



Shane Mayes
Onshore Technologies

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Dave Claborn: We're talking to Shane Mayes, Onshore Technologies here in Macon, Missouri. Let's start at the beginning. What's the concept for Onshore?

Shane Mayes: There's two parts to Onshore. One of them is rural outsourcing in which case we're a cost effective, risk averse alternative to offshore outsourcing. And instead of large companies sending the work to India and China, we've grown our own workforce here in Outstate Missouri. What we've found is we've got a large pool of great people here and if we can give them access to training then we can make software developers out of them and if we couple that with a whole bunch of things that are uniquely American, then we run circles around larger companies that are global.

Dave: So you're primarily IT, the kind of things that might go to India, or Malaysia, or wherever to reduce cost, you're saying you can do that here? What's the advantage to a company looking at Onshore?

Shane: The services that we provide are software development and integration, data services and application maintenance and support and we provide those services that are still cost effective. We may be a little bit more expensive than they are in India and China. We're a whole lot less expensive than they are in the U.S. metropolitan areas, but we end up pricing out at about the same cost as the offshore guys when you add in the risk complexities, the communications latency, the attrition issues that they have overseas, the differences in the dialects and different cultures and of course, quality.

Dave: Tell me a little bit about the social aspects of Onshore, your social conscience. This is as much a social experiment as it is a for-profit business, isn't it?

Shane: Yeah. Well, we're changing the world. So what's happening here is, we're making a difference in peoples' lives, giving them access to, not just greater jobs, but dreams coming true. So, for our employees, and this isn't just for our entry level employees, this goes for our senior people who've been doing this for years, to come here is a life-changing event. We're creating great opportunities for great people. And the nice thing about it is, it ended up being a great melting pot of people from very different backgrounds. You might say Onshore is kind of like a microcosm of America. You get a bunch of different people from, many of them from very strained backgrounds and folks that didn't have a chance and they come here and they start doing great things together and overcoming obstacles. Their dreams are coming true. It's not just like one dream for each of them. It's like they have their first one and then the next thing comes along. And once they have one dream come true, they dream about something bigger. And these people have

learned how to achieve great things on a sustained basis. It's like, they don't get tired. They keep going and going and going. And what we've figured out how to do is to always be creating that next level for them. So when I said, in the beginning, when we were talking—there's two aspects to our company. There's rural outsourcing proper, where we're the inexpensive guys competing with offshore. But there's also Onshore Innovations where we're creating new and innovative products that are also going to have a social impact in our country.

Let me talk about a couple of those real quick. One of those is "MedRx To Go". So we hear about consumerism in the health care industry. This is something that the new administration is talking about. We're talking about what can we do to gain control of costs and improve efficiencies in our health care system. There's a wonderful answer to that, which is health care consumerism. Put people in control of their own health record and their own health experience. Let them manage the costs and give them some insight into what's actually going on in their health care plan. So we developed something called their personal health record. This personal health record allows you to store your and your family's health records on a USB drive, you can store it on your cell phone, you can put it on the Internet. And the really cool thing about it is it uses something called a continuity of care record which is inter-operable with different electronic medical record systems that are in use in different places. So here's the business scenario: You have your medical records on a USB drive that's stored on your key chain or maybe you've got it up right on your cell phone. You walk into the family practice. There's a kiosk there, just like you see at an airport. Plug your MedRx in, the calendar comes up and says "Hi Mr. Claborn, welcome. Do you need to make any updates on your health record?" If no, you go right in. The nurse takes your vital signs. The physician sees you, gives the progress notes, gives you prescriptions, updates it on his tablet computer. By the time you leave, that data's back at the kiosk. By the time you leave, you've got control of it. So when you go and see your specialist, you already have the most recent information with you.

Now, we can take this a few steps further. Envision this. You've got your patient education handout. Let's say you find out you're diabetic. It's a life-changing event for you. You want to know about that. You and the people that care about you, the people that love you also what to know about that. So, what just occurred — that moment that you find out that you're diabetic—your social network changed. The things that you and your family talk about went from being stuff about work to stuff about your life, about your health. So, why not disseminate all this education information on these devices and put timely information in front of you and your family. So you're educating a consumer who now has power in their health record. So that is going to cause a paradigm shift in the health care industry.

Dave: So this is a piece of software that you're developing now and hope to sell into the health care market?

Shane: Yeah. Instead of selling it, we're going to give it away for free!

Dave: How are you going to do that and maintain profits and an operation here?

Shane: Because what we're going to do is — the patient education handouts — and also we'll have these little health care wizards or templates that allow you to make checklists. For example, I have high cholesterol. My wife, Lisa Mayes, is a doctor. She's a physician. She's the one who's always on my case about being on top of my health care. She makes sure I take my Lipitor every night, my fish oil, vitamins. Well, now envision this. That becomes a part of my health care template. So now, I know I'm supposed to take 20 mg of Lipitor every night. But I've got a lot going on and I forget everything. Well, dispatch a text message to my cell phone: "Shane, take your Lipitor." I says "Yes, I took it." One button on my cell phone. Now that data gets fed back to the thing. So, what's going on now? Now it's measuring compliance. And that is powerful. It's a very powerful thing in medicine. And also I can choose to secure that information or give it to my wife, so she knows I'm compliant.

Now, the other thing that we're doing here is, I know that this month, 20 out of 30 times I actually took my Lipitor. And my prescription, I need a refill. Well, dispatch a message to me and my pharmacy saying I need a refill. So, we're improving efficiencies. So I don't run out. Usually, I run out and I go a week or two before I actually have time to get to the pharmacy. This helps me keep my medication on schedule. You can apply this

to so many things. By the way, if I don't have a refill on it, send a message to my physician and automatically schedule my appointment with the doctor's office. So to pay for all of this, we've got the patient education handouts. Why not have them sponsored by Joe Smith's manufacturing company of diabetic socks?

Dave: A sponsorship model?

Shane: Exactly.

Dave: Tell me a little bit about your wife. She's a physician and was trained at A.T. Still Osteopathic University up the road in Kirksville. She has something to do with you being in this area, isn't that right? Why Macon, Missouri? Why are you in this little town of 5500?

Shane: I'm from St. Louis, Missouri originally and so is my wife. And I worked for a company called Elsevier. Elsevier is the world's largest science and technology publisher. A great company. One thing they do, though, is they make use of offshore outsourcing. Interestingly, that was my job. That was a big part of it — to make offshore outsourcing work. That paid well, but it wasn't rewarding to my heart, for one thing, because I've got a pretty significant Americanism thing going on and I don't like shipping jobs offshore. I think that isn't good for our country.

I was a professional manager and starting a business was not something I would ordinarily think about. The thing was, my wife wanted to go to medical school and she wanted to be an osteopathic physician. And that's typically a rural thing. We thought about that and I wanted to be supportive of her career and of her dreams. And to an extent, I'd lived out what I thought were most of mine at the time. And so, I was ready to move to a rural area and be supportive of her career. My job didn't exist in a rural area. There aren't programmers in rural areas. I mean it just doesn't happen. There certainly aren't project managers and directors of IT in rural areas. So, I had made the decision that if I needed to push grocery carts at the local grocery store, I'd be willing to do that and give up my career. So, in a way, this was a forced issue. The challenge that I had was, I didn't have any money. I didn't have any experience running a business. I didn't have a proven business model. All that I had was some hunger and a good idea. That's what I came with. There's a whole bunch of things that happened after that had to come together. I think it's a miracle.

Number one, God had a hand in this. Number two, there were a great bunch of people — humans that came together and saw something that was good for our state and good for our country. And they just decided to make it happen. On paper I would not be the guy that most lenders would be willing to take a chance on. What happened here was an amazing confluence of things that all had to go perfectly. Like I said, it is a miracle.

There's a guy named Frank Withrow who's a local economic developer here in Macon. By the way, we looked all over the country. The first place we went—Lisa interviewed at a medical school in Lewisburg, West Virginia, I think was the town. She was there with her medical school friends and we stayed at a bed and breakfast. One of the things they did was, the mayor of that small town would come down and talk to the prospective medical students and say here's why you should stay here and go to school here. Of course, I wasn't sitting with them, but I was in a different part of the restaurant having breakfast and at that moment, I realized, okay, this is going to happen. I'm going to be living in a rural area, and I'm going to be pushing grocery carts! And I thought, I have to get over my fears and make something happen. So, I listened in to the conversation and I got the mayor's name. I went to the hotel front desk and I scheduled an appointment with his secretary, saying, "I want to talk about rural outsourcing." I made up the name right then. That's when the idea all came together. That's when I said, "Okay, I got it going. I gotta do something."

So he finished talking to the med students. And he was talking to some other guy who was some big wheel in town. It was my first exposure to small town dynamics. It was kind of interesting watching that occur. I don't remember his name, but I said, "Mayor so-and-so, I'm Shane Mayes and I want to talk to you about an idea I have for rural outsourcing and creating technology jobs in this area." All of a sudden, he loved it. Next thing you know, I'm meeting with him and a guy who was some PhD from somewhere and he says, "We can make this happen." And they're talking about getting me a meeting with the Governor and all kinds of stuff. And I'm like, "Hmmm, okay, I think I've got something here!" And they were talking about financial incen-

tives and ways of partnering with schools.

So, at that point, Lisa's next interview was — she had interviews at schools all over the country. She's really bright. But we went to Kirksville, then after that, I think we went to Kansas City. But by this time, we'd been on the road for a long time. So it's kind of funny. And this is a really great story about different communities and Missouri really coming together.

We went straight to Kirksville. At this point, we'd been on the road a long time. I didn't even have clean clothes at this point. So I had a v-neck t-shirt on and tattered blue jeans. I went into Kirksville and I said, "They gotta have the same thing in Missouri, if they have it in West Virginia." So, I got the phone book and looked up economic development and got hold of Phil Tate's name. And I went and talked with him. So remember, I'm in a t-shirt and tattered jeans. So, I just talked to him like a "guy." So I was sort of intimidated. This was people in government and I was kind of scared of all that. So, I was a manager. I was not an entrepreneur. I was not the kind of guy who would break out of his shell. I would have been a terrible sales person. So, I went and I talked to him and I was in my tattered jeans and I just talked to him like a guy. And he was so cool and welcoming. He's just a guy who's there to help people. He said, "You know what, you got something here. I want to get you in front of my board."

I gave a presentation to his board. There are several reasons why we weren't able to get started in Kirksville. One of them was that there was a fear of having—for any town, Onshore was a pretty crazy gamble at that point. We're not the traditional manufacturing thing. I didn't have any assets. I wasn't bringing any money to the table. It was very risky. So, we weren't able to pull it together there. But Phil said, "You know, there's a guy you should go talk to. His name's Frank Withrow in Macon." I didn't even know where Macon was. I'd driven through it and didn't even pay any attention.

So, I got an appointment and I came down and I talked to Frank Withrow. Frank is what I stereotype as an "Old Boy." He wears this gold nugget jewelry and he's got a leathery face. His desk seemed like it was a mile wide. I was pretty well beat up from the previous experience. I said, "Mr. Withrow," I said, "I've made some mistakes in life." I actually had bad credit when I went to him. So, you talk about a long shot. And here I'm asking for a loan to get started in this business that's totally unproven. I said, "I don't know if this thing's going to work. I know it does it's going to make a difference in peoples' lives and it's going to mean something to our country. I do know this. This is what our country needs to do." And I told him, I said, "Look, I know I'm a long shot." I spilled my guts. And he looked across that big long desk and he said, "Boy, I believe in you and we're going to make this happen."

So, at that point, he put me in front of his board. I gave a presentation. They all came together, the community came together. And they gave me a loan for \$52,400. Then they hooked me up with the Mark Twain Regional Council of Governments. They did another loan for \$52,400. So that's what I had to start with. One hundred four thousand and eight hundred dollars. Which was not enough!

The first time that I had to do the training, I figured it had to be a boot-camp style, very intense thing and so I put them all up in the Comfort Inn here in town. They worked from eight in the morning till one o'clock in the morning. The students.

What happened was, the Missouri Career Centers came together and we had a great big job fair. So we did behavioral interviewing, just looking for great people. So they found mostly under-employed and dislocated workers. We talked to a hundred people or so. We started with a group of 12 or so that went through our first boot camp. And we figured, hey, this is very intense. We don't have a lot of time. I'm thinking we're going to run out of money pretty quick, so I've got to get these people trained and on real jobs. So we did a six week boot camp, 8 AM till 1:00 in the morning, Saturdays and Sundays included. We really worked our tails off. And they came out as Microsoft Certified Application Developers.

We got a lot of help from the community. They were very generous in giving us business. So we started doing local websites and stuff like that. Then we did a project for the Department of Mental Health. Our projects got bigger and bigger. By the way, we deal today with the largest and most successful companies in the world. We do really huge, game-changing projects for them.

Dave: When did all this start?

Shane: February of 2005.

Dave: So you're just four years in?

Shane: Um hum. So one of the things, just to connect all these dots in how all this worked out for us in Missouri. We figured out that it was cost-prohibitive to train people in this same fashion — and also that we were burning people out by working them too hard. So we had to have a better way of ramping up our workforce. So at that point, we started thinking real hard about it and we connected with the Macon Area Vocational Technical School. Frank Withrow was helping out. Terry Maglich with the Missouri Department of Economic Development helped us. Everybody—local people, regional people, state level people, people in the Division of Workforce Development—they all got it and they started talking to each other and saying, "hey, what can we bring together collectively to make this thing work?" And they did it!

So we got a grant that helped us perfect our training curriculum and it made financing available for students to go through the curriculum. So, instead of us having to pay for all of the workforce development, we got help from the state to help us invest in our people. With that, everything changed at that point. There was the customized training grant program. There were OJT grants. Different things came together at different times. This whole confluence of events worked perfectly for us.

Dave: So how many people now have your trained in this customized training? These folks have come out to be Microsoft Certified Application Engineers and are doing high level work in today's economy. How many of those stories do you have?

Shane: Not everybody that goes through the training actually comes and works at Onshore. They've gone on to other jobs. Most of them are working in the area. Some of them have even moved to other areas. If we're at 40 people here. And, I'm going to say—gosh, I bet you we've broken a hundred or more.

Dave: Let's just talk dollars and cents. If you go from a \$7 an hour fast worker to what?

Shane: One of our employees who's been with us since we started — he started in February, 2005 — he was 18 years old. Maybe he was 19. This is Alex Ross. He worked at Kentucky Fried Chicken. He makes over \$50,000 a year now.

Dave: That's pretty good for four years.

Shane: Absolutely.

Dave: In a sense, you've also metamorphosed your life from a work-a-day manager into this entrepreneurial guy with a dream. Somehow, as you say, there was a confluence of events that turned you into an entrepreneur from whatever you'd been before.

Shane: Like I said, number one, I have God to thank for everything that has happened. We're led by him and He's giving us what we need at the right time. I firmly believe that. How that occurred, I don't know. There have been a lot of difficult things that have happened along the way. And, I always say that, entrepreneurship ain't for sissies! This has been tough. I've cried many times over this business.

I'll tell you one story. I was giving this talk to a bunch of high school kids about entrepreneurship. I'd made the commitment and I needed to keep that commitment to talk to these kids. But back at the office, there were some things going on to where I did not know I was going to be in business the very next day. And I was so torn on the inside. And yet, on the outside, I'm sitting there having to give a talk and try to be inspiring to these kids when I was way broken on the inside. There are those days.

The nice thing about it is, you keep going. You leverage the relationships around you. I have a lot of people to thank, not only for helping us to get started, but also helping us through the rough times. A lot of times it's not just financial, the loans and stuff like that, but it's just the guidance that people give. I remember I had a business deal where I'd taken on an equity partner a long time ago that didn't work out. I don't know if they're supposed to do this or not, but guys like Terry Maglich (Missouri Department of Economic

Development), Frank Withrow and other community leaders were right there helping me get through that moment and coaching me on this is how you approach this guy and flat taking care of business.

Dave: You're a relatively young guy...

Shane: 35.

Dave: Been through a lot in those 35 years. So, let's look at the future. Where is Onshore now after four years and where are you headed into the future?

Shane: I'd say we're a multi-million dollar company. We're profitable and we're growing. Despite the down economy last year, we grew our revenue by 75 percent in a recession. Also, we made huge mistakes along the way. Hopefully, as we grow, we won't make so many mistakes. In the future, man I am so excited about things that are going on right now. I feel like I did when I started. When I started Onshore and did those presentations, I lived in an RV. I'd had some struggles in life, okay?

Dave: So you can relate to many of your people.

Shane: Oh, absolutely. At that time, I remember sitting with my laptop in an RV in my mom and dad's backyard. 30-some year old man who moved from my McMansion in the suburbs, to that. Kind of a difficult thing. Working in my underwear in the middle of the night, cranking out presentations and getting all of this stuff ready. So, yes, I can relate to difficult times and people going through hard times and especially in this economy right now. At that moment, when we first started getting things going, I can't tell you how overjoyed and how excited I was. It was a whole new era of wonder and what is the future going to hold?

To an extent, rural outsourcing—this business has gotten easy. I mean it's kind of easy compared to what it used to be. At a certain point last year, I was kind of wondering what's next? How am I going to continue? In outsourcing, you have to keep your costs down. So we had to keep our average wage at a certain amount in order to be a competitor to the offshore guys. So, we had a challenge that people would continue to get promoted, and then they would deserve and be worth more money. I wouldn't be able to pay them that much, so we would lose our best people.

Well, I had to solve that problem. Some things came together. I figured out, you know what, we've got all of these treasures, all of these entrepreneurial maniacs working for us that know how to innovate and think like no other people do in the world! Okay, let's harness that. Let's make that work for us. So let's crank out innovative products. So we have the service side of the business which is rural outsourcing. Then we also have the product side of the business where we're doing things like MedRx To Go and an e-learning platform, social yellow pages, business frameworks for social networking. So I am as excited today as I was when this company first started.

You know, everybody's afraid of the economy and everything. I don't see us slowing down. I think things are brighter than ever. I think these product innovations are going to be... You know rural outsourcing is a disruptive innovation. You know, it's disruptive to the offshore outsourcing industry. It's disruptive to domestic IT companies that charge too much for their services. There's the social aspect. We're changing a certain game, which is we're revitalizing rural America.

Dave: You have three locations now in Missouri.

Shane: Yeah, in Macon, Missouri; Lebanon, Missouri; and Joplin, Missouri.

Dave: Where do you go from there? More in Missouri? Or across the country?

Shane: In 2009, this is what we want to do. This transition or this extension of our company from just being the rural outsourcing inexpensive guys to being innovators and creating incredible products — that's the mission for 2009. Just like, for rural outsourcing, we're revitalizing rural America, in MedRx, we're going to reform the health care system in America. There's this plan of spending 100 billion dollars to fix out health care system? Come on. I think we can do it for free.

I think we can save America 100 billion dollars.

Dave: Barack Obama has been in office not quite 24 hours, or maybe just. Have you been in touch with him about your plans?

Shane: Maybe we'll give him a few days, then give him a shout! (Laughter)

So, we're talking about major health care reform and that is going to change millions of lives too. We're actually talking about causing people to live better, to have better health and also it'll help people not die because we're talking about not having medication errors. So, it's another game-changer.

Then, also, on the e-learning side, we've done some things that change how people are taught. Typically, the developers we create every day. We do that in less than six months. That generally takes six years. So, our boot-camp style training program, where things are certificate-based and very focused — that is a really innovative way of training people that gets them into jobs more quickly. And by the way, they keep going to school. We've got people that are still going to school. So, it's not like they're not getting a well-rounded education. It's just that now they've got the money and the resources to actually do that — to continuously invest in themselves. So we're also trying to reform our educational system.

Dave: And you work with a lot of local colleges and community colleges, don't you?

Shane: Yeah. We partner with Macon Area Vocational Technical School, Linn State Technical College, Missouri University of Science and Technology, Crowder College. We've been doing some things with Moberly Area Community College. We've partnered with the Lebanon Area Technology Center.

Dave: Do your courses then become part of their curriculum?

Shane: They do become part of their curricula. It's on the certificate-based side. Our curriculum qualifies so people can use their G.I Bill. We went through a whole bunch of hoops and got that figured out.

Dave: Is this through your work at Elsevier? Were you able to jell down the essentials of what it takes to become a software developer?

Shane: The part that I worked on from the very beginning was the notion that you blend things that have to do with life in general. Being a great employee and achieving great things. So there's some coaching in that sense that's built into the curriculum in getting people fired up and motivated. In terms of the technical stuff, we were going to do Java at first, but we just had a perspective customer that wanted a project done in .Net, so we said, well, let's just do it in .Net. And then some smart technical people who came together and put the curriculum together. I helped out.

I remember the first time that that curriculum was taught. One guy was giving the lecture and then me and another guy were actually writing the next day's lecture. So we kind of created an outline and went along with it as best we could.

Dave: What's Lisa doing now, is she a doctor?

Shane: Yep, she's a doctor. She's in her first year of residency. She works at the hospital up in Kirksville. We're excited about her finishing her residency and working. She doesn't want to be in practice for herself—she just wants to take care of people. She's not at all interested in business. So she doesn't want the hassle of running her own practice. So she hopes to work at one of the three hospitals in this area.

Dave: Might she be your partner in this and take off on the health care software development?

Shane: Like I said, she wants nothing to do with running this business, but she certainly gives good input on it. We have a social network of friends because of Lisa who are physicians and I'll tell you, one guy that I'm talking to in Joplin, a cardio-vascular surgeon. Everywhere we go, people come out of the community and you just build relationships and start to solve new problems together. So, Dr. Stinnet has given us a lot of great input and has become a really great friend in terms of defining MedRx. It's not just people in economic development who help, it's people who just come out of the community.

At the end of the day it comes down to good, creative humans working with other humans. The science of this stuff sometimes gets in the way. I'd say my Missouri experience has been incredible. I'm sure it's kind of a cliché. Good people working with good people. But let me tell you something. That's what did it here. Also just creativity. I guess we have a lot of great programs that are available and sometimes people don't get to see that because it's hard to connect all of these dots and put it in a package that makes sense for businesses just getting started.

Dave: So it's really a combination of the people and the programs that allow them to create that community and that organization that you've created.

Shane: Yep.

Dave: Let's talk about that combination. Is it about Missouri? Because you got a good welcome in West Virginia. But is it a Midwest work ethic combined with programming, or is it just a matter of luck that you ended up here and this is the right environment? What is it about Macon in particular? Was it Frank Withrow who took that chance?

Shane: That's right. And now I live here. A beautiful place on Macon Lake. I didn't really know what happiness was until I came here. I've lived in Miami Beach—lived the big life and all that stuff. I can't tell you what it means to live in a small community where people really care about you.

Dave: So, in some ways you're trying to preserve that rural community? But in a way and with a product that fits today's world?

Shane: Yes. There's a wonderful sort of magic that exists in our small towns. And, the sad thing is, with the changing economy, a lot of the work that people do to survive in small towns is going away. And so, what a tragedy it would be if that flavor---I mean, small towns are dying. You look around and these large companies leave these small towns and you look at depleted downtown areas. That's a shame. So that's a treasure of our country. I would contend that a lot of the American values, small town values, people hold tight to longer than they do in big cities. I think that there's a completely different feel here and I don't want to see that go.

Dave: I think it was Walt Disney, another Missourian, who said, he learned more in Marceline, Missouri than he did anywhere else. And that was really the genesis of Disneyland and Disneyworld. So there is a lot to be said for those values. And I guess that's what I hear you saying—you're trying to find a way to preserve those values through an economic model that works today where people can make a decent living. In today's interconnected world, if you've got an Internet connection, in many cases you can do what you do anywhere.

Shane: That's right. It is an amazing transformation. You take Silicone Valley and Macon, Missouri and blend them together and this is what you get! It's different, for sure!

Dave: Is it something about the DNA of Macon that embraces a startup and takes the chance that they took on you and they've taken on a number of other companies? What do you see here in this town?

Shane: Frank Withrow. When he started in economic development. He was here for a long time and had done business with a number of people and he owned the newspaper. He was hard-wired to Macon. There was a culture that was created. It had to do with pride in our community. He had an approach to things that I haven't seen. He might get mad at me for saying this, but will get over it. He didn't have a whole lot of education, but he had a whole lot of hustle and he has a way of breaking down problems into very simple things and bringing people together for the right reasons. There's a culture that came up together. There were other people in the community that had that same mindset. I could name these people who care about our town. They're not afraid and they're wise people. They just get things done. They all came together. I don't even think it's real common for a town our size to actually have a revolving loan fund. We've got fiber optics running into every home and business in the county. How crazy is that? So there's an "If you build it, they will come" kind of thing. That thing exists here and I've seen it in some other places too. I've got to tell you. I don't think any rational community would have taken a chance on us like Macon did.

Dave: Is this the modern-day equivalent of the “show-me”, hard bitten, hardscrabble kind of people? Or are they just nuts here?

Shane: (laughter) There must be something in the water here. I don't know. People just flat do simple things to get stuff done. The only thing I can say about this town is, when you want to get something done, it can happen. If you've got to run through a brick wall, this is the place to do it. I really believe that we can achieve impossible things here. And by the way, they've helped me grow in other areas too. So they don't do it selfishly. We believe in our town. We believe in our state. We believe in America and we believe in people. By the way, I'm in a position to help now too. That character of Macon helped me grow. When I first started this company, I'd served in the military and I wanted to help people, but I didn't have a true appreciation of what that meant until the people of Macon helped me. There's a culture that's feeding itself and its exponentially growing. I like to think that I'm carrying on the same types of things that these people have instilled in me. It—I don't know, Dave, it's magic, you know? It's cool. I can't explain it.