, through his cell phone or even his home phone. Should a situation occur, say for example, a store has a roll-off container, new opening or situation that prompts something beyond the routinely scheduled pick-up that needs to be dealt with right away, maybe even before the business opens the next day, something that



Marangi
INC

**Rockland, Orange & Ulster
County's Waste Removal Service**

SERVICES:

- ✓ 1 to 10-yard front and rear end commercial service
- ✓ 12, 20, and 30-yard roll off containers
- ✓ 15, 30 and 40-yard compaction container service
- ✓ Full recycling services*
- ✓ Radio dispatching
- ✓ After-hours answering service
- ✓ Commercial • Industrial • Residential
- ✓ Compactor installation & repairs

Call Today 800-595-7660 / www.marangiwaste.com



might even prompt the customer to phone Papa late at night, he'll take the call and appoint the hauler to deal with it. Universal's staff operates in the same manner. As Papa says, "We're a mom and pop business on a different level."

Papa also no problem explaining operational differences which distinguish his

company from certain competitors' practices in the management of waste service, saying, "Some companies, you call them, but you're just a number in their system. When you call us, you're treated like a person. You call some companies, you're going to get a voice recording and the first menu option is whether you need to pay a bill, not customer



service, but fee collection. When you call us, you get a human being, and that might be me, or you'll get customer service, and that's my daughter," says Papa.

As for efficiency, Papa is prepared to compete against any national service provider which may be equipped with its own fleet of vehicles. "You can ask any of my cus-

tomers, even some that were formerly clients of national companies, and they'll tell you, 'Tommy took care of us faster with no truck than the big company did with its huge fleet.' That's because we care about doing what we say we're going to do and being there to help our customers. Our commitment to them keeps them committed to us," he says.

An expression of that commitment exists in the fact that Universal has never lost a customer due to a deficiency in service. Some clients may have been lost due to closings arising from the peculiarities of the present economy, but never because of a problem with Universal. In fact, the very early clients Universal secured when it first opened its doors are still clients all these years later.

HOW IT WORKS

For all of Papa's popularity and personality (and he does have plenty), business remains about practicalities and were it not for its providing of advantages, Universal could not have achieved what it has today.

When considering partnering with Universal, the process begins with an audit of what the company is typically spending for waste removal. Papa explains that Universal will



typically identify areas where locations are being over-served or under-served, but when the audit is completed, Universal returns with a solution that allows for a 15% to 30% reduction in waste removal costs. The auditing, for that matter, is absolutely free if Universal can't save on costs. Savings, however, aren't just in terms of the actual waste removal, but also with respect operational matters involving accounting and quality assurance. Universal manages the waste contractors,

the payment of invoices and offers clients ability to make one call to effectively handle responsibilities at all of its locations. And it is a transparent process which enables their clients to rapidly assess what their wastes costs are each respective location, with each respective vendor.

What's more, the haulers deployed by Universal actually live and shop in the same neighborhoods where a company has a store location. While some national companies

may bring in an out-of-town crew to service a market in which it will now operate, Universal works with the haulers already living and working in the area it is serving. In some cases, a store location may even continue to be served by an existing provider, but through the mass service purchase with Universal, disposal rates decrease. That arrangement would seemingly not fare so well with the hauler, but again, through the relationship with Universal, the hauler will typically secure more accounts for service. The relationship helps the independent hauler more readily compete against the larger national companies.

LEAVING NOTHING TO WASTE

Through consolidating waste removal services, Universal has also been able to capitalize on single stream recycling strategies. It partners with recycling plants throughout the country, and whether it is paper & cardboard, textiles, or some other type of material, through its collection and distribution network, the waste is directed to a plant for recycling to not only reduce impact on landfills, but allow some store chains to dramati-

cally reduce their carbon footprint. “We’ve helped many stores become green, to have zero-waste in single stream recycling through the consolidation of work we provide in a market area,” says Papa.

In desperate times, people sometimes do very desperate things, and that’s true for business too. Papa says at the height of the recession, he saw some companies close, cutting down on service and resorting to practices like illegal dumping, which left to hefty fines for those who were caught. Universal is more concerned about adhering to the lines of professionalism as opposed to the bottom line. Being at the forefront of its industry, Universal maintains full cognizance of all regulatory compliance issues for various types of waste which adds an essential measure of understanding to its expertise. Contracting with Universal not only indemnifies corporate clients, but provides greater assurance that their waste removal is being performed responsibly, safely and consistent with mandated standards.

Papa says doing the right thing may not always be cheap or easy, “but if it’s the right thing to do, it’s the only thing to do.”

As to what’s right with Universal, that



has including making some operational changes. At the height of the recession with retailers closing stores throughout the country, Universal experienced a decline in their business. That forced the company to offer new services which now include handling construction debris and waste from job sites, where the company also provides temporary fencing, port-a-potty and storage container resources.

The company has also shifted from merely focusing on service to national retailers, but now is working with developers of shopping malls and condominium complex developers to consolidate their waste removal needs, services that Papa anticipates will increasingly expand over the coming soon. He says Universal is also exploring opportunities to provide residential waste removal too. Papa is generally enthusiastic, saying he is encouraged by opportunities for Universal to further grow with a confidence that he admits was not so keen a little over two years ago.

When economic decline was at its worst and so many stores closed, Universal's loss of revenue prompted him and his partner to look within their own organization. They

considered moving to smaller, less-costly office accommodations. They considered laying-off or terminating staff, which was tough because most had worked there for more than 15 years, or were second-generation family of former staff. In the end, those relationships were more important than his, or his partner's, own salary. "We took the hit out of our own pockets, but were able to keep everyone working and keep our clients happy too. I may not have saved any money for myself, but the company kept fighting. We added new services and took on new accounts and successfully got through it to where we are today."

Papa says the waste removal industry relies on the same thing that drives so many businesses – relationships. Through its commitment to serving customer relationships, maintaining relationships within its corporate staff and network of haulers throughout America, and adhering to standards of environmental quality and professional accountability, Universal Environmental Consulting may work with the things that people throw away, but will continue to represent a relation well worth the keeping.



SHARE YOUR **BUSINESS STORY**

**Now you can feature your business story or any project in BWM.
Contact us and find how.**

To find out more about being featured in BWM, please contact our Chief Operating Officer, Jermaine Poulsen at 213 438 9820 or via email at info@businessworldinternational.com