

Valley Business

# FRONT

**FOR THE UP AND COMING  
AND ALREADY ARRIVED**

\$3 • Vol I: ISSUE 1 • OCTOBER '08



# ‘I will!’

**Cabell Brand  
answers the call**

## **the TARGET on Carilion**

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# WELCOME to the FRONT

Valley Business FRONT is a publication based in the fine old American journalistic tradition of unabashed, unashamed advocacy. That style of journalism, which has a long and storied tradition, fell into bad stead in the later quarter of the 20th Century, but has been revived, principally on the Internet, as more and more people go to news and information sources they trust and that share their values.

You're going to be hard pressed to identify us with a specific political movement because our owners' political bases are so dramatically different, but the shared basic philosophy is that business must have integrity, it must be honest and open, it must treat employees and customers with dignity, respect and compassion and that making money is only part of a successful equation. We believe strongly in community service and in being a full participant in our society.

Business has an obligation to itself, to its community and to the society that houses it. We believe in supporting the goals of good business, but we're not anybody's stooge. If business is acting badly or out of the public interest—we will stand in opposition. We will take stands on issues throughout the magazine and will invite voices from outside our office to take part. Our "editorial page" will be obvious and will be clearly labeled "opinion."

So read on. Be surprised. Be inspired. Be angry if need be. Let us know in any case.

**Tom Field**

**Dan Smith**

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*the man who said, "I Will!"*

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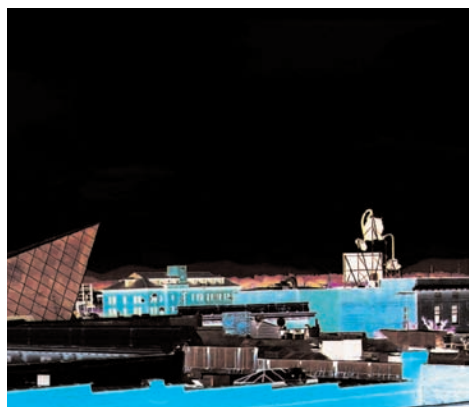
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OCTOBER



Rod Belcher



Sarah Cox



Bobbi Hoffman



Tim Jackson



Don Simmons



Kelly Simmons

## Editorial Advisory Board

Valley Business FRONT has organized an Editorial Advisory Board in order to help direct coverage. FRONT selected a group of 16 diverse business professionals, who will meet as a group periodically during the 18 months of the first board's service. It will turn over every year and a half.

The board will be given the task of helping FRONT understand the issues and develop coverage. "We're journalists," says Editor Dan Smith, "and not business experts. This group of distinguished business professionals—whose range in age, experience, level and specialty is impressive—will give us a solid handle on how business runs and what the primary issues and key players are in this region. My guess is that our coverage of business will be especially useful because of this group of people."

# ER CONTRIBUTORS



Jane Dalier



Donna Dilley



Georgia Willis Fauber



Keith Ferrell



Tom Field



Paulette Jayabalan



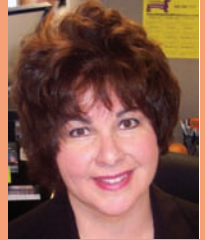
Pete Krull



Gene Marrano



John Montgomery



Linda Nardin



Dan Smith



Kathy Surace



Greg Vaughn



Lori White

Biographies and contact information on each contributor are provided on Page 62.

## 2008 / 09 Members

- Nancy Agee** Carilion
- Laura Bradford** Claire V
- Warner Dalhouse** retired banker, community activist
- Cory Donovan** NewVa Technology Council
- Nanci Hardwick** Schultz-Creehan
- Ed Hall** Hall Associates
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- John Williamson** RGC Resources

You will note that the Board is comprised of experts in many different business / industry “fronts.” This is intentional, as we are reporting on all the areas that affect our regional economy and are important to you. In keeping with our policy of being “the voice of business in the valleys” we ask each reader to join us as an editorial partner by calling or e-mailing us your ideas. You know more than we know about your business—or you certainly should—and that inside knowledge shared with our readers will make us all better at what we do.

“I had to get it through security... they’re going through everything and a dog’s sniffing it. — Page 87



Greg Vaughn

By Dan Smith

## A word from the wise >

It was almost as if his old friend Oliver Hill was whispering one final instruction into the ear of Cabell Brand. Hill, the famous civil rights lawyer (*Brown vs. Board of Education*) and a former Roanoker, was a shade more than 100 when he died in August, 2007. At the funeral, Brand says, “I could hear him talking to me, telling me to write this book before it was too late.”

It took about a year for Brand and his ghost writer Tommy Denton, the retired editorial page editor of *The Roanoke Times*, to get this complex life and evolved philosophy organized and bound between covers as *If Not Me, Then Who? How You Can Help With Poverty, Economic Opportunity, Education, Healthcare, Environment, Racial Justice, and Peace Issues in America*. It’s not a long book (not much longer than the title, in fact), but, says Brand, it isn’t intended to be a look back at his more than 80 years; instead, it is more of a roadmap for young people looking to change a complex and dangerous world.

Brand so wanted to get the book out before this fall’s presidential elections that he didn’t even shop it around among publishers, choosing instead to publish it himself with proceeds going to The Shepherd Program at Washington & Lee University. Appropriately, The Shepherd channels young people toward important work in poverty and human development and is the type of movement Cabell Brand supports most enthusiastically at this point in his life.

“I had my 13 grandchildren in mind when I wrote the book,” he says. “I’d been thinking about it for 30 years.” The goal: “To stir up young people to deal with the problems of America and the world.”

Brand knows that as the aging liberal lion of this region, finding areas of agreement is critical in having his ideas accepted, so, he says, he wrote about concepts where agreement is not a stretch. “One thing people agree on,” he insists, “is children and the lives of children.” When he founded Total Action Against Poverty in 1965—a time of



## The Man Who Said,

## “I will!”

segregation of the races, despite a Supreme Court ruling (*Brown vs. Board of Education*) 11 years before that ordered integration—and placed black children and white children into classes together—there was some grumbling at first, he recalls, but ultimately it hushed when the results started coming in. “We can find common ground,” he says. “Children unite us. The environment is another [unifying issue].”

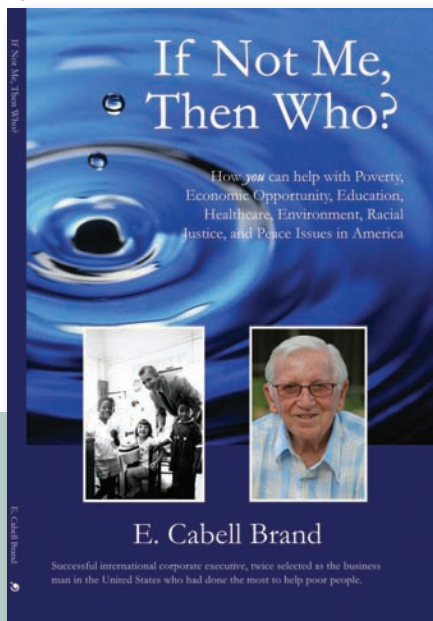
Brand, an innovating businessman for nearly four decades (see the excerpt below), has always demonstrated a strong belief in the free enterprise, a

## &gt; an excerpt

*Note: Former shoe executive and Total Action Against Poverty founder Cabell Brand’s new book *If I or Me, Then Who?* offers a philosophical look at areas of serious concern to him. Brand has broken the book down into six segments: personal involvement; economic opportunity; education; health; environment; racial justice and values.*

*Early in the book, he talks about how business helped form his philosophical approach and explains, “This book is not a personal memoir ... I have learned that each phase of my life has been enriched by multi-dimensional experiences, each drawing depth, perspective and insight from others. Much has been said of the principle of thinking globally and acting locally. I have found this not only to be true, but with vision and determination, I realize that local successes may also release the forces of a personal cycle that, in turn, leads to improving global conditions.*

*“My ultimate goal is simple: To exhort by example and challenge the current generation to begin thinking, planning and organizing to create, sustain and strengthen the American society, with the equal opportunity we want and expect our children, and their children to inherit.”*



*In the chapter excerpted here, from “Economic Opportunity and Justice: Making Our Efforts Count,” Brand talks about how his career started and formed.*

\* \* \*

My personal career lessons, you might say, started literally from the ground up. In 1949, the Ortho-Vent Shoe Company—founded in 1904 by my grandfather as the Brand Shoe Company—had five employees



Greg Vaughn  
(circa 1978)

philosophy he still holds close. “A free enterprise system gives us the opportunity to do what we want to do,” he says, but he believes “function of government” arguments—especially over regulation—divide liberals and conservatives. “There’s simply no way to avoid regulation,” he insists. “It’s a matter of where you draw the line.”

Drawing lines—directional lines—is where Cabell Brand excels. His leadership in important social, environmental and business issues has led him to positions of influence throughout his life. He has set standards, taken stands (strong ones, as you’ll see in the book) and been an innovator when the world was waiting for one.

After Bangladesh won independence from Pakistan in 1971, it was generally declared to be in such disarray as to be ungovernable. Its primary source of income was foreign aid.

and about 50 part-time sales people nationally. Over the next 20 years, we were able to build this door-to-door shoe-selling business to more than 100,000 part-time salesmen and 1,000 local employees. In 1970, we took the company public after deploying a five-year plan to compound earnings growth 20 percent a year and have a minimum profit requirement for the public offering. All of that was with the same business model of selling shoes door-to-door. Almost as soon as the company went public, direct-sales marketing conditions changed drastically, and we were forced to modify our business model and develop mail-order companies to supplement the door-to-door business. Later, we added a marketing distribution center to ship products for other companies.

Those challenging decisions under relentless market stress led us to ask constantly, “What business are we in?” That process laid the foundation for evaluating any undertaking—a profit-seeking business or a social-service agency—that relied for its effectiveness on the most efficient adjustment of corporate resources.

...My father worked as a salesman in the mid-1920s when he and my grandfather sensed that

the wholesale business would soon be obsolete. They anticipated that manufacturers were going to sell their shoes directly to retailers, so they decided jointly to liquidate the business in 1926. My father took some of the assets from that business and decided to go into the door-to-door selling business, which two or three other companies already had begun. Although securing capital to support production and a central inventory was difficult during the Depression, the ability to recruit sales people was relatively easy because of the severe shortage of jobs. My father felt that creating a part-time sales force and drawing merchandise from a central inventory bypassed even the retail store and created the possibility of national distribution. This technique worked very well in the '20s and '30s. My father's business really boomed, because the Depression created an abundance of sales people who needed jobs. With World War II, shoes were in short supply because most of the factories were converted to making military shoes. I nevertheless, my father had established good relationships with suppliers since he had decided to purchase his shoes from factories, rather than invest in his own manufacturing facility. He purchased work shoes from one producer and


men's dress shoes from another that specialized in a particular type of construction. When the war ended, the shoe shortage continued, driving pent-up demand, but then it became harder to recruit sales people. The economy was booming, America was rebuilding, and sales people could earn more money doing something other than take orders for shoes.

My father's business prospered from 1945 to 1948. Then, in 1949, the bottom fell out of the market ...

I had been offered a position with the local General Electric facility right after the war, but had chosen to stay in Europe with the state Department administering the Marshall Plan recovery. By 1949, I realized that my future was in the United States. My father had indicated that he intended to sell the business and retire. I asked to take a look at the books. In the process, I also examined my father's invention of the Spring Step cushion. This cushion could be easily and persuasively demonstrated to a potential customer and seemed to me an ideal product that would attract a sales force.

[Cabell Brand talked to sales people around the country and

Into this morass, Cabell Brand landed, founding a shoe factory (“they’d been rustling cattle across the border from India for years and had hides they didn’t know what to do with”). It was a bold move, but shortly thereafter, it was flooded and closed. But it was re-invigorated and now there “are three or four of those factories” in Bangladesh, providing jobs and some economic stability.

It’s the kind selfless, strong, visionary and courageous action that has made Cabell Brand one of the most respected citizens ever produced in the Roanoke Valley. The philosophies expressed in *If Not Me, Then Who?* give you a strong indication why he is so revered. 

accompanied them as they did their job for three months.] This “tour,” after my years in Europe, gave me an opportunity to see American society as it was in the post-war economy. Our salesmen were middle- and lower-class working people, most of whom received me graciously, asked me into their homes and invited me to have dinner with them.

By traveling with black as well as white salesmen, I discovered first-hand the problems of segregation, especially when taking one of the black men into a restaurant for a meal together. Such experiences gave me a first-hand view not only of the business, but also of the need to make good on providing opportunities to help these people realize some of the fruits of the nation’s bounty.

... I learned that salesmen could realize a profit of only \$2 or \$3 per sale, so I decided to structure the nationwide sales force on a part-time basis as a means of providing additional income for ambitious workers. I streamlined a presentation, providing catalogues, sales books and Spring Step cushion samples that would help salesmen provide customers a brief, effective, convincing sales appear—what I called the “two-minute demonstration” ...

I sought to create incentives for customers to pre-pay their orders, a technique that eventually made up for 40 percent of the business.

For more than a decade, I refined our business strategy, selecting the styles that would sell the best and developing dependable suppliers. Among my key business principles, I never wanted to take over more than 10 percent of the production of any one factory, so that neither the factory was dependent on us nor we were dependent on the factory. I also decided in the mid-1950s to change the name from Ortho-Vent to Stuart McGuire, two names that had roots back in our family tree, but also with what I considered more marketable, sophisticated appeal as we broadened our business into mail-order clothing as well as shoes.

During the 1950s, we had enormous problems acquiring capital infusions into the business. We had to borrow money to produce the catalogues and support the inventory. We tried to diversify to two or three banks, but we had maximized our borrowing capacity with all the local banks. Eventually, we went to a national bank in Dallas... and established a relationship that resulted in a larger line of credit. I knew ... we had to have a huge infusion of capital.





## Signing >

Cabell Brand's book is available online at [ifnotmethenwho.org](http://ifnotmethenwho.org)

Valley Business FRONT is sponsoring a Book Signing of Cabell Brand's new book, *If Not Me, Then Who?* **Wednesday, October 22, 2008** TAP Crystal Ballroom downtown Roanoke, Virginia 6:30pm—8:00pm for more information, call (540) 400-7332



Dan Smith



Greg Vaughn



Dan Smith

The only way to do that was to go public.

[A banker told Brand that before he could successfully go public, he needed to show a gross profit of \$1 million, which meant] we had to compound an earnings growth of at least 15 percent a year for five consecutive years and to show that the company could sustain that growth rate ... I put my long-standing five-year plan to work and charted out what we had to do to accomplish that ...

The plan worked well ... By 1969, The Paine Webber people said that if we could continue the 15-percent growth for another they would take us public in the

spring of 1970. In April of 1970, Paine Webber made a national offering of an over-the-counter stock of the Stuart McGuire Company. The stock came out at \$12 a share, but almost immediately, the stock market was in trouble. The price fell ... to \$9.

[Stuart McGuire concentrated on developing a wide range of shoe sizes] which kept the business going for another 15 years. [The company developed a board of directors and developed a division that solicited business from other mail-order companies, the first company in the U.S. to do so.] This change in our business strategy from exclusively direct selling into mail-order distribution was a transformation that we

did not anticipate, but that fortunately we were able to adjust to. [Stuart McGuire became a strong participant in trade associations and developed employee benefits that included 50 percent paid health care insurance, paid vacation and flex-time "for working mothers," well ahead of its time.] In other words, doing well by people not only has demonstrable benefits in terms of productivity, but the entire enterprise creates a community of interest that, if properly attended to, thrives and prospers ... Such convictions in business seemed to me about as self-evident as anything could be, and the same convictions should be no less applicable in any organization within the community.





Dan Smith

## TARGET: **Carilion**

By Keith Ferrell

Does Carilion Clinic have a bullseye painted on its not-for-profit corporate back?

Does it deserve to?

Depends on who you ask—try to find somebody in the region who doesn't have an opinion on one side or another—but



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*Margaret Mead*

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# TARGET: Carilion

there's next to no question that the company's status as a target has increased, particularly in recent months.

Stories in local, regional, and one national news outlet have drawn beads on the company from a variety of perspectives, key among them the charge that Carilion is increasingly monopolistic, eliminating competition, driving local and regional health care prices—and insurance premiums—up. [see sidebar]

## Executive Summary:

*Here's why no matter what our largest employer does, it won't suit some people.*

In some ways, being a target is simply a natural and unavoidable aspect of Carilion's size, finances, influence, and impact. [see chart] The biggest business in any region automatically becomes the region's biggest target. As true for the Roanoke Valley as anywhere else, and never more so than late this summer when our largest business and largest employer found itself bearing a bulls-eye not only in the blogosphere and local press—print, television and radio—but also in Rupert Murdoch's Wall Street Journal, a front page story no less.

The company's profile (in the press and otherwise) is, of course, complicated and re-complicated by the business Carilion is in. Hard to imagine a more personal, political, or provocative topic than health care, and while Carilion is still far from being the only player in our area's health and medical services infrastructure, it is by far the biggest and without question the most expansive.

Therein, it seems, lies the source of more than a fair share of the consternation: ambition. The region's biggest employer and biggest healthcare provider is also its most ambitious company.

And that's a perfect recipe for cooking up outcries.

Not that this summer's outcries are anything new (other than some of their more high-profile media venues). While praised in some quarters as a visionary transformation, the 2006 decision to reinvent Carilion Health System in a clinic model, with hundreds of physicians to be hired and employed on-staff, and the entire operation tightly integrated and coordinated, drew heat from the moment it was announced. Much of the most intense criticism came from—and still starts with—local physicians objecting to the hospital getting into the doctor business, instead of remaining in the hospital's traditional facility and ancillary services business.

And not just the doctor business: an equally large, expensive and in many ways even more ambitious cornerstone of the transformation is the creation and operation of a medical school (in partnership with Virginia Tech—which will own the school—and the City of Roanoke) and biomedical research facility. The entire medical and academic campus aims at creating the sort of ongoing medical synergy and educational prominence associated with the Mayo and Cleveland Clinics.

**Nancy Agee and Ed Murphy**

Dan Smith





**A Carilion Clinic building under construction**

Dan Smith

## Carilion and the economy

*Following is a quick look at what Carilion's programs and hospitals mean to the region in terms of its investment.*

If everything works out according to plans—not that anything ever does; even as this story was being written the entities involved in the medical school began disputing who would or would not pay city taxes on the properties—the next few years will see the investment (or expenditure: again, point of view is everything) of hundreds of millions more dollars. They'll go toward expanding the payroll, the physical facilities including medical school and research laboratories, the deployment of an electronic communications and patient records system that will tie the clinic together, along with a variety of other service and support. All of it intended, according to Carilion administrators, to increase the efficiency and effectiveness of their primary function, healthcare, but also to raise the status of the region as a source of medical innovation, cutting-edge treatment and research.

In short: destination medicine.

Is this the end of healthcare competition in Roanoke and the surrounding area?

Hardly, says Carilion Clinic President and Chief Executive Officer Ed Murphy.

"For one thing, we're not the only hospital in the area," he says, referring to the 521 bed for-profit Lewis-Gale Medical Center (owned by \$26 billion Hospital Corporation of America, the world's largest private operator of healthcare facilities) in Salem.

"For another," he says, "our commitment is to become a fuller service provider for our patients, not to eliminate their choices. Our mission remains the care of the patient; our mission remains medicine."

To that end, the nature of the recent flurry of press coverage reveals, from Murphy's perspective, an ongoing misperception: "The extent to which Carilion is covered as a purely business story," Murphy says, "overlooks the heart of our mission, and how our business decisions affect and improve the quality of care we provide."

The coordination and integration of full-service healthcare will enable Carilion Clinic to provide more rapid and effective

---

Employees: **12,076**

Roanoke Valley: **5,646**  
*(Roanoke, Roanoke County, Salem, Vinton)*

New River Valley area: **1,475**

Number of employees added between July, 2007 and today: **638**

---

*(The following data is from FY 2007)*

Total Payroll: **\$531,170,277**

Roanoke Valley: **\$263,934,183**  
*(based on where employees live)*

New River Valley: **\$67,628,716**



Private practices enhance health care opportunities and choices, obviously, but they also help distribute the work. It's not in our interest, or any health care provider's interest, to be a monopoly.

—Nancy Agee

treatment, avoid unnecessary procedures and reduce the overhead (for the provider and the patient) they impose, and to extend and refine those efficiencies constantly.

That, at any rate, is the plan.

Nor, Carilion argues, does its transformation into a clinic model offer dire prospects for independent physicians.

There's plenty of room for private practices, says Carilion Chief Operating Officer Nancy Agee: "Actually, we hope to see even more private practices in the area. Private practices enhance health care opportunities and choices, obviously, but they also help distribute the work. It's not in our interest, or any healthcare provider's interest, to be a monopoly."



The charge that the cost of Carilion's transformation is driving the cost of healthcare up is likewise disputed.

"We treat Medicare, Medicaid, underinsured and indigent patients," Agee says, "delivering the same quality and levels of care at levels of reimbursement far below those of insured patients."

In the past year the provision of underinsured and charity care at cost exceeded \$40 million, while the Medicaid and Medicare care-to-cost shortfall broke the \$25 million level. As a result, some full-price services at Carilion are noticeably higher than at other facilities. The Wall Street Journal story, for example, included in its headline reference to the "\$4,727 colonoscopy," a figure cited as well in a September 2 Roanoke Times editorial that noted the local availability of the same procedure at one-tenth Carilion's price.

The point evidently (you could almost say obviously) being missed by most concerned is at least as much the lower-priced alternatives as it is Carilion's higher prices for some procedures: if that's not competition it's hard to know what is. Concerns about Carilion's ambition and the nature of non-





Dan Smith / art: Tom Field

profit healthcare organizations—the Times editorial mentioned above suggested that Congress re-examine the regulatory structure governing such institutions—isn't limited to the press and the blogosphere. Some local businesspeople have questioned the expense, not only of creating the medical school and research facility, but also their ongoing costs.

Where is that money going to come from?

"Clearly we will be involved in fundraising," Murphy says. "But medical schools have traditionally attracted strong philanthropic support, and the combination of a medical school and Virginia Tech's fundraising network will work to everyone's benefit. The medical school also fits perfectly with Virginia Tech's goal of raising its position

among nationally ranked research universities, which will, in turn play a part in raising the necessary funds."

But will getting into the education business, as it were, dilute or distract Carilion from its stated central mission of providing quality healthcare?

"Carilion is already involved in education," Agee says, "and has been for years. In addition to residencies at the hospital, we operate Jefferson College of Health Sciences, which has approximately 1,000 students. We've always been a teaching institution."

Murphy believes that the addition of medical school faculty, as well as scientists and technicians for the biomedical facility will further enhance the region as an educational and research center, as committed to learning and science as any in the country. The new medical school is engaged in a multi-year accreditation process, expected to be completed by 2010.

None of these points individually or in aggregate is likely to allay or even dampen the concerns, criticisms and outright contentiousness that's buzzed around Carilion of late, nor,

## Carilion and the economy

*(continued)*

---

Charity care provided to uninsured and under-insured patients: **\$41,200,000**  
*(this is at cost, does not include bad debt)*

Medicaid shortfall: **\$9,159,699**  
*(amount of Carilion's cost to care for Medicaid patients that Medicaid does not cover)*

Medicare shortfall: **\$17,130,750**  
*(same)*

---

Real Estate, business, income, property and other taxes paid: **\$3,570,000**

---

Grants to Community organizations in 2007: **\$2,357,391**  
*(to 37 organizations)*

Sponsorships and donations to non-profit groups and worthy causes: **\$1,360,000**

---

Money spent on medical education (training new doctors, nurses, etc): **\$20,169,530**  
*(does NOT include \$35 million pledged to the new VTC medical school)*




The extent to which Carilion is covered as a purely business story overlooks the heart of our mission, and how our business decisions affect and improve the quality of care we provide.

—Ed Murphy

frankly, is that the purpose or intent of this article. Carilion Clinic will make, or fail to make, its case for transformation in practice over the coming years, not on the pages of the daily or even monthly business press.

But the sheer regional promise inherent in the scope of Carilion’s ambition on both the medical and academic fronts—with the payroll, tax, and additional financial benefits that will flow from both—offers the possibility and potential to create something transformational for the nature of Roanoke and the surrounding region as well as its largest employer.

Decide for yourself, and do so by keeping an eye on Carilion Clinic as it changes and grows. You won’t have any trouble doing so:

Just look for the area’s most ambitious organization, the one with the target on its back. 

*Carilion CEO Ed Murphy supplied the following answers to recent published assertions about its pricing:*

**Assertion:** “Carilion’s prices are lower than the state average.”

**Murphy:** “According to independent information provided by Virginia Health Information and the Virginia Health and Hospital Association, Carilion’s prices are lower than the state average and lower than the average of hospitals our size. You can visit [www.vapricepoint.org](http://www.vapricepoint.org) to view specific prices for various medical services.

**Assertion:** “Southwest Virginia is not the highest healthcare cost region in the state.”

**Murphy:** “A claim to the contrary was attributed to CIGI A, the national health insurer. They sent us a letter assuring us that this is untrue. The letter can be viewed on our website: [www.carilion-clinic.com/healthcarecosts](http://www.carilion-clinic.com/healthcarecosts).”

**Assertion:** “Several factors contribute to hospital-based costs.”

**Murphy:** “Service to Medicaid and uninsured patients, the cost of treating the most medically complex patients, the cost of intensive round-the-clock staffing, and the cost of critical services like Level I Trauma Care and Life-Guard helicopter transportation all contribute to hospital costs.”

**Assertion:** “High healthcare costs are a national problem.”

**Murphy:** “A recent report from the PricewaterhouseCoopers states that nationally, employer medical costs are increasing 9.9 percent in 2008 and are expected to grow an additional 9.6 percent in 2009. These increases cannot be sustained.

“That’s why we have reorganized into Carilion Clinic: physicians, who order tests and procedures and know medicine, need to be the ones deciding how best to cut waste while improving quality of care. Our goal is for our physician group to become accountable not only for improving your health and level of service but also for improving efficiency and decreasing waste.”

Dan Smith



## FRONT Commentary

### If not Carilion, then who?

Amid the torrent of negative stories in print and electronic media surrounding the way Carilion Clinic is being run, there are a couple of gaping holes. First, if Carilion doesn't treat the indigent in our region, who does? Second, isn't it about time we started to take national health care seriously?

We have learned that Carilion's prices are high (though, Carilion officials say that the prices are about average for the state), that its executives make a lot of money, that a board member has a contract with the hospital, that it sues people—even poor people—who don't pay their bills, that it is an aggressive competitor in an expansion mode.

If someone said any of those things about your business, what would your reaction be?

- Prices are determined by costs, market competition and value of services and goods.
- Executives—some of them bad, some good—make a lot of money at this level. That's the nature of the beast and it can be changed with the will to change it.
- A board member who does business with the entity he serves

*is not unusual. Boards employ good business people and those good business people are often the most prepared to deliver quality products and services. That's why they are valued.*

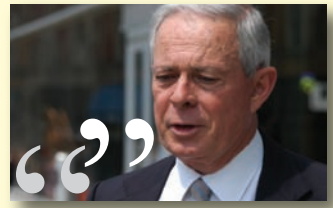
- *Businesses sue people who owe them money. It's a cost of business.*

*Carilion is not the enemy. To compare it to a city, let's try Chicago: the city with big shoulders. Carilion takes in poor people with absolutely no possibility of being able to pay their bills and it treats them with the best medicine it has. Sometimes it sues in order to collect at least a portion of the cost. Like your business, if Carilion doesn't cover costs, it dies. If Carilion dies, the entire community—a large part of the western portion of the state, in fact—would be in big trouble.*

*Who will take care of the patients, especially the poor patients? Will Lewis-Gale suddenly start absorbing them? Will those private practice physicians whose shorts are in such a twist absorb them and treat them for free?*

*So what's the answer? It is a health care program that includes and involves all Americans. It is a program that asks for sacrifices from all the people, so that all the people can have access. That's the way a good Democracy works.*

—Dan Smith



I think it's astounding that The Roanoke Times and the TV stations give no indication that they understand the true dimension and potential impact of what is going on with the collaboration of Virginia Tech and Carilion on the Reserve Avenue site. It is huge!

I say without a hint of hyperbole that it is the biggest thing to happen to the Roanoke Valley since the coming of the railroad in 1882...

—Warner Dalhouse  
retired banker, community leader, member of the Carilion Board of Directors



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## Fashion trend: women down, men up >

An unusual thing is happening in the fashion world: sales of men's clothing are increasing, while sales of women's clothing are decreasing. Just when we think we know what to expect, things change—but why the change, and why now?

To begin with, men are being offered the first new silhouette in menswear in years. Suits, pants, blazers, etc., have been loose and boxy for decades. A slimmer, trimmer line is evident in most of the menswear offerings this season. Men are seeing a contemporary look that is youthful yet authoritative—and they like it.

Conversely, women are bored with women's wear and the trendy fashions that come and go too quickly. They are displeased with fabrics that cling too much and look dated after six months. They seek fashions that are timeless and classic, but they are very hard to find. The stores are full of clothing each season, but the same lines are in competing stores and nothing new and different is available.

In addition, the volatile economy is causing different reactions in men and women. Men are investing in their appearance to get a job or to retain clients, while women are turning to their closets for reliable classics instead of buying the short-lived trend.

More people are interested in the "less is more" approach to their wardrobes, too. They want to invest in a few good pieces of clothing that will stay in fashion for several seasons. This reduces wasted closet space, wasted resources (financial and material), and wasted time spent shopping repeatedly. Customer demand surely has facilitated this change in the menswear industry. For the last several years my 20-something sons have asked for a slim cut trouser and trimmer shirts when I shopped for their wardrobe needs. Their generation rejects the boxy silhouette of "executive cut" suits. Also, the last time we shopped for a suit, my husband avoided the full cut suits, opting to search further for a fitted suit that skimmed the body a little more.

For their part, women remain frustrated with the clothing lines offered this season. They search high and low for affordable classic suits, dresses suitable for real life, blouses that are not tight and low cut—yet have a youthful and attractive silhouette. We don't want to look matronly. Finding good quality and good design at any price takes persistence.

The recent change in menswear silhouettes gives older men an updated and youthful appearance, while giving young men



## Business Dress

By Kathy Surace

### Executive Summary:

*In a world where just about everything has been turned upside-down, men's clothes are the hot sellers.*



## Mind your own business—privately >

Recently, I was in a local doctor's office with an ear ache. There were 15 other patients sitting in the waiting room, as well. One patient was waiting with his laptop and his blue tooth wireless head-set along with the rest of the group. To everyone's disbelief, he proceeded to conduct business loudly in our presence as if the room was empty.

Patients in the waiting room heard the names of the employees that needed to be let go, the decline in company sales and other information that should have been kept tightly under wraps.

Just as there are HIPAA laws protecting patient security and privacy, there are some common sense rules for using mobile gadgets discreetly and with civility. Listed below are some common sense guidelines to follow when using your wireless phones, devices and head-sets.

### Rules for Public Places

It is unacceptable and rude to have a phone ring at the following public gatherings:

- Movies and stage shows.
- Weddings and funerals.
- Concerts, speeches and lectures.

## Business Etiquette

By Donna Dilley

### Executive Summary:

*Electronic communications devices make conducting business anywhere you are easy. But let's not overdo it.*

If continuing communication is vital on these occasions for whatever reason, you should change your phone alert setting to vibrate and transmit text until you are able to communicate without disrupting others. Alternatively, you can allow the call to proceed to voice mail and retrieve messages later. If, in error, you forget to put your phone on silent or vibrate mode and it rings at an inappropriate moment, the best course of action may be to switch off the ringer immediately or send the call to voice mail (usually by pressing the hang-up key).

Restaurants pose a more subjective question. The general atmosphere of the restaurant may give a clue as to the proper etiquette, but it is always an option to ask restaurant personnel if they have a policy. In any event, the phone can be set to vibrate silently.

If your call is urgent, excuse yourself from your table companions and take the call out of earshot of other patrons. Also, refrain from sending text messages to friends and colleagues while dining with others.


## Rules for Business Meetings

Although business meetings do not share the same attributes as "public" places, simple courtesies still apply. The meeting convener is generally empowered to establish rules of appropriate phone use, which should be observed by all. Where no rules are established or there is no custom, the most acceptable action is to turn your phone off or set it to vibrate silently, allowing important calls to be taken outside of the meeting.

## Rules for Public transport

Passengers in public transport, such as trains and buses, may have expectations of quiet which might be offended by loud phone rings and conversations. For this reason, some trains offer "quiet zones" and mobile-free cars. In unrestricted cars, it makes sense to simply speak quietly if you must. Given technology improvements and increased microphone sensitivity, one generally can speak softly and still be easily understood by the other party.


## Be careful on foot

It's important to remember how easy it can be for an intense conversation to distract you from paying attention to traffic. Walking and talking can be dangerous. Shouting into a mobile phone is no more acceptable to passers-by than shouting to a companion. Refrain from cellular conversations while conducting business transactions with cashiers, tellers or other service workers. 

## Business Dress

from Page 21

a tailored image and an exciting reason to dress well for work. Women's wear designers would do well to rethink trendy styles offered each season. By responding to what women are asking for in clothing styles, they can ensure that sales will increase.

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## The value of fiscal responsibility >

By Peter Krull

When FRONT Editor Dan Smith asked me to contribute a column for the inaugural issue that could help set the tone for the financial coverage, I jumped at the chance. Let me start by saying that I'm not an economist. I've worked in the financial services industry since 1998, starting out with a large Wall Street firm and going on to start my own firm in 2004.

I've had to answer a lot of questions over the past several months about the current economy, the markets, real estate, etc. Since we're right in the middle of election

season, I took a look at various statistics and compared them now to where they were in 2001. Here's what I found:

- S&P 500 stock index: plus-8.7 percent (1.2 percent per year).
- Barclay's Hedge Fund Index: plus-63.8 percent (9.1 percent per year).
- U.S. Dollar exchange: vs. Japanese Yen minus-9.9 percent; vs. UK Pound minus 21 percent; vs. Euro minus 38 percent.
- Price of crude oil: plus-342 percent (48.9 percent per year).
- U.S. Debt: plus-65 percent (\$9.6 trillion).

The first statistic that sticks out to me is the return of the S&P 500 stock index. The 8.7 percent gain is not an annual return, but a total return—averaging only about 1.2 percent per year. Contrast that number with Barclay's Hedge Fund Index at an annual rate of just over 9 percent.

Remember that most hedge funds require a minimum net worth of \$5 million to buy into their fund. The rest of the investing public (those poor souls with less than \$5 million) are left with the S&P 500 in their 401(k)s and savings accounts. Hedge funds are not required to disclose what they own, and politicians have been reticent to push them on this subject (hedge fund managers are major campaign contributors on both sides of the aisle).

Based on the returns above, one can conclude that part of their return has been

### Executive Summary:

*It's all about making the right investments in the right vehicles and securing a future we can believe in.*



based on oil speculation. So, if you have the required \$5 million, you benefit—if you don't, you're left to pay artificially inflated prices for gasoline.

What about monetary policy? Debt has grown to nearly \$10 trillion, while the value of the dollar has dropped 38 percent vs. the Euro. My interpretation is dilution. Increased debt is essentially like printing more money, which results in dilution of value. The price of oil rises because it is valued in U.S. dollars. Inflation increases because virtually everything is linked to oil.

If I sound frustrated, I am frustrated!

Until this country begins to value fiscal responsibility and focuses on domestic spending, those of us with less than \$5 million in the bank are in for a long bumpy ride.

## A stimulus package for small business >

By Patrick E. Rea

The spring/summer economic stimulus checks from the IRS proved an important part of the Economic Stimulus Act of 2008, but for small businesses, there are other

**Executive Summary:** *Those checks were a nice little mail surprise, but there is a lot more to the package for the small community than a few hundred bucks. Here's some more of what you get. (Patrick Rea is the Small Business Administration's Region V administrator.)*

Where do we start? First, take a look at the economic policies of the candidates for various political offices that you will be voting for in the near future. Do they have solutions to these issues that you feel are reasonable and workable, and will benefit a large majority of the public?

Regardless of political leaning, we, as a country, need to begin talking about economic priorities and potential. I suggest rejuvenating our economy and job markets by investing in alternative energy sources, education, and basic science and technology. Rather than clinging to our oil dependent past, let's create a stable economic future that benefits all.

provisions in the law with the potential for far greater benefit.

The most important thing to remember about the act's small business benefits is that the special bonus depreciation provision expires at the end of 2008 and the Section 179 expensing provision expires at the end of your business tax year that begins in 2008. Time is of the essence to take advantage of these opportunities. The act allows far more depreciation deductions on purchases of most types of tangible property and computer software bought this year. These deductions reduce the taxable income of the business or its owners, with the potential to dramatically reduce your 2007 or 2008 business tax year liability. This means you will recover a far larger portion of the price of property placed in service this year through tax savings than you normally would. Your business will benefit from the additional productivity from the new machinery or

continued Page 29



Susan Still, HomeTown Bank boardroom.

Kelly Simmons / art: Tom Field

## A numbers game for Susan Still >

By Georgia Willis Fauber

Business is about numbers and perceptions. Effective banking leaders recognize numbers are driven by the relationships their employees establish with clients. Susan Still is built from that mold.

The new president/CEO of the HomeTown Bank in Roanoke understands there is a distinct connection between the bottom line

### Executive Summary:

*Susan Still has taken over a new bank that has some lofty goals in the near and far futures.*

and the bank's daily disciplines: "We want HomeTown Bank to be the bank of choice for our retail and commercial customers in the markets we serve," says Still. "The future is held in the quality of our people and loyal, well-served customers."

She also knows first-hand that perception counts. Still leapt into her new top position during one of the worst banking crises in recent memory. "It ripples through the banking industry," she says. "It's affecting things like the mandates that are put to us because of circumstances we didn't have anything to do with ... It is a big-banking crisis that has impacted us all."

She must, she insists, "fight perceptions" that all banks are the same and that the current climate is as much about community banks as it is about money centers (she's worked for both). And that's tough sometimes, especially for an executive new on the job. "It is more difficult initially to be a new bank president," she says.

Still has been a banker 32 years and has a BS in accounting from Virginia Tech. She has a strong background in commercial banking and knowledge of the retail sector, which is vital. She was the executive vice president and chief lending officer for HomeTown Bank from its beginning in 2005. She had

served Wachovia Bank (and its pre-merger predecessors) for 26 years, with two subsequent years at SunTrust Bank. She replaced Bill Clark, HomeTown's first president, in late May after he had served three years. Clark was gently pushed out of his position and "philosophical differences" were cited as the reason.

Still wants to compete not just with other community banks—which are generally smaller than their national counterparts—but with those very large banks, as well. She insists HomeTown Bank has the products, technology and human resources to compete. She is presiding over a bank in expansion mode: it recently opened a branch in Christiansburg, teaming with unhappy former shareholders of FNB. HomeTown Bank has the ability to insure customer deposits up to \$50 million, the first bank in the Roanoke Valley to offer that protection. Many customers have concerns when their deposits reach \$100,000 per named owner, the FDIC maximum. Federal regulations limit lending to certain customers, according to the capital base of the bank. HomeTown Bank has the upstream capability, if needed, of partnering with larger correspondent banks to secure the funds for larger loans.

"Most customers can be accommodated", says Still. "We look holistically at the client—commercial or consumer—not just one aspect, to make sure the right product is used for the customer's future stability and growth."

Still and her board of directors are looking and reacting long-term. "Our goal," she says, "is for our shareholders to realize an above-average, long-term return on their investments. We are running an efficient and effective financial institution for the Roanoke and New River Valleys."

The five branches of HomeTown Bank serve its clients from 7 a.m. to 7 p.m. daily and house almost \$200 million in assets.

Community bankers often say community banks build better communities, giving back, promoting the quality of life, and assisting in the individual and business growth with the personal, caring touch.



We look holistically at the client—commercial or consumer—not just one aspect.

—Susan Still

Kelly Simmons

"One of our goals is seeing the Roanoke and New River Valleys be more successful because we are here," says Susan Still.

- Name:** Susan Still
- Age:** 55
- Employment:** President/CEO of HomeTown Bank
- Hometown:** Martinsville
- Education:** B.S. in accounting from Virginia Tech; Master's studies in financial planning; graduated from UVa. School of Bank Management
- Community Involvement:** Current boards: Roanoke Regional Chamber of Commerce, Foundation for Roanoke Valley, Junior Achievement; Has been involved with Roanoke Valley Symphony, Roanoke Valley Science Museum, American Cancer Society, Shenandoah Club, Junior League of Roanoke Valley
- Personal:** Married to Lee Still (TriAnim regional sales manager), five children aged 23-28

## Luna Innovations >

**Compiled by Paulette Jayabalan**

### Overview:

*Roanoke-based Luna Innovations Incorporated (Nasdaq: LUNA; www.lunainnovations.com) develops and manufactures products that improve processes in the healthcare, energy and defense markets. The company, which has 220 employees, includes divisions for technology development, product development and Luna nanoWorks, which develops proprietary technologies based on carbon nano-materials. Those divisions are in Roanoke, Blacksburg, Danville, Hampton, McLean and Charlottesville. It has one subsidiary, Luna Technologies in Blacksburg (fiber optic test and measurement). Luna Energy and Luna iMonitoring have both been sold. Luna was founded in Blacksburg in 1990 and moved headquarters to Roanoke in 2007. It has won a number of state, national and regional awards, including the Tibbetts Award from the Small Business Technology Council. President/CEO/Treasurer/Board Chairman Kent Murphy is a founding member of the Virginia Research and Technology Advisory Commission. He was named Small Business Innovation Research Entrepreneur of the Year in 2001 and in 2004 he was named Virginia's Outstanding Industrialist of the Year by the governor.*

### Value

Total shares of common stock outstanding as of Sept. 29, 2008 11 million

Price a share of common stock as of Sept. 3, 2008 \$6.35

Approximate market value of company as of Sept. 29, 2008 38.12 million

### Performance Record

(Dollars in thousands except per share data)

	2007	2006	2005
Operating Income (loss)	(8,254)	(9,966)	(2,512)
Net loss/share	(1.14)	(0.77)	(0.53)
Total assets	32,549	35,217	24,134
Long-term debt and redeemable preferred stock at year end	5,000,000	5,000,000	---
Book value per share	1.56		

### Directors (as of March 27, 2008)

Name	Age	# of Shares Held
N. Leigh Anderson, Ph.D.	58	42,506
Bobbie Kilberg	63	42,826
Michael Daniels	62	Less than 1%
John C. Backus	49	146,778
Richard W. Roedel	58	149,371
Edward G. Murphy, MD	42	2,229,450
Kent A. Murphy, Ph.D.	49	2,753,194

### Significant Stock Ownership

As of December 31, 2007, Luna Innovations' directors and executive officers collectively controlled approximately 50 percent of the company's outstanding common stock.

Top Shareholders	Shares Held	% of Outstanding Shares
Kent A. Murphy	2,668,410	24.3
Carilion Clinic	2,229,450	20.3
Wasatch Advisors	596,285	5.4
Dimensional Find Advisors	147,670	1.3
Renaissance Technologies	103,300	0.9
UBS O'Connor	62,000	0.6
CA Public Empl Retirement Sys	61,800	0.6
Kenneth Ferris	46,281	0.4
Goldman Sachs	45,243	0.4
Two Sigma Invest.	29,825	0.3

Source: Luna Innovations.

### Executive Compensation

Name / Title	2007	2006
Kent A. Murphy / CEO	\$250,000	\$259,919
Dale E. Messick / CFO	\$185,000	\$77,083
Scott A. Graeff / CCO	\$185,000	\$150,000
Robert G. Lenk / NanoWorks	\$177,900	\$177,900
Kenneth Ferris / Luna Adv Sys	\$170,000	\$165,000





## Stimulus

from Page 25

equipment, you will benefit from the tax savings, and the economy will benefit from the additional economic activity your investment generates.

The additional deductions fall in two categories: Section 179 expensing and a Special Depreciation Allowance. Section 179 of the tax code allows businesses to write-off investments in eligible property immediately instead of depreciating it over time.

The normal limit for the Section 179 write-off is \$128,000 total for your business tax year, but for eligible property purchased and placed in service in your business tax year beginning in 2008, the limitation is almost doubled to \$250,000. The \$250,000 deduction amount is reduced only when a business purchases more than \$800,000 of eligible property.

The second provision of the act is the Special Depreciation Allowance. This allowance is in addition to the Section 179 write-off and allows the business to take depreciation of 50 percent of the cost of the property after taking the 179 expense. Then on the 50 percent that is left, you still get to take your full first year depreciation. To qualify for the Special Depreciation Allowance, the original use of the property must begin with the taxpayer after Dec. 31, 2007.

For the eligible equipment that you buy before the end of this calendar year and after the beginning of your 2008 tax year, you can get up to three deductions in your 2008 tax year. For example, if you purchase and place into service eligible property that costs you \$450,000 on August 1, 2008, and

your 2008 business tax year starts July 1, 2008, you can have the 179 expense of \$250,000, the Special Depreciation Allowance of 50 percent of the remainder, \$100,000 and still take the regular first-year depreciation on the remaining \$100,000 of basis.

On property with a 5-year tax life, that could mean a write-off of \$370,000 in your 2008 business tax year for an investment of \$450,000. If you purchase and place into service this same property after Dec. 31, 2008, but still in your 2008 business tax year, you can still take a 179 expense up to a total of \$250,000 on all eligible property purchased in your 2008 tax year.

If you want to really leverage the tax savings, the U. S. Small Business Administration's loan programs are designed to help small businesses grow. Because of the long-term nature of both the 7a and 504 loan programs, your payment on an SBA loan this year could easily be less than the tax savings you receive. Therefore, you could actually generate cash for your business in 2008 by financing the equipment purchase with an SBA guaranteed loan.

Contact your local SBA Regional District Office to find a participating lender in our 7a or 504 loan programs. Visit [www.sba.gov](http://www.sba.gov) to learn more about these programs.

The Special Depreciation Allowance also helps with vehicle purchases, increasing the allowable first year depreciation on trucks and vans weighing less than 6,000 pounds to 350 percent of the normal maximum (from \$3,160 to \$11,160) and on automobiles to 370 percent of the normal maximum (from \$2,960 to \$10,960).

### FINANCIAL POLL

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Stephanie Cook

Dan Smith

## When bigger isn't better >

By **Bobbi A. Hoffman**

For Cooper Youell, it was his entrepreneurial spirit. James Creekmore wanted to focus more on client needs and less on billable hours. Stephanie Cook needed more control over her career and more balance in her life. Their reasons for leaving larger law firms to strike out on their own differ, but the common denominator among three

### Executive Summary:

*TV shows like Boston Legal and L.A. Law would have us believe that large law firms—with powerful partners and competitive associates—are sexy and exciting. But for some attorneys, smaller is better.*

Roanoke Valley-based attorneys was their desire to call their own shots.

After nine years at Gentry Locke Rakes & Moore, Cooper Youell, 42, was a contract partner with a practice in commercial law. He'd always wanted to be his own boss, and as he progressed toward equity partnership, he decided it was time to strike out on his own.

He opened Whitlow & Youell PLC, with Mike Whitlow in September of 2007. "It wasn't an easy decision, but the change has been one that I'm very happy with," says Youell. He likes being the decision maker.

“ ”

*It's about balancing my family with work.*

—Stephanie Cook

Was a move risky? Youell jokes that he knew he could "flip burgers" if he had to. He misses the camaraderie with his former co-workers. His work hours are comparable, but different. Instead of attending meetings, he deals with accounting and administrative functions.



"I'm a business owner now," Youell says. "When you're the person who has to make sure the ship stays afloat, you pay a little more attention to the condition of the oars, whereas at Gentry Locke, I didn't even see the oars."

It becomes very difficult... for the attorneys to maintain a true balance and quality of life.


—James Creekmore

(Youell's wife, Cabell, was also a corporate lawyer for a number of years, but she followed her heart a couple of years ago and became executive director of the St. Francis of Asisi.)


In larger firms, "it becomes very difficult, regardless of the intent of the law firm, for the attorneys to maintain a true balance and quality of life," says Creekmore. "The more responsibility I got—and I loved the responsibility, I loved what I did—it became all-encompassing. It was 24/7, 365 days a year."

James Creekmore, 40, opened the Creekmore Law Firm in Daleville in February of 2006. Prior to that, he worked at Woods Rogers for 10 years and LeClair Ryan for one. Creekmore practices intellectual property law. The worldwide demand for his specialty made Creekmore's move less risky and led him to open a second office last month with two attorneys in Blacksburg.

Creekmore now works 30-40 percent fewer hours and enjoys his ability to telecommute.



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"I don't have a billable hour requirement. With a very small firm, I can focus on the clients' needs."

For Stephanie Cook, 39, even a three-partner firm was too big. Cook found herself the only associate and only female attorney at what was Carter Osborne & Miller. "I had no control over what was happening," she says.

Cook also cites a lack of support and training. "There was no way I could advance."

After three years, she left and opened Stephanie Pitsenberger Cook, PC, in December 2006. She specializes in estate administration and planning, which made her move riskier: Once an estate is completed, there is rarely additional work. Flexibility is paramount to Cook. "For me, it's about balancing my family with work that's important," says Cook. Though she

works more hours, Cook says she gets more done, and she doesn't have to account to someone for her billable hours. "I don't have to ask for time off to take my kids to the doctor."



“ ”

It wasn't an easy decision.

—Cooper Youell

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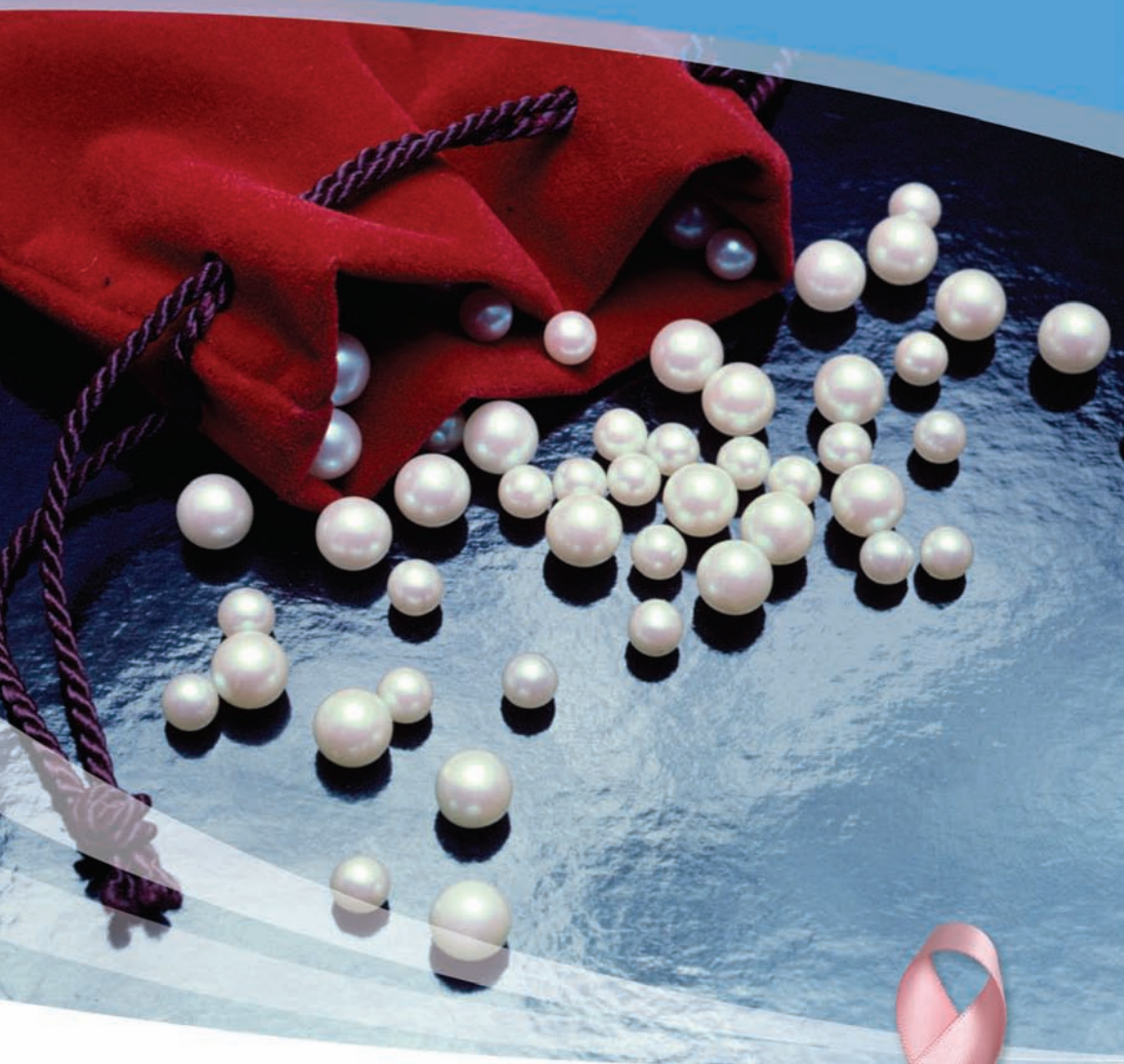
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## Stan Smith: Logician at the Lake >

By Linda Nardin

Stan Smith, one of Smith Mountain Lake's most inexhaustible community activists, is a man of modest nature who would likely never use such a high profile moniker about himself. He's soft-spoken and just happens to have a great passion for the lake that knits together the 22,000 people who call its shores their home.

This deep allegiance to his adopted Virginia address and its quality of life could come from his upbringing. Smith was born in the tiny Nebraska hamlet of Avoca, population 200, and was one of 13 in his high school graduation class.

The smallest towns with the great grounding factors sometimes produce the largest of America's talents and Smith certainly epitomizes that quality. Over the course of his 40 year career in both the public and private sectors, Smith rose through the ranks to become the senior executive in charge of two of the largest real estate portfolios in the United States.

At AT&T in New York and New Jersey, Smith was overseeing massive internal organizations. He wielded budgets equivalent to those of some small nations. Accountable for more than 120 million

### Executive Summary:

*Stan Smith simply can't give up life in the fast lane, even though he's retired to Smith Mountain Lake. That's good news to his new home.*



Stan Smith

Beth Garst

square feel of office, manufacturing, distribution and retail space, Stan Smith also managed a corporate construction program of \$200 million per year. Added to those responsibilities, he also managed

<b>Name:</b>	Stanley (Stan) W. Smith
<b>Age:</b>	76
<b>Profession:</b>	Retired senior corporate real estate and facilities executive (President, AT&T Resource Management Corp.; Assistant Postmaster General-Facilities, USPS)
<b>Education:</b>	Doane College, 1949–51 (math and pre-engineering); University of Nebraska, Lincoln 1951–53 (bachelor's in electrical engineering); Massachusetts Institute of Technology, 1962–63 (master's in industrial management).
<b>Current Involvement:</b>	Smith Mountain Lake Association, AEP Re-licensing Committee; Franklin County Library Foundation (treasurer); Moneta Arts Center



all administrative services for AT&T headquarters personnel.

If you're familiar with the New York City skyline, then you likely rank this among your favorites: the AT&T "Chippendale" building. Yes, it's a part of Smith's own construction portfolio. Aside from overseeing things related to office space and data centers across the U.S., the company's world-class laboratories and manufacturing plants were also part of his realm. Smith even managed the corporate air and limousine fleets, virtually all things logistic.

After he retired from his corporate post, headhunters came calling. Subsequently, Smith wanted another challenge. He was named assistant postmaster general / facilities in D.C. There, he was charged with developing a new paradigm for its mail sorting and delivery facilities across America.

Competition from companies like FedEx and United Parcel Service required the kind of knowledge Smith possesses. It's no secret that requirements for postal delivery have become more competitive and have required larger and larger handling volume. During Smith's five-year run, his team purchased land and built \$8 billion in post offices, as well as a number of massive regional mail distribution centers across the country.

The Smiths bought a home at Smith Mountain Lake in 1990 and made it their permanent address in 1996.

Smith openly admits to a serious case of workaholicism that he hasn't been able to break even in retirement. He had an intrinsic need when he put aside the high-powered jobs to be involved in something so he transferred his quiet, albeit overabundant energies, into his community. Smith Mountain Lake is the beneficiary.

Now in his mid-70s, on any given day, you'll likely find Smith at the offices of the Smith Mountain Lake Association where he was elected to its board in 1998. Over the course of the past decade, he has held various posts. He now serves as chairman for the group that monitors water quality.

He is vice-chairman of the Tri-County Lake Administrative Commission, which represents the three counties administering lake issues.

"I believe we all owe our communities for what we have, that's why I am so deeply committed to these organizations. In some ways, it's selfish," he says. "We all need to keep busy."

That's an understatement.

## WELLNESS POLL

**Universal health care:**

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Eileen Lepro, Dr. Frank Guilfoyle

Dan Smith

## Meeting demands for affordable care >

By Rod Belcher

For those on a fixed income or with no health insurance, simple things like arranging a school check-up for a child or making sure you have a supply of necessary medications can become an overwhelming task. For many in Roanoke

### Executive Summary:

*Even if you don't have a job—and no prospect of paying—New Horizons will furnish health care for your family.*

City and the surrounding areas help has come for years from the not-for-profit community health center once called as Kuumba Community Health and Wellness Center, and today known as New Horizons Healthcare.

"It seemed appropriate to move to our new location and change our name at the same time," says Eileen Lepro, the executive director for New Horizons.

In 1992, Northwest Roanoke's sole medical practice closed and residents of that quadrant of the city found themselves without access to local health care.

"The community leadership in Northwest Roanoke began a discussion related to health care," Lepro says. "The health statistics for the area were showing a higher rate of chronic disease, higher rates of HIV infection and many residents who had to decide between groceries and medication."

A steering committee was established including numerous local community leaders, like The Rev. William Lee and Dr. Molly O'Dell of the Alleghany Health District.

In 1999, with the help of a federal grant, from the Health Resource and Services Administration (HRSA)'s board of Primary Care, Kuumba was incorporated. It began serving the community from its offices located on Melrose Ave. in Northwest Roanoke in 2000. When the community health center moved to a new location at a medical center in Valley View Mall in January of 2007, it became New Horizons. Lepro says demand for care has continued to increase as more people have heard about them.

Fortunately, the organization was also the recipient of additional grant funding and was able to dramatically increase staff size to five physicians and two nurse practitioners.

One of the physicians at New Horizons is Dr. Frank Guilfoyle, a pediatrician who had

been with the Physicians for Children practice for 38 years. After a brief retirement, Guilfoyle joined New Horizons and helped develop the center's new pediatrics program.

"I like the mission of what's done in the clinic," he says. "It's exciting to start a pediatric program from scratch and see it growing steadily. It's rewarding to see kids that wouldn't get to go to school without us doing physicals and giving exams."

Guilfoyle and Lepro say the clinic's adult practice has had 10,800 registered patients and more than 50,000 patient visits in the last eight years. Sixty-three percent of the patients live at or below the federal poverty line.

New Horizons is different from the Bradley Free Clinic in that patients can use the clinic even though they have no job, says TAP executive Dick Robers, the chairman of the New Horizons board. Besides the

pediatrics program, New Horizons has had great success in its community preventive medical programs. Diabetes programs have been successful; the Every Woman's Life Program for early detection of breast and cervical cancer has been well-received. New programs include a smoking cessation class and multi-week training for certification as community health and wellness envoys in Southeast Roanoke.

"If it works well there, we'll move it to other communities," Lepro says of the envoy program. She says there are also plans in the works to extend New Horizons office hours to allow patients to make appointments after work, or after school.

"We have a culture of how can we always strive to make it better," she says. "Our mission is to provide quality health care to everyone, regardless of income or insurance status. We try to find a way to help everyone."

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## New Mailtrust owner goes public >

By **Tim W. Jackson**

### Executive Summary:

*Company raises \$144.9 million and "can focus on investing in the right places" in a \$1.23 billion market.*

One of Blacksburg's most successful tech companies has had an interesting ride in less than a decade of existence. Now there's a new twist.

Founded in 1999 as Webmail.us, the business grew rapidly. The company went through a name change in early 2008, dropping the generic Webmail moniker for Mailtrust but not before being acquired on Sept. 13, 2007, by Rackspace.

Mailtrust is now the e-mail hosting division of Rackspace. And most recently, Rackspace became a publicly traded company, found under the ticker symbol RAX on the New York Stock Exchange.

Rackspace Hosting Inc. had its initial public offering of 15,000,000 shares of its common stock at a price of \$12.50 per share on Aug. 8. Rackspace offered 12.7 million shares of its common stock in the offering, and the selling stockholders offered an additional 2.3 million shares of common stock in the offering. Rackspace and the selling stockholders granted the underwriters a 30-day option to purchase up to an additional 2,250,000 shares to cover over-allotments.

"We are very pleased to have successfully completed our IPO in challenging market conditions," says Mailtrust President Pat Matthews, one of three co-founders of the original Webmail.us. "We raised \$144.9 million and can focus on investing in the right places. [We hope to] continue our growth in a market that Tier 1 Research estimates was \$12.3 billion in 2007 with projected growth to \$24.4 billion in 2010. We are well positioned to capitalize on the substantial growth opportunity in hosting."

Rackspace Hosting Inc. provides IT systems and computing as a service to more than 33,000 customers worldwide. Rackspace Hosting's offerings include managed hosting, e-mail hosting, cloud hosting, and platform hosting.

### TECH / INDUSTRY POLL

**In the current economy, is staffing your workforce more difficult, less difficult, or about the same?**

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## Virginia Tech combines technology institutes >

### Special to the FRONT

Virginia Tech has taken two of its most prominent medical technology centers and merged them into the Fralin Life Science Institute.

The Fralin Biotechnology Center (named for the late Roanoker Horace Fralin) and the Institute for Biomedical and Public Health Sciences (IBPHS), says Dennis Dean, the Stroobants Professor of Biotechnology and director of the new institute, have "similar missions ... We decided that a single entity could be managed more effectively and efficiently."

The Fralin Biotechnology Center, founded in 1995, promotes research, education and outreach related to the life sciences. The Institute for Biomedical and Public Health Sciences was created in 2003 to provide strategic support for biomedical research.

Tracey Talley Schroeder is the associate director for administration and finance. She has participated in the start-up and growth of the Virginia Tech Transportation Institute, Virginia Bioinformatics Institute and the Institute for Policy and Governance, where she coordinated institute financial and administrative activity and assisted with the construction of new facilities.

Dean has held the leadership role in both institutes. He says, "We will be very careful to preserve the original mission of the Fralin

#### Executive Summary:

*An efficient institute that will be able to attract world class faculty and students is the goal at Tech.*



Tracey Talley Schroeder, Dennis Dean

Biotechnology Center. For example, our strong commitment to public service in the area of biotechnology and undergraduate education—with particular emphasis on research opportunities for undergraduate students—will remain intact. The merger will also permit us to use the Fralin Institute as a broad investment vehicle for promoting interdisciplinary research in life science—with a special focus on biomedical sciences."

One of the main agendas for this year is to accomplish a capstone hiring of one or two more faculty in the vector-borne disease research group, Dean says. "We already have a cache of outstanding faculty in vector-borne disease research who have been extraordinarily successful. Now is the time to push to the highest level possible," Dean says.

According to Dean, "Aggressive investment in targeted areas will have the biggest impact. Last year, [the Institute for Biomedical and Public Health Sciences] partnered with the College of Veterinary Medicine and leveraged Commonwealth Research Initiative funds to help bring three outstanding researchers to Blacksburg and to retain one of our star scientists within the life sciences."

Investment in graduate student recruitment within the life sciences will remain a high priority. "We will help bring students to campus and help support some of the most competitive students through Fralin Institute Graduate Stipends," Dean says.



# Roanoke Cement getting greener all the time >

By **Gene Marrano**

## Executive Summary:

*Roanoke Cement learned a good while back that it makes a great deal of sense to do the right thing where the environment is concerned.*

When you're basically gray, going green's not easy, not cheap and the payback may not come for many years. But there's something to be said for doing the right thing for the right reasons.

Already the winner of a Governor's Environmental Award in the 1990s for a plant modernization, Roanoke Cement Company has picked it up a notch in recent years and earned the Energy Star designation for the first time in 2007.

Plant manager Kevin Baird expects to repeat this year. The only cement production plant in Virginia, the Botetourt County operation is part of the Titan America LLC group, headquartered in Norfolk, with its parent company in Athens, Greece.



The latest modernization at the Roanoke Cement plant (built in 1950) helped bump cement production from a million tons annually to 1.4 million or more. Cement is, of course, a major component in concrete (the two are often confused, but concrete is not just cement and cement is but one ingredient in concrete).

The number of kilns was reduced from five to one and a new, massive material preheating tower was put in place. That helped reduce emissions and energy

**Roanoke Cement's preheater is used to heat materials before they are processed, which makes the process more efficient.**

consumption, a mandate that was extended even to the vehicles driven around the facility and the fleet of haul trucks. Energy used at the plant was measured against the cement tonnage produced as part of the Energy Star review.

"They're benchmarking you against the industry average, the best performers," says Baird, noting that the company is now an Energy Star Partner, meaning it has committed "to take very proactive steps to reducing our energy consumption."

Roanoke Cement will also spread the word about what it is doing at conferences and other venues as part of the partner designation. With the reduction of fossil fuel consumption now a "world class" effort, Baird says Roanoke Cement has turned its attention to the electricity used at the plant. Where reducing electrical consumption is the goal, Baird puts the capital investment price tag at \$1 million or more. Variable speed fans that respond to load, high efficiency motors and "intelligent programming that turns things off," will help meet the company's goals.

Certain processes may take place at night when demand for electricity and commercial rates are lower. A 5-6 percent improvement, or 7-kilowatts per ton of cement produced, has been benchmarked this year. Baird deems that number significant.

Swapping out older key process components for high efficiency parts, with a price tag in the "millions of dollars," according to Baird, is a core part of the company's program. Recovered fly ash from power plants is used for production fuel and as a cement component. Dust control efforts that include paving of roads within the compound and reduced emissions help keep the plant in good stead with surrounding residents.

Roanoke Cement appears to be on to something: "It's good for the bottom line. Green is green," says Kevin Baird.



Kevin Baird

Gene Marrano

“ ”

It's good for the bottom line.  
Green is green.

—Kevin Baird



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## Work Spaces

By Sarah Cox

A year ago, the tba Agency extricated itself from constricting and stultifying offices that President Thomas Becher describes as having a “maze of corridors.” Now, it’s in a space that was meant for a public relations, marketing and advertising agency: creative, light filled and accessible.

The shop is in Warehouse Row Business Center, hard against the railroad tracks and in former warehouse buildings. The agency

### Executive Summary:

*This ad agency was in a stultifying space and moving next door to the railroad tracks and its “real” environment opened up the creative veins.*



Dan Smith

moved from “a space where you had to walk down two hallways to talk to anyone in creative” to seven offices in 2,500 square feet for eight full-time employees. Breathing room.

When tba (and the lower case letters are the logo) held its open house last August, Becher says there were a lot of comments such as, “Wow! I think I made the right decision in choosing you.” It’s contrasted to pre-move, when a tba client told Becher he needed a new atmosphere, a new look.

Dan Smith / art: Tom Field





Dan Smith

"That made me realize that we needed a space that better reflected who we were," he says.

Account executive Carolyn Kiser, who moved from BBDO in Atlanta, says, "This is what I was used to." Chris McAdams, creative director, points out that the new space has an openness that helps creativity: "The activity downtown is good."



Dan Smith

The creative space, with three work areas, looks onto busy railroad tracks via a partially opened warehouse door that's been glassed in. Becher points out that the graffiti and industry chugging by makes his work seem real. "We help folks with commerce, and

it's real, out there," he says.

But this space didn't arrive in five minutes. Becher took months to look for the right combination of location and square footage; being downtown has given the business proximity, visibility, and the ability to walk to almost every client—including the Hotel Roanoke, the City of Roanoke (Arts Festival) and Woods Rogers law firm. While parking was a perceived problem, it isn't an actual one, as landlord Hall Associates included it with the rent.

Best of all, tba employees were able to help design the space before moving in. They now work in open, flowing spaces that have original beams, brick and wood floors, walls that don't go all the way to the ceiling, large windows and a conference area seating 22 that is shared by Business Center occupants. It has a morning meeting space where people can come together to solve problems. Touches of red and yellow—ketchup and mustard are the official names—brighten the offices, and there's a room for both storage and growth.

"This is a case study for putting the right people in great space; you get great results. There's been a marked uptick in creativity," says Becher. Mary Helms, vice president of operations who takes care of both traffic and production, has an office overlooking creative. "It's fabulous, being placed closer to the creative department. I work with them 90 percent of the time. It's a relaxed atmosphere that improves creativity," she observes.

Becher doesn't get tired of walking into his office, walking to see clients, holding business meetings in space that he enjoys. "In a business like ours, having a unique space helps drive ideas," he says. He now has it all—the three C's, he says, of creative, collaborative and communicative space.



Dan Smith





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Villas at Peppers Ferry was one of the first to recognize a trend.

Tim Jackson

## In NRV, housing for how people live >

By **Tim W. Jackson**

A national survey showed home prices dropped a record 15.4 percent during the second quarter of 2008. Virginia saw slumping home prices and home sales in the second quarter, as well. Yet in the New River Valley, new developments have been popping up frequently and more are underway or are in the planning phase.

The Virginia Association of Realtors relates that home sales in the NRV fell 14 percent in the second quarter of this year. That sounds

pretty bad until you consider that they dropped 44 percent in South Central; 39 percent in Williamsburg; 36 percent in the Dan River region; and 22 percent in the Roanoke Valley.

Susan Brickhouse, sales consultant for The Colosseum, a planned hotel-condominium development in Blacksburg, and former marketing director for the Villas at Peppers Ferry, says that the NRV's universities help buffer the area in economic downturns: "With Virginia Tech and Radford University, we have steady employment, which helps the housing market here."

Mary Wright of NRV Gateway Realty in Christiansburg says the small dip the NRV saw is leveling out. NRV Gateway is involved in housing developments across the area. Hogan's Retreat in Riner is a new subdivision of about 80 acres that will offer large lots of 1.5 acres and up on rolling land that was a family farm (and former tavern site) from the 1800s.

Wright contrasted Hogan's Retreat to Walnut Creek, a new development of 106 acres in Christiansburg: "That development will have more amenities such as walking trails, a big playground, and a basketball court." Walnut Creek falls more in line with a trend of "lifestyle communities" that offer more convenience and amenities than one might find in a more traditional subdivision. The Villas at Peppers Ferry is a large development built by Cornerstone Homes just behind the New River Valley Mall. Two-year-old Villas was one of the first

### Executive Summary:

*New River Valley developers are reacting to the way people live and the result is much less of a negative housing market.*

developments to move toward a community with amenities (clubhouse, fitness center, heated pool, bocce court, putting green).

The new Fiddler's Green in Blacksburg strikes a balance between traditional subdivisions and the new "lifestyle communities." According to Jim Sarver of Steve Bodtke & Associates, the development will offer two sections: The Villas is a patio home type development with about 50 lots. The Estates section has 91 lots. Prices range from \$335,000 to around \$1 million between them.

The Villas are low maintenance with manageable lot sizes so they are attractive to retirees, young professionals and families. Townhome and condo development is up, in part due to needs of students and staff at Virginia Tech and Radford University. Radford Professor Theresa Burriss was a single, working mother in an older home with a big yard. Her schedule was too overwhelming to stay in the house. She bought a townhome in the Cedar Ridge development in Radford, which she says gave her peace of mind. "It is huge that everything is new and there is little concern about the typical problems associated with an older house," Burriss says.

Sarver works with Bennett Hill condos in Blacksburg, a small and modestly priced development of 12 units with an average

cost of about \$150,000. The target market is first-time homebuyers, students and young professionals. "I would anticipate Tech alumni that want a second home here would be good prospects as well," he says. And speaking of intermittent users and those seeking convenience, the latest trend is condominium hotels. The Collegiate Inn is being built in downtown Blacksburg while The Legends is going up just off campus. The Colosseum will be just off the first exit from U.S. 460 along South Main Street at Dowdy Drive.

Still early in its development phase, The Colosseum will have 241 units when it is completed in 2010. Brickhouse says the target market for The Colosseum is Hokie fans and Tech alumni visiting town several times a year.

Developments such as The Colosseum sell a lifestyle: Units will be packed with amenities such as an indoor pool, a spa and fitness facility, a restaurant and bar, in-room dining service, valet parking in the underground garage, and plenty of others. Brickhouse believes the NRV will continue to see growth in these lifestyle communities.

Wright of NRV Gateway says the area market now reflects what she saw back in 2006. "I thought then that we would see a boom in new development," she says. "And we're seeing that all over the NRV."



The target market for The Colosseum would be Virginia Tech alumni and Hokie fans who would be coming into town several times a year.

### DEVELOPMENT POLL

"Urban sprawl" in your town:  
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Kelly Simmons / art: Tom Field

## When downtown is home >

By Kelly Simmons

It's 8 a.m. and I'm standing on the corner of 1st Street and Salem Avenue in downtown Roanoke. Men and women decked out in business attire wiz by. I'm in apple print pajama pants and a t-shirt, a cup of coffee in one hand, two leashes in the other. It's not the look

### Executive Summary:

*There's a lot more to this downtown living than you might imagine, but for some of us, it's just the thing to do at this stage of our lives.*

most people go for downtown, but for me and about 200 other people, these streets lead to more than just good cuisine, unique shopping, and museums. They lead home.

It is a home of distinctly European features, ranging from our Old World apartment building (the renovated Hancock), to an authentic continental bakery (On the Rise) where you can buy your daily baguette. There's on-street dining or relaxing over a drink. Farmers marketers serve up fruits, veggies, artwork and occasional cured meats.

When my fiancé brought up the idea of living downtown a few months ago, I shrugged him off. It was a place to hang out, but I could never live there. An apartment would probably cost double, I reasoned. Add parking costs to that. And what about the dogs?

I humored him by touring the newly-restored Hancock Building, a spectacular piece of art deco real estate, and I haven't looked back since.

While the Hancock Building aimed at young professionals, people of all ages have made their home in condos and apartments all through the center city. In the last few months downtown I have met neighbors who include active retirees, business professionals who are gone as much as they're at home in Roanoke, those well established with kids, alumni from my college graduating class and young people working towards a college degree.

Donna Sexton, The Hancock Building's property manager says, "We have a good variety of people living here: different backgrounds, different personalities. It's just a fun, responsible group of individuals." Most of the Hancock residents are young professional women (average age 25)—and as City Manager Darlene Burcham will tell you, that says something about the perceived safety of downtown Roanoke. While money can be tight when you are starting out, center city residents have found ways to make their dollars stretch. Rent at the Hancock averages about \$700 a month for a one-bedroom like ours. There is a required amenities fee that covers water, trash, and cable at \$99 a month. Then we figure in electricity, parking (one car free parking per household, and a 50 percent discount on the second until 2011) and meals. All of this adds up pretty quickly, so we have to closely watch how we spend our money—especially with the amount of day and night recreation at our fingertips.

For Matt and me, eating out downtown occurs just about as frequently as before we lived here. We eat in most of the time. Kroger and Fresh Market are within three miles of us. On Saturday mornings we head for the City Market to buy produce and occasionally some meat. The price is better, the food is fresher and the bustling atmosphere makes it more enjoyable than spending that time in a supermarket. And it's all just so European.

Eating one nice meal a week out is the way for us. Routinely eating meals at the finer downtown restaurants is the quickest way to run out of money that was supposed to last to the end of the month. We aim for places offering deals or that are less pricey. Metro has a sushi happy hour, Subway always has a sub deal, and Alajandros Mexican restaurant has large portions, low prices and a delectable salsa bar. Salsa is especially good because it is satisfying, substantial and—ta-dum!—healthy.

Our neighbors across the hall are students at Jefferson College of Health Sciences; one of our former professors from Roanoke College lives upstairs; a

bartender from Frankie Rolland's and a management trainee for Hertz live downstairs. Whatever the job, being downtown makes it convenient. Two minutes to the Interstate and you can be at the most distant edges of Roanoke in 10 minutes.

I work as a freelance writer/photographer from home, and Matt works less than 10 minutes away. Since moving to the Hancock, we have cut our gasoline bill in half.

Having dogs—two Papillons—were among our biggest concerns when we decided to move downtown. They enjoy the interaction with the other downtown dogs, the Market vendors, our neighbors and especially the long walks they get daily.

Living downtown is not for everyone. There's less space everywhere in your life and spending habits are different. Your back yard might be a parking lot. But we have good relationships with residents and those who work downtown and we have experienced living in a setting that five years and a family later won't be desirable for us.

I just have to remember that while living downtown seems chic, there are times when I'm standing outside in my pajamas, hair in disarray, gulping down caffeine and waiting for the dogs to go. But, hey, that's life. Wherever you are.



Kelly Simmons

## A makeover on the rise >

By Dan Smith

### Executive Summary:

*The Hartmans are their own general contractor as a popular downtown bakery becomes much more than that.*



On the Rise Bakery's Julia Hartman

Dan Smith

On the Rise Bakery on Roanoke City Market has been a fixture for 15 years, 10 of them at 303 Market Street, next to Agnew Feed & Seed, but its face has been in the process of change for the past few months.

Owner Steve Hartman and his wife Julia, an artist and retired teacher of special needs children, are transforming the building they bought 10 years ago into a multi-level business and living space. The bakery will run at full throttle for the foreseeable future as the second floor is turned into office space and the top floor becomes an apartment with a roof-top deck.

Julia Hartman is acting as the general contractor, she says, "because Steve has the bakery and I wanted something to do" and Steve is working closely with her. They've done this before, both in

building their home in Botetourt County and in remodeling the bakery when they moved into it 10 years ago.

That meant weekends on hands and knees sanding floors, among other things. The two are still "doing as much of the work as possible, including demolition, painting the tin with faux copper effect, laying reclaimed heart pine floor, painting, tile work and procurement," says Julia.

Even with that, "We are using local carpenters, electrician, plumber, heating and air," says Julia Hartman. "We are also glad to be using Habitat for Humanity. It has a wealth of building materials and fixtures."

Working in an historic area can be tricky, says Julia: "We are most proud of the facade of the bakery, the roof-top deck and our balance keeping as much of the building original, yet still making it look fresh and elegant."

They are recovering a good bit of the natural brick surface inside and out and "we're delighted at the multi-paned transom windows which are reminiscent of the 100-year-old facade and let more natural light into the store."

The re-designed bakery will seat more people for lunch and "will be more comfortable in winter with double paned windows over the entire façade," says Julia.



Dan Smith



# The Kirk Avenue 'family of businesses' >

By Dan Smith

**Executive Summary:**

*Ed Walker says he believes this is his seventh downtown project, but he's too busy thinking ahead to check it out.*

During the last three or four years, developer Ed Walker has created more interest in commercial development in downtown Roanoke than just about anybody else. Sure, the new \$66 million art museum is a crowning touch, but it's

not commercial. It's cultural.

Walker's projects have ranged from a headquarters for HomeTown Bank and the high-end, marvelously designed condos on the upper floors, to the renovation of the spectacular Hancock Building, to the Renaissance at the old Cotton Mill just outside of downtown. The latter project, which includes renovations to three buildings which will be living space, restaurant and an artist studio as a gateway to Old Southwest, is generally considered a neighborhood link that will be vital to continued development.

But one smaller project that has filled rapidly, even as it was being constructed, is the renovation of a string of 10 offices in



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# DEVELOPMENT FRONT



furnished offices on Kirk. Dan Smith

three connected buildings in the first block of Kirk Avenue (just off Jefferson Street).

The bank of offices on the ground floor

(with a couple of apartments upstairs in the building closest to Jefferson) has been offered by Walker to "entrepreneurs, small accounting firms, architects, lawyers and the like." The tenant list includes: Seasons and Occasions, Brian Cunahan's studio/gallery, Ed Dolinger's studio/gallery, Deb Oehlschlaeger's law office, Boxley Materials, Regeneration Partners, Whitlow and Youell, Valley Business Front and Davis H. Elliot, which has been on the top floor for a couple of years.

The office spaces average about 1,500 square feet and are long and narrow, going through the block. Walker's own office is in one of the spaces.

"What we have is above average spaces at below market values (\$10.40 per square foot)," Walker says. "We are trying to create a nice atmosphere for people who look beyond their checkbook, interesting people who are involved in things. We're hoping it's like family, people working with each other." The contractor, Steve Schroeder, is a former custom home builder who has hit on slim times because of the housing depression.

"It's hard for a guy like him to take the liability and the stress of it all," says Walker, "and [custom homes is] not a particularly lucrative field. It's risky."

Walker says the Kirk Avenue project is "about seven, I think" in downtown that he has been involved in. And there's no end in sight. For Ed Walker, ideas come in waves.

Dan Smith / art: Tom Field



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# A little grit makes for a better bike shop >

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By Don Simmons, Jr.

You couldn't have picked a better time to be selling scooters, unless it was, say, 1956, Rome and Audrey Hepburn was walking toward your shop.

### Executive Summary:

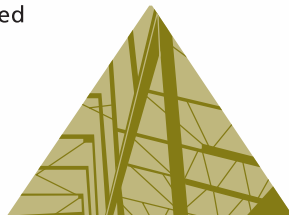
*A couple of old motorcycle boys are enjoying the gas price-induced boom, but, hey, they'd be selling and repairing bikes if gas cost a nickel.*

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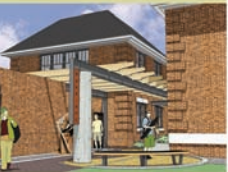
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Eric Dogan, left;  
Monty Looney, below.



Don Simmons



Don Simmons

Talk about going through the roof. Eric Dogan says sales have doubled in the past six months alone and he ought to know: he's co-owner of Roanoke Cycle Sports Inc. way out on Williamson Road, near Happy's Flea Market, in Roanoke.

The little nondescript, aluminum-sided cycle shop is selling close to 10

scooters every week and a half. But scooter sales alone do not a successful cycle shop make. Dogan's quick to point that out. The relative newcomer has seen steady growth over his four years in business.

RCS is the dream child of two lifetime bikers and most-of-their-lifetime car salesmen. Dogan, 37, dropped out of car sales after 13 years, most recently with First Team Auto Mall on Peters Creek Road. His partner, Monty Looney, 62, still sells cars most days, but spends his off time at the shop, making sales, purchases or repairs. He races bikes—bikes with motors—in his spare time.

Unlike their fancy-uniformed, showroom counterparts up and down the road, Dogan and Looney have opted for a more traditional approach. They run a cycle shop. A real one. You can tell it.

The tight floor space is packed with all manner of mostly used and some new bikes. Everything from Harleys and Huskys to Triumphs and Hodakas. There are occasionally striking, mist green, vintage Vespas (the kind Audrey, bless her, adorned

the back of in "Roman Holiday"). Prices range from \$1,200 to \$8,000.

As the wood-paneled "showroom" might suggest, the owners are willing to repair just about anything.

"In the end, a motorcycle is a motorcycle; I don't care how old or what make. They all work the same way," says Dogan, chewing on a thick St. Louis May cigar. He's dressed in black T-shirt and shorts, leaning back in his chair beneath a poster of Steve McQueen on the set of "The Great Escape."

Here the smell of new leather and rubber mingle with oil and axle grease wafting from the back of the shop, where disassembled bikes await parts. No fancy shirts, no gimmicks. Just service and competence.

On a typical Monday morning, customers flow in regularly like family. Sometimes they are families, requesting everything from rare carburetors and oil filters to helmet shields and tire replacement estimates. Dogan gives each his full attention.

"I hated selling cars, but I learned a lot from it," he says.

He's also learned that running your own business is more than punching a clock and hoping it all falls in place.

"You have to have the underlying desire and dedication to make it succeed, even if that means spending hours in the repair shop when you're closed," Dogan says. "If you can't do that, you're gonna fail."

To open their shop four years ago, Dogan and Looney got a \$50,000 line of credit. They've never used the entire amount, but there's still plenty to pay back. Soon Looney will be able to join the shop full-time and after that, says Dogan, the plan is to pay off what they owe. Then, maybe they'll think about more space.

"For now this is a great location." When Audrey comes in, they'll be ready.

## A roof and a trunk

- What:** Semi-enclosed moped  
**Power:** 150cc motorcycle motor  
**Speed:** 60-80 mph (depending on driver's weight)  
**Mileage:** 37-80 mpg (depending on the driver's skills and weight; *nstmotor.com* says 37 mpg, the Roanoke dealer says 60-80)  
**Load:** 397 pounds (2 people, one seat)  
**Brand:** NST  
**Origin:** China  
**Price:** \$4,200 retail  
**Available:** Hoper's, 5411 Williamson Rd, (Happy's Flea Market)

Hoper's owner Steve Mirzayan says the NST, one of a new breed of personal transportation, isn't really a motorcycle, though you must have a motorcycle license to ride it.

It's relatively quick and powerful for the small motorcycle class it inhabits and the frame gives a bit of extra protection.

The frame actually leans in curves, independent of the three wheels, which remain firmly on the ground. The NST comes with an automatic transmission, as is common with mopeds.

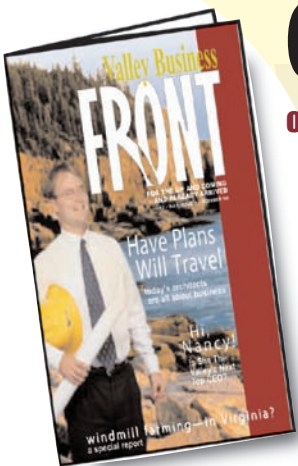
This is but one of a wide variety of new vehicles—some gas, some electric—that are becoming available, generally at independent dealers and online. Shipping of online orders (most often by 18-wheeler) costs about \$250.

—Dan Smith



Hoper's owner Steve Mirzayan on the NST moped

Dan Smith



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EcoFriendly meats are available in a market in Moneta

Lori White

## Organic: It's more than just a slogan >

By Lori White

If you believe in “consciously co-creating ... trying to sustain our culture and environment and agriculture” in a humane way, then you might want to take a look at Bev Eggleston’s EcoFriendly Foods.

### Executive Summary:

*Bev and Janelle Eggleston are producing foods that are 'beyond organic,' setting a higher standard than you might expect.*

A former vegetarian and student of art in Manhattan, Eggleston became convinced of the fundamental tenet that life was given in order for life to continue, and became a protégé of Joel Salatin, a renowned agricultural authority on ethical and grass-based farming methods.

Eggleston, after working side-by-side with Salatin for many years, now works with his wife, Janelle, at his own enterprise, Emerald Family Farms, a consortium of independent farms. The farms provide them with the resources they need, but also a measure of control and accountability.

The EcoFriendly foods processing plant was added when Eggleston and Janelle completed a comprehensive USDA certification project in order to address concerns of humane standards of handling and “harvesting” of animals.

Eggleston’s EcoFriendly Foods in Moneta is a “beyond organic” farm, a concept that sounds new and intriguing, but one which actually has its roots in a more recent history.





Lori White



The term organic has been embraced by corporate America recently, and... it's been diluted and dumbled down

—Bev Eggleston

“Organic” doesn’t necessarily mean ‘organic’ any more,” Eggleston says, distinguishing between the two in stating that to be “beyond organic” means to be “thoughtful of ecology, possessing the human element and having intelligent people on the farm.”

“The term ‘organic’ has been embraced by corporate America recently, and it isn’t what it was during the first half of the 20th Century, or even 50 years ago—good clean farming, good old-fashioned, cultural foods. It’s been diluted and dumbled down.”

In his pursuit of beyond organic methods, Eggleston refrains from using any pesticides or herbicides, he composts everything and he allows his animals to live pretty much as they would in the wild, with turkeys roaming freely (“we lose a few,” he admits, “but mostly they stick around”). There are a few minor degrees of control.

During his interview, Eggleston moves briskly from one task to another, demonstrating exactly how a “beyond organic” meat farm functions. Just as a crop farm is rotated from one field to the next, animals are rotated from one “field” to the next, allowing each animal’s unique function to perform various cleaning and composting tasks.





Lori White

movable shelters with this purpose in mind. The animals are all given plenty of space out of doors to roam freely about, contrary to many other meat industries.

As a result of their commitment to the humane and ethical treatment of their animals and the high quality of their meat, EcoFriendly Foods is seeing huge growth.

"We're expanding, bringing on more farms and more customers—we need to be looked at seriously at the investor level," says Eggleston.

He is especially thrilled, though, at the addition of small farms to Emerald Family Farms. He is intensely committed to promoting the small family farm. "There's nothing more important than the food infrastructure," he says. "We need to give farmers an incentive to stay in the business."

For example, chickens are great sanitizers and composters because they eat bugs and scratch at the dirt. So, when they are rotated into the rabbit pen (the "raken"—"rabbit" plus "chicken") they perform this function naturally, organically.

The chicken coops and most of the other animal houses are designed to be temporary,

(EcoFriendly Foods is at 3397 Stony Fork Road in Moneta. The phone number is 540-297-9582 and the Web address is [ecofriendly.com](http://ecofriendly.com))



**Bev Eggleston with chicken, pig, and inspecting slaughtered hogs.**

Lori White



# CONTRIBUTORS

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**Keith Ferrell** has written a dozen or so books, fiction and nonfiction, more articles and essays than he cares to count, written/co-designed half a dozen computer games and from 1990 - 1996 was the Editor of OMNI Magazine. He now resides on a small farm in southwestern Virginia.  
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**Tom Field** is a creative director, marketing executive and owner of Berryfield, Inc. in Salem, and the new Valley Business FRONT magazine. He has written and produced programs and materials for local and international organizations for more than thirty years.  
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**Don Simmons Jr.** has been an award-winning journalist for 20 years. He is a Western Virginia native, but he and his wife lived in a Spanish neighborhood in New York City for five years. He is at ease jumping a subway turnstile as field dressing a deer.  
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**Kelly Simmons** is a 2008 Roanoke College graduate and native of the Roanoke Valley. Recently engaged to Roanoke College classmate Matt Anderson. She is a country and bluegrass musician and the granddaughter of Dixie Wilson, something of a regional legend in country music.  
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**Dan Smith** is editor and co-owner of Valley Business FRONT. A native of Asheville, N.C., he has been a journalist for more than four decades. He spent 20 years as editor of the Blue Ridge Business Journal, and was Virginia's 2005 Small Business Journalist of the Year and has been nominated for the 2009 class of the Virginia Communi-

cations Hall of Fame. He has been nominated four times as the Roanoke Regional Chamber's Business Advocate of the Year (his wife, Christina, calls him the Advocate's Susan Lucci). He has won many journalism awards (writing, photography and design), several awards for Public Radio essays. He is married, has two grown children and a grand child.  
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**Lori White** is a freelance writer, photographer, and homebound instructor who revels in the freedom to do what she wants when she wants to do it. A former English teacher, she graduated with honors from Lynchburg College with a degree in English and a minor in writing.  
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**NOTE: Look for this page of bios and contacts in each issue of the FRONT as Contributors change.**



## The exercise guru's new toy >

By John A. Montgomery

Bud Grey has been affiliated with the Roanoke Athletic Club for more than 25 years, and for 90 percent of his tenure the former racquetball instructor has overseen the operation. The program's exponential sprawl while under his purview has been legendary.

The square footage of the RAC, a Southwest Roanoke County facility, has mushroomed since the 1980s. Several years back—no pun intended—the Botetourt Athletic Club (the BAC) opened. That was followed by ZOOM, the streamlined club for downtown Roanoke businesspeople who might want to squeeze in a workout during lunch. In early 2008, the Parisi Speed School, a program designed to teach young athletes how to become faster, debuted. Parisi is a couple of discus throws from the RAC.

Membership in these Roanoke Valley athletic facilities combined exceeds 16,000, but Grey and his management team are constantly thinking about what to try next. It's no coincidence that one of Grey's favorite reads on his fully loaded office bookshelf is Jim Collins' *Good to Great: Why Some Companies Make the Leap... and Others Don't*.

The RAC's latest foray into cutting-edge workout programs is a new invention called the Krankcycle. It was designed by California-based Johnny Goldberg, better

### Executive Summary:

*It's called the Krankcycle and for those devoted to washboard abs, thunderous thighs and lungs of steel, it's the Next Big Thing in the Roanoke Valley.*



Johnny G (Goldberg)

John Montgomery

known as Johnny G, who decades ago unveiled the concept of spinning. Spinning is basically a group activity involving a number of people peddling bicycles. That concept may not rival the splitting of the atom in terms of depth, but its popularity is phenomenal—worldwide.

When Johnny G sold the operation in 2005, his undisclosed selling price was based upon 150,000 certified Spinning instructors working in 80 countries. By that time,

Johnny G was ready to move on to something else. Kranking is Johnny G's latest idea. In essence, the Krankcycle is a stationary arm bike, equipped with a seat, a suspended front wheel and hand pedals instead of handlebars. You can pedal with one arm or both. The upper body workout is especially draining, according to many published reports (including The New Yorker), an opinion confirmed by RAC group exercise manager Brooke Carlin and BAC group exercise manager Kim Treadway, when they were introduced to the Krankcycle and Johnny G at the end of the summer.

Grey has purchased 10 Krankcycles, at a cost of nearly \$1,700 each, and is dividing them between the largest facilities' properties.

As part of the introductory demonstration,

Grey also brought in Johnny G and his sidekick, Jim Karanas, the chief executive officer of the Kranking College of Knowledge.

Both Johnny G and Karanas know something about endurance fitness. Johnny G, 52, is a former long-distance cyclist from South Africa, while Karanas, 54, recently engaged a rowing machine the equivalent of 1 million meters over an eight-day period, averaging three hours of sleep per night, establishing what must be some sort of record.

In The New Yorker Krankcycle article, published in August, you'll note the following excerpt: "... for the moment, one of the few places you can find one in New York is at the Reebok Sports Club."

Leave it to Grey to be one step ahead of the Big Apple.

### RECREATION POLL

What is the single greatest sports team in the history of southwestern Virginia?

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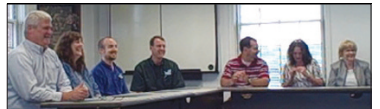
**SOLUTION:** Virginia Western along with the Water Authority designed a Supervisor/Management training program that enabled the Water Authority to offer additional training to employees to enrich their career opportunities and job knowledge. The classes were customized for the Water Authority and employees were able to relate to the subject matter at a much higher level than a typical class curriculum could ever offer.

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George Scott  
Human Resources  
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**VIRGINIA WESTERN**

## A new way to teach >

### Special to the FRONT

#### Executive Summary:

*Virginia Tech's ASPECT takes interdisciplinary teaching to new levels.*

A new Virginia Tech program that has been called "a bellwether for higher education" draws upon the expertise of about 50 Virginia Tech faculty from three colleges. Called the Alliance for Social, Political, Ethical and Cultural Thought (ASPECT), it is an alliance among core departments (history, interdisciplinary studies, philosophy, and political science), faculty and college and university administrators. Faculty and courses come from the College of Liberal Arts and Human Sciences, the College of Architecture and Urban Studies and Pamplin College of Business.

ASPECT is a research as well as a teaching program. A faculty working-paper series provides feedback on work prior to its publication, and workshops, panel discussions and public lectures have been organized during the past two years.

For program director Wolfgang Natter, who oversaw its curriculum design and approval, "ASPECT is now poised to realize its full potential as a nationally and internationally renowned teaching and research program."

Applications for this first cohort have come from the U.S., Latin America, Europe, Africa, and Asia. Some students bring more than one advanced degree to their doctoral studies and most have degrees in more than one discipline. They are as diverse as the problem-centered, theory based, curriculum itself.

Research interests include post-industrial society and culture, critical social theory, social memory, human security in post-communist countries, the impacts of new communication technologies on social identities, liberation movements, and global transformations of democracy.

The initial vision for the program came from an internal proposal in 2000 by Timothy W. Luke, professor of political science. Luke spearheaded the early stages of the program's development until 2005, when Natter joined the Virginia Tech faculty.

In spring 2009, the seminar theme and integrated lecture series will be on Neo-liberalism and Society. Other team-taught Alliance for Social, Political, Ethical and Cultural Thought seminars have addressed the topics of contemporary theoretical turns: spatial, performative, postcolonial, and animal; psychoanalysis and politics; and first contacts between settler and indigenous communities.

### EDUCATION POLL

**Should the State of Virginia lower tuition at public institutions by increasing taxes?**

*e-mail your answer to:*

**poll@vbFRONT.com**

*put "EDUCATION POLL" in subject line*





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### *Interested in Arts & Culture, eh?*

See our Feature story on the new art museum and a guest commentary on the impact of arts starting on Page 76.

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IN PARTNERSHIP WITH: The Roanoke Arts Festival and Taubman Museum of Art



A recent Playmakers presentation was “Stop the Press”

Dan Smith

## A small alternative theatre >

By Dan Smith

If you’ve had just about enough of the steady diet of Big Musicals on stage locally, there are alternatives, generally in the form of community and little theater groups. One of the best—and least known—in the region is the NoneSuch Playmakers, who

recently presented the delightful original two-act comedy “Stop the Press.”

The truly funny play was written and directed by Playmaker Brack Llewellyn and had an ensemble cast that played on the outdoor stage at Chateau Morrisette, the glamorous vineyard near Floyd. The Sunday afternoon we sat for “Stop the Press,” the setting, the temperature and the play were just about perfect.

The Playmakers have scheduled “Tales of Suspense Dinner Theater” Nov. 8 at 6:30 p.m. It will feature a three-course dinner followed by four one-act plays, written and directed by the members, all for \$65. Reserve your tickets at 540-593-2865.

### CULTURE POLL

**Ampitheatres: love ‘em, hate ‘em,  
or make little difference?**

*e-mail your answer to:*

**poll@vbFRONT.com**

*put “CULTURE POLL” in subject line*

## An opening statement >

# My View

By **Dan Smith**  
Editor

Yes, indeed, the cover of the inaugural issue of Valley Business FRONT is a statement. It's one we almost didn't get to make out of the gate because there was some question about whether Cabell Brand's new book *If Not Me, Then Who?* would get here in time to get the star treatment from us.

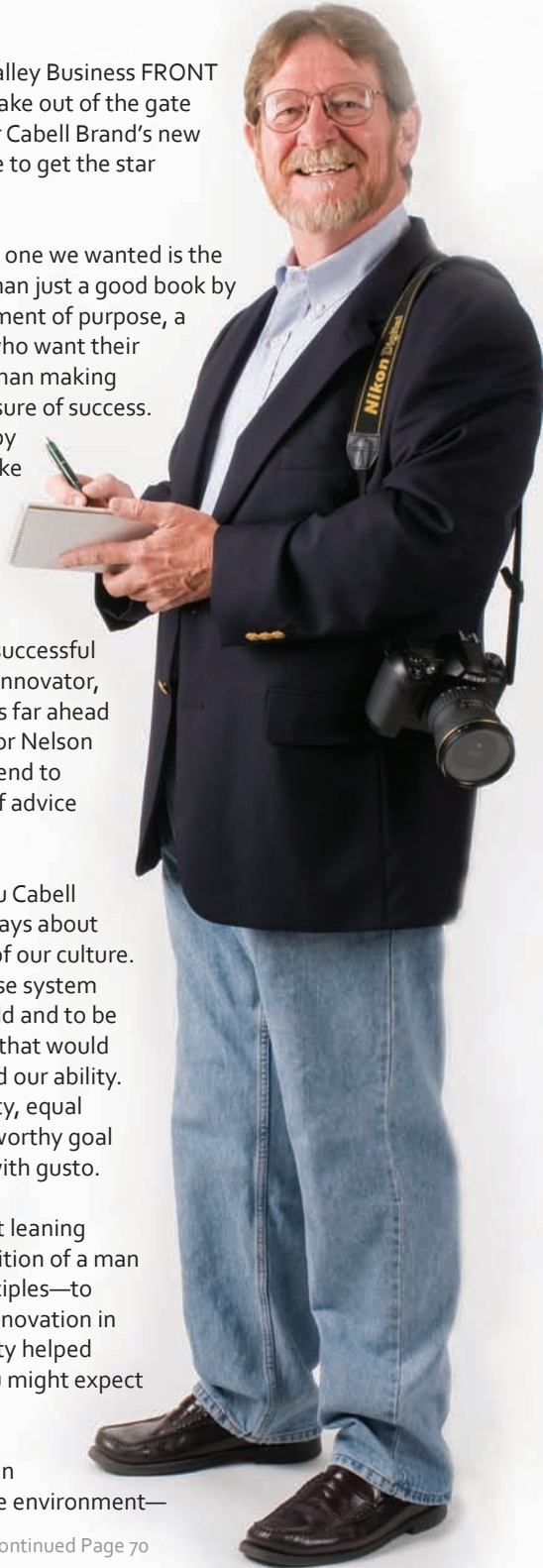
We had two alternate covers ready to go, but the one we wanted is the one you can flip back to right now. This is more than just a good book by a Roanoke Valley business executive. It is a statement of purpose, a manifesto for a life of service, a guide for those who want their careers to be about something more important than making money. Some consider money to be a good measure of success. Cabell Brand would be deemed quite successful by that scale. He'll even tell you that if you don't make the money, you're not likely to be able to do the things the money allows. Like serve your community, your state and your nation to the fullest.

You probably know the story of one of the most successful human beings ever produced in this valley: shoe innovator, a man who gave his employees generous benefits far ahead of that curve, founder of TAP (which former Mayor Nelson Harris called "the engine that runs Roanoke"), friend to presidents and potentates, wise sage and giver of advice to political activists and world leaders.

At Valley Business FRONT, we wanted to give you Cabell Brand in full throat because we believe what he says about the importance of business to the development of our culture. We believe, as Cabell does, that the free enterprise system gives us the right to create, to innovate, to be bold and to be courageous. We can simply settle for profits, but that would be using only 10 percent of our business brain and our ability. Creating a better society, a more equitable society, equal opportunity for those willing to do the work is a worthy goal that many in the business community embrace with gusto.

Cabell has generally been associated with the left leaning among us, but that is entirely too limiting a definition of a man who used conservative principles—business principles—to become a success by any measure. His brilliant innovation in treating his work force with dignity and generosity helped create loyalty and efficiency far beyond what you might expect from leaders who only care about the numbers.

If creating a solid bottom line is conservative, then Cabell is conservative. If treating people—and the environment—





I hear  
voices >

By Tom Field  
Publisher

## On Tap from the Pub

Great. There's nothing quite like finding out the publisher of your brand new magazine admits to hearing voices inside his head. "Oh, this is rich," you're probably thinking. "Especially coming from a business publication."

Ya' see. There I go already, hearing *your* voice.

But that's just it. I hope we're all hearing voices. Multiple voices. Some pitchy or whinny or nasaly—others soulful or commanding or nothing short of angelic. Perhaps too many are in the camp of cynic Simon Cowell's opinion (*American Idol*), where it all begins to sound one way or the other—Broadway musical-ish, or the proverbial drunken uncler at the wedding. Neither is good. Most are hardly ever right.

I contend we need these voices. This publication is a living example for the reason why. You need only look at our Contributors page (6, 7), and their bios (Page 62) to see the choir. It's a rich ensemble of backgrounds and experiences, skills and specialties. But it's more than diversity in characters. Each face you see comes with a voice. A voice bounding on grasslands like a lion. Tiptoeing on dew sprinkled meadows as a white speckled fawn. Swooping through dense forest treetops with the agility of a falcon. And yes, there's the ever-so-pragmatic and completely dependable domesticated canine. Solid. Reliable. Because so many times, we just need our slippers brought to us.

It's a big mistake to kill off the voices. It's a bad idea to pull out members of your choir at rehearsal to tell them they need to sound like the guy standing next to them. But that's precisely what's happening with a lot of media products. Though the cry may be, "We need a unified voice," often what we're getting is a watered down report—under the false assumption that such standardization is the only way to obtain objectivity or professionalism.

Like the droning of an overdone refrain, I'm tired of that song.

If you show me your CD case or MP3 collection, and it's full of nothing but Showtunes of the 1950s—ummm... I'm sorry, but that's just gonna freak me out a bit. But you have a *few* Showtunes, along with a little jazz, blues, rock, country, pop, classical, funk—or at

continued Page 70




## Smith / My View

from Page 68

with respect is liberal, then he's a liberal. Fact is, he's both and he transcends both. My FRONT partner Tom Field and I look at the world from different political perspectives, but we both have enormous respect for Cabell Brand. Cabell's the guy who tells us that we're after the same things and we can achieve them by being creative, open to ideas and always on the lookout for a better idea than the one we showed up with. That's the opening statement of Valley Business FRONT.

---

### *A little weirdness.*

Journalism is an odd business, sometimes full of value as cheap entertainment. As this issue was going to bed, the woman who owns a business that was to have been the subject of a story for us called and said she didn't want to take part because she "had a message from God" telling her not to. Who are we to mess with God? 

## Field / On Tap


from Page 69

*least* two other genres—am I gonna run out the door screaming about your instability and the insanity of it all? No. I'm gonna hear one of those voices in my head. And it's going to say, "Chillax. This cat's cool."

The people who *don't* hear voices in their heads and the people who only hear *one* voice—those are the souless bodies who scare me.

So, enjoy the voices.

Contrary to popular belief, you're not even crazy if you talk back to them. (At least that's what they're telling me.)

It's only when you hear voices but choose not to listen when you have a problem. 

## Our First "Official" Letter

Dear Dan Smith,

Congratulations on a helluva run at the (Blue Ridge Business Journal). I have admired your creative thinking, zippy prose and Southwest Virginia voice, of which there are never enough.

Best wishes in the months to come.

What's next, a run for council?  
You'd sit next to (Dave) Trinkle and (Court) Rosen!

Peace be with you and thank you for educating us all on the business life of the dear Valley.

Gwen Mason  
Roanoke City Council

*(Smith says that while he is leaving his options open, he does not intend to run for council. He is still recovering from being passed over for vice president.)*

### Energy and the region's competitiveness >

By **John Williamson III**  
RGC Resources

The cost of all sources of energy is on the increase. There are, of course, wide fluctuations both up and down in energy pricing, but the underlying trend is ever upward, whether the energy source is oil, coal, natural gas, nuclear or even renewables.

A billion people in India and 1.3 billion people in China now want and are striving to gain their share of the higher standard of living that oil, along with other energy sources, enables. The simple fact is that our current standard of living and economic prosperity has been based on cheap, plentiful, and readily available oil.

The demand for all forms of energy is growing as world population and consumption patterns increase. It is a straightforward case of supply and demand. Furthermore, the cost of energy production increases as the energy industry has to go farther, drill deeper, and deal with more inhospitable climates and governments to find supplies.

Couple the growing demand and tightening supply scenario with passage of climate change legislation that will impose a carbon tax on fossil fuels and a continued rise in energy cost is inevitable.

The Roanoke region, while still blessed with relatively low cost energy, will be significantly impacted. The only reasonable business solution is to plan accordingly. This means a focus on smart energy use, conservation and replacing older plants with more energy efficient equipment, appliances and lighting fixtures. Additionally, it is important to make sure

the region's businesses remain competitive through smart pricing, high quality service and strong customer relations.



**John Williamson III**

Dan Smith

Failing to recognize, actively manage, and compensate for rising energy costs will damage competitive positioning just as surely as runaway labor costs, increased raw materials cost, or failing to keep up with innovation.

In addition to smarter energy use, area business should play a more active advocacy role. Business needs to speak up and encourage Congress to vote to allow offshore drilling for oil and natural gas. While this will not impact energy costs in the short run, improving domestic supply 7 to 10 years into the future—at a time when international energy demand continues to grow and climate change legislation steadily ratchets up energy taxes—will lessen the rate of acceleration of future cost increases and help keep United States companies competitive.

While the United States imports roughly two-thirds of its oil supplies, 98 percent of natural gas is produced in North America and over 90 percent in the United States.

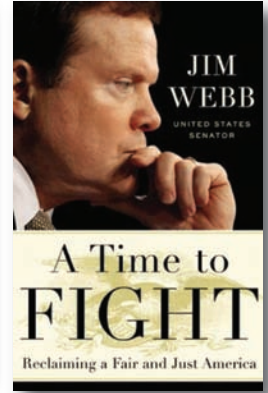
Absent off-shore drilling access, imports of natural gas in the form of liquified natural gas will likely grow from 3 percent to 20 percent by 2020. Do we really want to be buying natural gas from Russia, Iran and Qatar?

Dependence on foreign oil has certainly proven problematic, including two wars in Iraq. American business, as well as state and federal governments, should certainly not want a repeat of the oil cartel stronghold with natural gas when it can be avoided, or at least significantly delayed through access to the offshore continental shelf and other areas for domestic supply development.



## Books @ the FRONT >

Following are book recommendations from our editor and business people in the Roanoke and New River Valleys who are inveterate readers. Each month, we will ask readers to submit two well-crafted paragraphs about a good book they've read lately (we don't read the bad books, thank you) and would like to recommend.



### *Kill that story*

John Darnton's *Black and White and Dead All Over* (Knopf, \$24.95) delivers on the kind of novel you've come to expect from the Pulitzer Prize-winning New York Times reporter and author of several previous books. What you get here is a well-plotted newspaper-based murder mystery set at a struggling metro daily (what other kind is there?) and populated with the kinds of eccentrics I'd expect to be there (having been in that game for a while).

The book revolves around a smart young reporter assigned to cover creative and creepy murders at the fictional New York Globe, where he works, and the NYPD detective who works both with and against him. Darnton creates a plausible scenario out of a chaotic situation and pulls it tight, making sense of the nonsense in several instances, but always keeping it interesting.

—Dan Smith, Editor VBFRONT

### *Frank discussion*

*A Time to Fight: Reclaiming a Fair and Just America* is a continuation of Jim Webb's earlier book *Born Fighting* in that it covers much of his personal history and philosophy, including his gradual transformation from a Reagan Republican to alignment with the Democrats. Webb expresses a strong belief that "issues such as economic fairness, fundamental social justice, the long-term strategic direction of the country, and the hardening of American society along class lines" are in dire need of public and legislative debate and action.

While he may raise more questions than he answers, his willingness to frankly discuss foundational concerns of the country is refreshing. His book should be read by liberals and conservatives alike, if for no other reason than to better know the Senator.

—John Williamson, President/CEO  
RGC Resources

### *Coming of age*

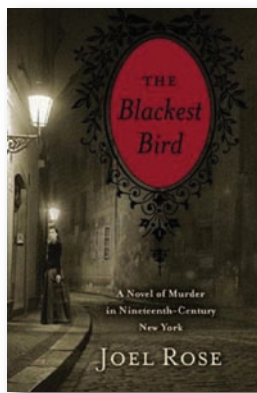
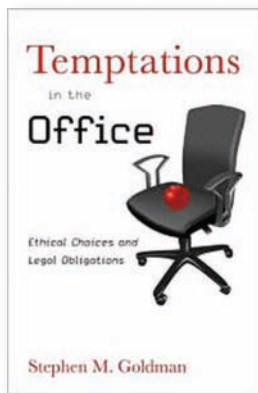
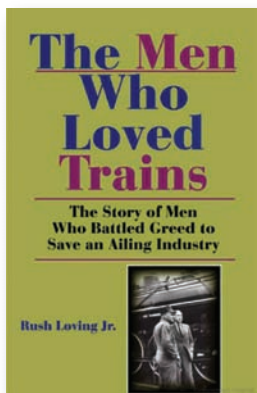
*The Two Pound Tram* by William Newton (Bloomsburg, \$9.95 paperback) is one of the best small books I've read in a really long time. This one involves two young brothers, Duncan, 16, and Wilfred, 14, their adventures and life's path in a simpler, yet difficult war-torn Europe. Their mother splits after a serious illness leaves Duncan nearly mute and their father prefers the company of ladies over the boys.

Setting out from their English countryside they pursue their dream of buying an out-of-service tram in London for two pounds Sterling. Their discoveries, encounters, and how they overcome at times rigorous challenges make this one of my favorites.

—Joyce Waugh, Roanoke Regional Chamber

### *The train boys*

Rush Loving Jr.'s *The Men Who Loved Trains* (Indiana University Press, \$27.95) recounts what happened to 20 eastern-U.S. railroads between 1950 and the early 2000s and the roles executives played in the rise, fall and mergers of these corporations. Eight



railroads merged into Conrail, six into CSX, and five into Norfolk Southern; CSX and NS then battled over Conrail before dividing its assets.

This book should be of local interest given the importance of railroads to this area and the profiling of three particular executives. Stuart Saunders grew up in Bedford and became head of Norfolk and Western, Pennsylvania, and Penn Central railways. John Fishwick headed from Roanoke the Norfolk and Western. Vinton native David Goode became head of NS. The author, a Virginia journalist with 50 years in the field, distinguishes between executives who were lovers of trains and those who were only business managers.

—James W. Morrison, *Moneta*,  
author of *Bedford Goes to War*

## Ethical dilemma

Lawyer and law professor (Catholic University) Stephen M. Goldman makes a good basic point in his readable and important *Temptations in the Office: Ethical Choices and Legal Obligations* (Praeger, \$39.95): the ethical office is the productive, efficient, profitable office. It's all good, common sense, but there are enough people in business who don't know that basic premise that the book escapes the "duh" syndrome. Too bad.

Goldman gives step-by-step advice on how to achieve an ethical workplace (and in the process, keeping your butt from getting sued off). Would that this were standard stuff, Business 101, but enough of us are clueless on the ethics front that the book is

meaningful. HR directors: buy it and read it. Company lawyers: ditto.

—DS

## Fly Away

As one of the world's true suckers for a stimulating piece of historical fiction—mixed with a bit of baloney—I found Joel Rose's *The Blackest Bird* (W.W. Norton, \$14.95 paperback) irresistible. Here we have a nearly 70-year-old, wily detective trying to solve the murder of one Mary Rogers (think Poe's *The Mystery of Marie Roget*, based on the death of a girl named Mary Rogers in 1840). He's working with and against people like the addicted, and impoverished Poe (prone to plagiarism), wealthy Samuel Colt and his family, James Fenimore Cooper, Washington Irving and others you'll know.

Good color, a nice feel for the age and for New York City and its ethnic melting pot, set to boiling. A bit slow, but the characters in Rose's mind (I suspect he's stretched the truth of his research a bit, especially as relates to Poe) keep the interest high.

—DS



David Bowers

Dan Smith

## Bowers and the business boys >

By David Bowers  
Mayor of Roanoke City

### Executive Summary:

*Shortly after Mayor David Bowers defeated incumbent Nelson Harris, one of Roanoke's old-guard business executives said, "The business community has been kicking David's ass for years. Now they'll have to kiss it. I don't know anybody who's happy about that." Many in the business community have expressed strong reservations about the populist Democrat, who served two mayoral terms, was out of office eight years—losing six elections in the process. He railed against some of what others call progress during his recent campaign but Bowers, an attorney for the past 30 years, has taken on more conciliatory tone in recent months. That includes the way he has dealt with the business community. Here's what he has to say about dealing with the business community—in his own words.*

There are two issues here: one is my relationship to the business community; the second is progress for Roanoke. They can be intertwined and are not mutually exclusive.

Just because it's something that the business community wants doesn't mean it is progress for Roanoke, or vice-versa. To my way of thinking, being the mayor of Roanoke is sort of like playing the keys on a piano—you have to hit the high notes and the low notes, and you're going to hit a sour note every now and then. You have to try and develop a harmony.

As mayor of Roanoke, I think it's important not only to be identified as a spokesperson for the business community, but also for the public. As I like to say, "I'm just a working class guy," so I like to look out for folks like my late father, a bread truck driver, especially when taxpayer money is being used for projects.

I also believe, unlike some in the business community perhaps, that local government is labor intensive. You can't replace police and firefighters with robots. You have to have the personnel on the street and enough teachers in the classroom, as well. I want to be a spokesperson for that working class, and those staffing needs must often be addressed before more ambitious projects are taken on by the city.

I'm well aware that the business community didn't support me wholeheartedly last spring, although some did. Since then, however, I have reached out to them and they've reached out to me. It's been a cordial rebuilding of the relationship



# REVIEWS & OPINION

## Guest Commentary

between the office of mayor and the business community. I've met with chamber of commerce officers and the Business Leadership Council recently. I find them in some ways to be excited about our future together. Some of them also were ready for change and a new, positive tone on City Council.

We're going to stumble and have arguments, and not always agree, but the wheels are back on the bus.

I'm excited about downtown residential development and the new medical school that Carilion Clinic and Virginia Tech are partnering on. I believe the new school will be the biggest economic development initiative in the history of our city, since the railroads came to town.

I also believe it will be important to connect the new bio-medical park and medical school to downtown. In 20 years I don't think you'll recognize Jefferson Street because of the related development that will take place.

The business community typically wants progress, but if it's all just commercial progress business cannot count on me as supporting that notion 100 percent. I believe it cannot be just business for our city—there must be a human element that moves forward. As part of that process we need to reach out to those that are less fortunate and bring them up.

Conservation and preservation of our natural resources is part of the equation, as well. As a longtime member of the Appalachian Trail Club and a frequent hiker, that's important to me. Again, I measure progress not just in terms of profit and commercial success.

I think the business community will find me to be a good spokesperson for our city. They used to call me the "Cheerleader in Chief," but I think that is what a mayor should do. I want our businesses to succeed—but I also want our families to succeed.

---

### FRONT Commentary

*Roanoke has once again made a blunder that could have easily been avoided by simply being open. The rejection of the plan for the City Market Building renovation was sadly reminiscent of the entire Victory Stadium debate and more recently, the early stages of the redevelopment of Center in the Square.*

*The city seemed to have learned a lesson by opening the Center in the Square improvements to the opinions of the citizens and market vendors. But, now that "lesson learned" appears to have been temporary. The city's professional staff had all kinds of solid institutional reasons for not opening the Market Building renovations to public comment, but none of them is valid in light of the fact that the building is a city institution and a city icon, owned in every sense by the people of Roanoke. Its future is on the minds of a lot of Roanokers who want to ensure it has one. City Council was even left out of this round of the discussions, something at least a few members found discouraging and perhaps even inexcusable.*

*City government must be open. Decisions that affect the entire city, especially decisions about the institutions and entities Roanokers treasure, must be open to them. Good government is open government. If a mistake is made in the open, it is shared by all of us and is much easier to forgive and understand.*

—Dan Smith

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## A New Building for an Old Neighborhood



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## The Taubman schedule, 2008-2008

The Taubman Museum of Art will open to the public on Nov. 8 with a full schedule of free activities for children and families from 11 a.m.-11 p.m. Following is a list of the exhibitions scheduled during the next year at the Taubman.

### Exhibitions

- November 8, 2008 – March 1, 2009:  
Rethinking Landscape: Contemporary Photography from the Allen G. Thomas, Jr. collection
- November 8, 2008 – May 24, 2009:  
Constructed and Delivered: The Taubman Museum of Art / The story of the construction of the Taubman Museum of Art
- November 8, 2008 – October 25, 2009:  
17th Century Florentine Painting: Selections from the Haukohl Family Collection
- November 8, 2008 – ongoing:  
Selections from the Permanent Collection
- November 8, 2008 – ongoing:  
Earthly Delights: Judith Leiber Handbags
- November 8, 2008 – March 8, 2009:  
Pens and Needles: Drawings for Tattoos
- November 8, 2008 – August 31, 2009:  
Mark Jenkins: Recordings
- November 8, 2008 – March 1, 2009:  
The Digital Arts Research Collaborative: Revo/Over
- March 20 – May 31, 2009:  
Devorah Sperber: A Strange Sense of Déjà vu
- March 20 – May 31, 2009:  
Chris Doyle
- March 20 – June 7, 2009:  
In Life I was Silent, In Death I Sing
- June 12 - August 16, 2009:  
Peter Henry Emerson and American Naturalistic Photography
- June 12 – August 23, 2009:  
Sam Easterson: Eco-Sensing
- June 12 – August 16, 2009:  
D.I.R.T. Studios: Transforming Wastelands
- June 12 – August 23, 2009:  
Reverences: Terri Dowell Dennis and Donna Polseno
- September 4 – November 8, 2009:  
Pae White: Lisa, Bright and Dark
- September 4 – November 2, 2009:  
Judith Schaechter: A Relentless Pursuit of Perfection
- September 4 – November 2, 2009:  
Alberto Gaitan: Remembrancer

### Opening Lectures

- Thursday, November 6, 4 p.m.:  
Major Trends in American Art, 1776-1930, and the Taubman Museum of Art Collection
- Saturday, November 8, 2 p.m.:  
The Building Explored: An Architectural Panel Discussion with Randall Stout, Benjamin Forgey and Joseph Giovannini
- Saturday, November 8, 4 p.m.:  
Rethinking Landscape Considered: Viewpoints with David J. Brown, Allen G. Thomas, Jr., Dennis P. Weller, and Burk Uzzle



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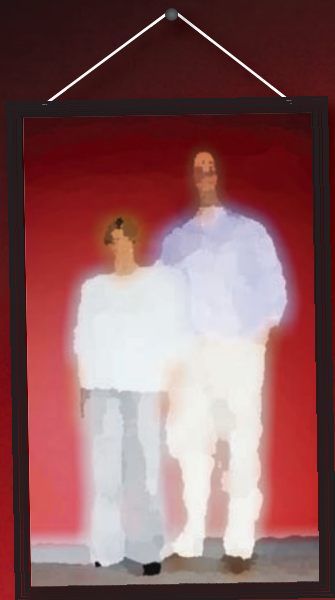
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## Cultivating the next generation of arts and culture leaders >

By Bobbi A. Hoffman

**Georganne Bingham and Coleman Gutshall**

Kelly Simmons / art: Tom Field

When it opens in November, the Taubman Museum of Art in Roanoke quadruples the floor space and triples the gallery space of the Art Museum of Western Virginia it replaces. Its operating budget also triples – from \$1.25-million to \$3.75-million – and it will require five to six times more volunteers daily.

### Executive Summary:

*With an annual operating budget of almost \$4-million and a huge need for unpaid workers, can Roanoke's new museum count on the area's young professionals to step up to the plate?*

Ultimately those volunteers could become the next generation of board members, leading givers, cultural activists.

The daunting task of recruiting and training volunteers falls to Karen Jones, the museum's director of volunteers. She estimates that the Taubman will need 20-30 volunteers daily, up from 4 to 5 volunteers at the former museum. Whereas Jones now has 125 active volunteers, she needs 400.

Volunteer jobs range from greeting visitors to leading tours. All jobs require training, but an arts education isn't necessary. The museum's extended hours offer additional volunteer opportunities for those with a traditional work schedule.

"Our biggest sell for young professionals is that we're going to be able to have





Dan Smith / art: Tom Field

volunteers on weekends—Saturdays and Sundays—and some evenings,” Jones says. She will ramp up her recruiting efforts as the Nov. 8 opening date nears and the intensity of effort increases.

Amy Naff, 29, works as a benefits analyst at Rutherford Benefits Services. She started volunteering at the museum three years ago and now serves as chairwoman of the Volunteer Guild Board. The Guild promotes volunteerism and acts as a liaison between volunteers and museum staff.

“It makes you feel good to work for something that helps enrich the community and people’s lives,” says Naff. Besides the feel-good factor, Naff points out that young professionals find that volunteering can be a networking opportunity. “There are a lot of great people who work for the museum and volunteer at the museum,” she says.

## *thecontemporaries*

thecontemporaries (that’s the way it’s spelled and presented) was originally envisioned as a young professionals group, but the group’s leadership soon realized that formal age ranges weren’t appropriate. Member Laura Bradford Godfrey, 31, clarifies, “The requirement is being young at heart.” Ages of the 200-plus members range from 21 to mid-80s.

Formed in early 2007, the group sponsors social events and educational opportunities, works to increase membership and involvement in the museum, helps with fundraising, and purchases contemporary art for the museum.

“They’ve got their existing base of major donors and their volunteers, but they’ve got to constantly be adding more people to that,” says Coleman Gutshall, chairman of thecontemporaries.

“We try to figure out ways to make the museum relevant and engage people with the mission of the museum in hopes that they will become donors, become volunteers, become supporters and participate in the general programs of the museum in addition to our programs.” Gutshall, 26, is the CFO of Exemplum.

“Art on the Rocks” is one of the group’s regular social events. According to Gutshall, much of the money raised from young people comes from admission charges to these events and drink purchases at the cash bars.

## *New Year’s Eve gala*

This year, thecontemporaries will host a formal New Year’s Eve gala, which the group hopes to make its signature event and major fundraiser.

Laura Godfrey, owner of Claire V, chairs the premiere event with a “belle époque ball” theme.

In its first private performance in Virginia, Cirque de Soleil will provide entertainment.

Only 300 dinner tickets and 400 cocktail tickets were available, and Godfrey expects them to sell out quickly. Tickets go on sale to the public on November 8; group members can purchase tickets a week earlier.

Part of the gala’s proceeds will be used to purchase a piece of contemporary art for the museum.

Gutshall says it can be challenging to identify potential donors and volunteers: “Universities have alumni. Museums don’t have that, so you’ve got to be out beating the bushes, finding people to engage in your vision. Where do you find them? Obviously, it’s the rising generations.”

Georganne Bingham, the museum's executive director, agrees. "The young professionals are the future leaders of this museum. It's important that they feel like it's theirs, and they want to help it be successful."

Bingham plans to use the museum's programming to reach out to younger people. "We want to make sure we have the kind of funky, sophisticated activities that will appeal to them," she says. As an example, she cites the upcoming exhibit, "Pens and Needles: Drawings for Tattoos," that features historic and contemporary body art.

## *Developing relationships*


When it comes to cultivating benefactors, the museum's strategy is to build long-term relationships with young professionals and their families first, with the hope that as their disposable income grows, so will their donations.

Lisa Thomas is the museum's director of membership and annual funds. "[I]nstead

of the financial portion, we've been really focusing on membership and building that. It's all about getting them involved ... Then in the future, some of them may or may not give larger donations, but you have to build that relationship," Thomas says.

Says Bingham, "A lot of young professionals have children, and we're offering amazing programming for children and families ... [The museum] will be a place where young professionals will say, 'hey, this is so great for me and my family that I want to make sure that this keeps going. I want to help underwrite these programs.'"

Of course, donations don't have to come in six-figure checks.

"We are hoping that we can be an institution which can help young professionals learn the joy of giving—what it means to be a philanthropist, whether it's giving \$10 or \$10-million. A lot of things can happen with a \$10 or \$15 or \$100 gift," says Bingham. "I think they'll really want to be part of it. And if they do, I think they'll give at whatever level they're comfortable with." 

Kelly Simmons





Heywood Fralin

Dan Smith

## Just what does “the arts” mean to business? >

By Heywood Fralin  
Guest Commentary

### Executive Summary:

*W. Heywood Fralin is president and CEO of Virginia-based Medical Facilities of America, which operates dozens of nursing homes in Virginia and elsewhere. He’s also a visible supporter of the arts in Roanoke. “My interest was developed over a lifetime,” notes Fralin. His late brother, Horace, started a trust that enabled the Art Museum of Western Virginia to purchase significant works for its permanent collection, one that Heywood Fralin calls “noteworthy on a national basis.” In his own words, Fralin talks about business’ support for the arts and why it makes dollars and sense*

You have to look at the social and educational development of a community in much the same ways as economic development is viewed. Clearly we live in a knowledge-based economy, as opposed to times past where we relied on major manufacturers for our livelihood.

Today the movers and shakers of the business world are often associated with smaller companies. They can locate anywhere and are interested in living where there is an active and vibrant family life.

With that in mind, the cultural component of any locality becomes a major factor. In the Roanoke Valley, I would maintain that we have three things going for us: a great geographic location in terms of the beauty of the area; close proximity to Virginia Tech—an important economic driver; and we are a major medical center that provides health care to much of Southwestern Virginia and parts of West Virginia.

There are several major shortfalls however: we are not a major metropolitan region (our population has not significantly increased over the years); a major airport does not serve us; and we have not been overly aggressive in pursuing economic development.

Localities often thrive because of the energy and direction their leaders provide. Part of that drive is the development of a major cultural component. Thriving regions all over the world have that component and the face of many cities is typically some cultural organization, such as the opera house in Sydney, the art museum in Milwaukee, the art museum in Dallas or the art museum in Bilboa. These are major factors.

Today’s business leaders demand that they have access to major cultural organizations. The citizens of the Roanoke Valley would also do well to listen to up-and-coming business leaders and our young people who are supportive of the arts and have a number of innovative ideas. These individuals can live anywhere. They do not have to remain here.

Virginia Tech is interested in the new Taubman Museum of Art, where it is helping to develop programs, because Tech is trying to attract the best professors in the nation. They are not about to go to a community that doesn’t offer the cultural environment they demand.

It all fits together. The art museum and other cultural organizations are something that benefits and promotes the Roanoke Valley both from an economic and educational standpoint. Studies show that children with access to cultural



# FEATURE

organizations have a faster learning curve and increased capacity to learn. If this is true then it is foolish for any community not to develop cultural amenities.

As for the Taubman Museum, a rising tide lifts all boats. The better any of the local arts organizations become, the better all of them will become.

We should all be interested in Mill Mountain Theatre and the potential for Mill Mountain Zoo. The zoo is a tremendous asset that should be expanded and supported. The Roanoke Symphony Orchestra is well recognized and supported in our valley. Many cultural organizations could be listed and all are important. From time to time, each will have its day in the sun and when that day comes, we should increase our support for them.

Frankly, in the past, very few members of our local population have financially

supported the arts—and they should. It's critical to the future of the valley, especially since state funding will continue to decline and cannot be relied on long term. One could argue they we have already lost out on many opportunities. Had we aggressively pursued economic development in the past, we may not have lost the Norfolk Southern corporate offices and may have had a true regional airport built here in the valley.

Economic development and support of the arts is not going to affect my generation—it is all about the future. The choice is really up to the citizens of the Roanoke Valley. If they choose to support economic development, the community will thrive. If not, it will remain stagnant or will deteriorate. Nothing stays the same.

I am confident the community will make the wiser choice.



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# Career FRONT

## FINANCIAL FRONT

### Accounting

**Kaitlin Hertling** has been named an associate in the Roanoke office of Goodman & Company.

### Banking

**Amy Slusher** has been named vice president and Dee Dee Burgoyne has been elevated to banking officer by Roanoke's HomeTown Bank.

### Insurance

New York Life Insurance in Roanoke has named **William McCloe Jr.** an agent.

**Frances Garrett** of Chas. Lunsford Sons & Associates in Roanoke has been elected vice president of the Professional Insurance Agents of Virginia and D.C. State Board of Directors.

## LEGAL FRONT

**Mike Drazal** has moved from the Charlottesville office of LeClair Ryan to the Blacksburg office at Virginia Tech's Corporate Research Center. He focuses on technology and venture capital and acts as lead counsel in connection with company formation, financings, mergers and acquisitions, strategic alliances, joint ventures, management buyouts and intellectual property licensing transactions.

Gentry Locke Rakes & Moore in Roanoke has added **Leigh Rhoads Strelka** as an associate attorney. **Diane Geller** has been named a new labor and employment practice group partner.

**Elizabeth G. Perrow** has been named a principal at Woods Rogers in Roanoke.

## WELLNESS FRONT

**Sunil Chada** was named senior vice president of clinical research and development at Intrexon in Blacksburg.

### Eldercare

**Dr. Karol Gordon** has been named medical director at Warm Hearth Village in Blacksburg.

### Healthcare

**Dr. Marvin Gardner** has joined the staff of Psychological Health in Roanoke.

**Dr. Alise Magnuson** has been named medical director at the Starkey Medical Pediatric & Adolescent Medicine Center.

ETS Dental in Roanoke has promoted **Amanda Hicks** to account executive.

**Drs. Roger Hoffard** and **Mark Greenwald** of Roanoke have been named to the board of the Virginia Academy of Family Physicians.

**Barbara Seals** has been hired by Psychological Health in Roanoke.

## TECH/INDUSTRY FRONT

In something of a surprise move, **Jim Currie**, who helped create a force at LevelVision in Roanoke County, has moved from president, chairman and CEO to vice chairman. **Bob Martin** is the new head man, as president/CEO, but a new chairman had not been selected at press time. LevelVision is a media advertising company.

Martin is something of a classic entrepreneur who has been at the front of several ventures and was quoted as saying he wants to have room to innovate and he's satisfied with his performance "in getting the company as far as we have in as short a period as we have." LevelVision evolved from IntelliMat in 2005. IntelliMat emerged from advertising technology that resulted in a mat-like TV screen that shows what are, in effect, commercials. Martin has extensive experience in media consulting and advertising, working broadly in the digital industry.



Elegy

**Michelle Elegy** has been appointed Account Manager for the area commercial market segment of ESI.

**Ben Lawhorn** has been named sales manager to the East West DyeCom (EWDC) team's Roanoke office.

### Auto Parts

**Jane Akemann** has been named vice president of merchandising and sales floor by Roanoke-based Advance Auto Parts. Jon Dehne is the new VP of merchandising and process development.

### Communications

Professional Network Services in Roanoke has named **John Lusher** client account manager.

### Moving, Storage

Premier Transfer and Storage of Salem and Christiansburg has added the following: **Skip Hollingsworth** and **Scott Fogleman** as moving consultants and **Jamie Clark** as marketing manager.

## DEVELOPMENT FRONT

### Architects, Engineers

SFCS Inc., a Roanoke engineering and architectural firm, has made several promotions. **Dave McGill** is a new stockholder; **Jack Weatherby**, **Craig Favor** and **Cathy Wilkinson** are now senior associates; **Melissa Prichard**, **Leonard Rowe**, **Mark Shelton** and **Joe Zokaites** are associates; **Winston Matthews** has been registered as a professional engineer. Others added to the staff



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include **Kristin Sheets, Randall Shaver, Rachel Smith, Aditya Bapat and Ann Latham.**

**Sam Lionberger Jr.** of Lionberger Construction in Roanoke and **Charles Catlett III** of Central Virginia Bankshares have been named to the board of directors of Draper Aden Associates in Blacksburg.

HSMM AECOM in Roanoke has announced the following promotions to senior associate: **Peter Brown, Joseph Caldwell, Daniel DiMarco, Gregory Hall, Kristine Latimer and David Livesay** in buildings; **Shane Powers** in civil/environmental and **Margaret McBride** in corporate. **Dustin Brookman** and **Andrew Hickling** have been hired as engineers in the highway department. The Roanoke buildings division has added **Andrew Fuller, Michael Lauman, Damon Littlefield, Gale Mabe** and **Scott Murphy** as associates. Civil engineering has named

**Scott Hall** and **Craig Riddle** associates and **Cindy Wilson** is an associate in the corporate office.

Clark Nexsen in Roanoke has hired **Logan Mueller** as an engineer-in-training. **Robert Gunn** of Clark Nexsen has been named to Radford University's Interior Design Program advisory board.

OWPR Inc. in Blacksburg has hired **Ben McMillan** as a civil designer.



Combs

*Construction*

**Glen C. Combs** and **Robert C. Lawson Jr.** have been elected to the board of directors of J.M. Turner & Company Inc., general contractors and construction managers in Roanoke.

Combs is the former owner and president of M&M Brokerage Company and Lawson is the former Roanoke region SunTrust president.



Lawson

*Real Estate*

**Cindy Fendley** of Poe & Cronk Real Estate Group in Roanoke has been named a Rising Star by Certified Commercial Investment Member (CCIM) Institute.

**David Mathis** has been hired by the Smith Mountain Lake office of Long & Foster and **Marc Mitchell** has been named a sales associate in the Blacksburg office.

**Thaddeus Bartley** of Long & Foster in Christiansburg has earned his Seller Representative Specialist professional designation.

**Pete Roberts** of Prudential Waterfront Properties at Smith Mountain Lake has graduated from the Real Estate Institute.

## RETAIL FRONT

**Derek Ramsey** has been named vice president of human resources for Roanoke-based Advance Auto Parts in Roanoke.

## RECREATION FRONT

Do you know a professional career development happening on the recreation front? Send it to [news@vbFRONT.com](mailto:news@vbFRONT.com)

## EDUCATION FRONT

**James Dubinski** has been named head of Virginia Tech's new Center for Student Engagement and Community Partnerships.



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## Career FRONT

**Barbara Ryder**, head of the Computer Science Department in the College of Engineering, has been elected the Association of Computing Machinery's secretary-treasurer, and received the association's Presidential Award.

## CULTURE FRONT

**Jeanne M. Bollendorf**, historic houses manager for the Chrysler Museum of Art in Norfolk, has been named executive director of The Historical Society of Western Virginia.



Bollendorf

She was responsible for exhibitions and permanent collections, fundraising and operation of the Chrysler's visitor center. She had been executive director of the D&H Canal Historical Society and Museum in High Falls, N.Y.

A Charlottesville native, Bollendorf received her Master of Arts degree in Landscape Archaeology from the University of Bristol in Bristol, England. She earned her Bachelor of Arts in Anthropology and Archaeology at James Madison University in Harrisonburg, Va.

Says W. Tucker Lemon, president of the HSWV board of directors, "Not only has she amply demonstrated her abilities in the area of museum administration, our search committee was impressed with the energy and vision that she would bring to the HSWV to enable us to grow and reach out further into our region," he adds.

As executive director, Bollendorf will be responsible for administration and long-range planning for the various programs of the HSWV, which include the History Museum of Western Virginia, the O. Winston Link Museum and their collections, exhibits, publications, and educational programs.

## OTHER FRONTS

## Advertising / PR

**Whitney Pratt** has been named associate creative director at the Roanoke office of Neathawk Dubuque & Packett.

## Economic Development

The Roanoke Regional Partnership has named **Price Gutshall** to its marketing staff.

## Funeral Services

**Robert Burger** of Lotz Funeral Home Roanoke has been appointed to the Virginia Board of Funeral Home Directors and Embalmers.



## Media

Longtime Blue Ridge Business Journal Editor **Dan Smith** and General Manager **Tom Field** have left the publication to found their own magazine, Valley Business FRONT. The magazine has an October debut scheduled.

The Business Journal was purchased by The Roanoke Times, a Landmark Communications property in Roanoke, in 1997. In fourth quarter 2007, Landmark announced the sale of its properties. The company's most valuable property, The Weather Channel, was recently sold.

Smith said the potential sale of The Times had little directly to do with his departure and that of Field, who had been with the Business Journal for three years and had recently engineered the most profitable period in the company's history. "The Times wanted to take the Journal in a different direction than we were comfortable with," said Smith. "After talking, Tom and I decided we could start our own publication and run a quality, efficient company."

Most of the Journal's freelance writers and independent columnists have said they plan to write for FRONT.

The Blue Ridge Business Journal became one of the

most respected publications in Virginia over its 20 years of existence, cited for its work in the arts, marketplace ethics, and environmental education.

Smith won a number of awards, including Virginia Small Business Journalist of the year, nominated four times as Small Business Advocate of the Year, a nominee for the Virginia Communications Hall of Fame, and winner of numerous press, photography and design awards. His Public Radio essays have been cited by the AP Broadcasters and the Virginia Association of Broadcasters. He has written three books, the most recent of which is *Burning the Furniture*, a memoir. His children's book, *Homer*, is due out next summer.

Field was instrumental in performing the initial market feasibility study for the Journal's launch in 1988. He is a marketing veteran of thirty years, directing programs for national communication, high-tech, manufacturing, automotive, education, and engineering corporations; before starting his own consulting and marketing firm in 1993. He has served as principle contract writer for numerous organizations, published trade periodicals, websites, catalogs, print and multimedia advertising, and authored hundreds of columns, articles, and documents for businesses globally.

## For Lora Katz, it's about community >

By Dan Smith

It didn't take Lora Katz long to get that yearning. The job was good. The company prestigious. The city... well, the city is the leader of the free world.

Still, something important was missing. Lora Katz had always been a joiner, a participant, a woman who helped move the community in the direction of livability. She helped make policy, glad-handed at important cultural events, was involved.

There was none of that in D.C. and she missed the involvement.

Her architecture has always been impressive and in recent years began receiving the kind of attention it deserved: the Renovation of Beth Israel synagogue; design of the new HomeTown Bank in a Roanoke landmark building; renovation of the Stonewall Jackson Hotel in Staunton; the renovation and restoration of Dodd Hall's auditorium at Mary Washington

University; design of work spaces on Warehouse Row; design for the headquarters of Valley Bank; design of the upscale and prestigious condos in the 204 Building (upstairs from HomeTown).

One of those condos belongs to retired banker Warner Dalhouse. "People tell us it looks like New York City," he says, beaming. "Lora is very, very good to work with. The [204 Jefferson Street] project took 2 ½ or 3 years to complete and I found Lora to be creative, thorough, professional, skilled and a nice person. A truly nice person."

So, when Clark-Nexsen, an architecture and engineering firm that is relatively new in Roanoke—and whose profile is so low that many people have to ask what it is—had an opening near the top, she jumped at it. She was named the company's new



Lora Katz

Dan Smith

director of architecture in the Roanoke office a month ago and on her very first day in her new job, she scored a contract with HomeTown Bank.

Part of her job is repairing the image—or, maybe establishing an image, since Clark-Nexsen doesn't have one in Roanoke at this point. The company has actually been around since 1920 in one form or another and in 1980, two long-named firms from Norfolk and Lynchburg merged and created Clark-Nexsen. The Roanoke office has an impressive 14 architects and engineers and overall, Clark-Nexsen employs 430 people. Not exactly a beginner.

Katz brings the kind of instant local recognition

that the company covets—that and an impeccable architectural resume. The reception upon her return "has been amazing," she says.

"Past clients have already contacted me." Her goal? "I want to grow the staff; I'd like to double it within a year. We're going to lead more projects from the Roanoke office. Projects here have been led by other offices. I want to get back to being involved in community organizations."

Clark-Nexsen, already responding to Katz's immediate goal of growth, plans to lease retiring Senator John Warner's adjacent office in the Wachovia Tower (the big ugly one) in downtown Roanoke.

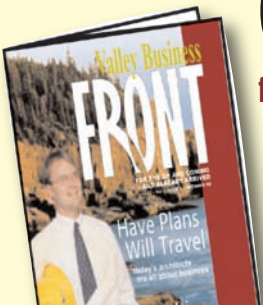
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Jamie Nervo

Dan Smith

## Jamie Nervo gets Obama's autograph... sort of >

By Dan Smith

Ultimately, Jamie Nervo chickened out. Well, you probably would have, too, most likely.

Here she is, about halfway a nervous wreck, getting ready to prepare Barack Obama's face—wipe off the sweat, put on a little powder—for a live video feed to L.A. and Vegas. It was coming from an appearance in Lynchburg in late August, just before the Democratic Convention, and Nervo, who does this sort of thing for a living in Roanoke and environs, was

hired specially for the powder pop and the wipe-down. Jamie's a makeup artist, a photo stylist (mostly for food) and a painter.

"I got this call from a D.C. company called Flying Colors asking me if I'd do Barack's makeup for this video," says Jamie, slightly disheveled in her work clothes, surrounded by her paintings in her art studio in the Cave Spring section.

"I had a flight scheduled to do some work in New York and I didn't have to think about it very much. I cancelled the flight. How many times do

you get to work on a guy who's going to be president?" Then the real problem arose: "What would I take for him to sign? I didn't really have anything, so I painted a portrait of him."

Nervo's work—an odd combination of anarchy and colorful whimsy—is quite popular regionally, but it's not exactly the Old Masters.

She downloaded some close-ups of the presidential candidate and did her number on them.

Come the day of the gig, Jamie—and it's difficult to call this small blonde with the always puzzled, bewildered demeanor by her last name just to comply with some journalistic standard—shows up with a box containing a wet painting (about a foot-by-a-foot) and "I had to get it through security. The painting was strapped to my makeup case and they're going through everything and a dog's sniffing it." And it passes. No sweat.

"I was a little embarrassed. I wondered what the dog thought about the turpentine," she says. Embarrassed, maybe, but not so much so that she can't work.

She waits for Obama for an hour "and I'm thinking, 'How am I going to get him to sign this?' It's wet and I don't know if I can ask." She has thought to bring a large postcard of the painting that she wants to give to a group raising money for the Taubman Art Museum in Roanoke. Signed, she hopes. "So I'm in there with him three to five minutes," she says. "I ask him how he is and he says he's tired, really exhausted. And he has the sniffles. I tell him to shut his eyes, this'll only take a few minutes. It occurred to me then that this is about him, not about me."

So, she doesn't ask him to sign the painting. A bit later, though, she slips the postcard to one of Obama's front men, who gets it signed. At least there's that.

And yeah, she says, it was worth all the fuss. "It's not something you get to do every day."

# FRONT

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Hotel Roanoke

**Hotel Roanoke & Conference Center** owners are looking for RFPs from engineers and architects for a proposed expansion during the next few years that would add rooms, meeting facilities and a spa. About 125 rooms would be added to bring the total to 456 and a 6,000-plus-square-foot spa would complement that. Additionally, there would be 15,000 square feet of meeting, office and storage space added to the hotel.

**Roanoke's downtown parking garage**, which has been stripped of façade and awaiting renovation for some time now, will finally get it. And how! The garage, which sits beside historic Fire Station No. 1 on Roanoke City Market, is scheduled to have six stories added to the five stories (33,000 square feet) that exist, have its façade restored, and get a reconfigured 10,000 square feet for retail space. That retail segment would be at street level with an alley entrance beside the fire station. The contract for the \$6.2 million project was awarded to Branch & Associates.

Even as the parking garage got council's approval, what many consider to be a statement project, renovation of the iconic **Roanoke City Market Building**, did not. A proposal from a group led by Downtown Roanoke Inc. was rejected by city officials and the rejection approved by City Council—after some brisk discussion. A “frustrated” DRI Executive Director Bill Carder (and former City Council member) was quoted as saying, “I don't think the council has even seen the proposal,” an assertion verified by council members. The rejection was based, in essence, on the city's contention that it would have to pay the entire cost of the renovation (\$7 million), that DRI's coalition had no retail management background and that current tenants of the City Market Building would be exposed. The coalition denied all that and pointed out strongly that the coalition planned to raise half the money. There was no word on whether the coalition would re-submit a proposal.



City Market Building

**Norfolk Southern** will get its intermodal facility in Elliston by 2010 with the recent

announcement by the Virginia Secretary of Transportation that the state has approved the controversial site. The facility will be part of the Heartland Corridor and will be central in double-stacked freight container movement in the eastern United States. At the rail yard, containers will be transferred between trucks and train cars, which could lead to considerable reduction of truck traffic on overused I-81, gasoline savings and environmental benefits. The other benefit—and it's a big one—is that it is expected to generate as many as 3,000 jobs (that figure is hotly debated), though slightly more than 10 will be employed by the yard. Development around the yard is expected. Virginia plans to spend about \$32 million on the 65-acre site and another nearly \$10 million increasing tunnel clearances. Elliston was one of 10 sites considered for the facility and it was the one NS favored nearly from the start. Montgomery County officials planned to file a lawsuit to stop the facility, claiming state money is being used to support private industry—a violation of the constitution.



**Carilion Clinic** will absorb the largest cardiology practice in the region, a major imaging practice and an outpatient facility. **Consultants in**

**Cardiology**, which employs 14 physicians and a total of about 100 people, is near Roanoke Memorial Hospital in South Roanoke, and has been an independent practice for 35 years. It has offices in Salem and Radford. One of the practice's physicians, William Rutherford, retires in September and won't be with Carilion. Carilion will purchase the assets of the practice and come to agreements with the individual physicians. Carilion is in the process of developing several cardiovascular treatment programs. The **Center for Advanced Imaging** (CAI), on Franklin Road and the **Center for Surgical Excellence** (CSE) on Rosalind Avenue, will also be part of Carilion Clinic. The six-year-old Center for Advanced Imaging provides Open MRI, CT scanning, advanced ultrasound, pain management therapies and digital X-ray. The Center for Surgical Excellence provides outpatient services such as colonoscopies, biopsies and vertebroplasty (a procedure for treating back pain).

**NextGen Aeronautics, Inc.**, which manufactures remotely piloted or self-piloted small aircraft, is opening its East Coast operations at the Institute for Advanced Learning and Research in Danville in order to take advantage of office infrastructure, flight test facilities, Virginia Tech and other university expertise

and the availability of a trained technical workforce. NextGen plans to build a high-altitude, long-endurance aircraft in Danville. Substantially increasing flight time of these vehicles to weeks or months is an important challenge because they are important to the Department of Defense and Home Land Security.



**Leisure Publishing** Company's "Virginia is for Lovers Travel Guide" has been selected the best state travel guide in the nation by the National Council of Tourism Directors. Leisure is the official publisher for Virginia Tourism Corporation. The magazine was 228 pages and a 600,000 print run.

**Rowe Furniture Company**, in a deal it says is meant to reduce debt and interest payments, has sold its Elliston factory and Salem frame shop to an investment group. Rowe's plan is to lease the facilities, which employ nearly 800 people together. Combined, the facilities are 670,000 square feet. A company spokesman says neither workers nor customers will notice any changes.

**Media General Inc.**, parent of Virginia Business Magazine, the Richmond Times Dispatch, the Lynchburg News & Advance, Charlottesville Daily Progress and WSLs-TV in Roanoke, among other properties, has cut the equivalent of 11 percent of the total work force it had at the beginning of last year. About 250 jobs were eliminated in 2007, and another 500 are being cut this year, according to the Richmond Times Dispatch.

Homegrown **Western Sizzlin Corp.** lost \$1.9 million (72 cents a share) during the quarter ending June 30 after \$3.9 million in losses during the first quarter. Investment losses for the corporation were \$2.3 million in the second quarter.



The New River Valley, whose economy is generally considered to be based on higher education, had a little shock for us with the state's recent unemployment figures: it has the second-highest rate among metropolitan areas in Virginia. The 6.4 percent unemployment rate (second to Danville's 8.2 percent) is blamed on job losses in the manufacturing sector, especially Volvo and Alliant TechSystems. The unemployment rate in

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A contact / source must be provided. Inclusions are not guaranteed and all submissions are subject to editing.

Roanoke rose from 3.1 percent at this time last year to 4.4 percent, same as the state rate. Carilion Clinic's recent expansion and the growth of the Corporate Research Center in Blacksburg moderated the jobs figures. Meanwhile, Volvo Trucks North America's 973 May layoffs have been ruled permanent by federal definitions.

**VPT Energy Systems** with the Center for Power Electronic Systems at Virginia Tech, **Plug-in Conversions Corp.**, **SolarConnexion**, **Breakell Inc.** and **Delta Electronics** have received a Stage 1 award (as a group) from the Department of Energy's Energy Efficiency and Renewable Energy Office. DOE has selected 12 industry teams from across the nation to participate in cost-shared cooperative agreements focusing on conceptual design of hardware components, and market analysis. For these 12 projects, \$2.9 million total in DOE funding is leveraging \$1.7 million in industry cost-share. The Solar Energy Grid Integration Systems (SEGIS) projects will provide research and development funding

to develop less expensive, higher performing products to enhance the value of solar PV systems to homeowners and business owners.

**VT KnowledgeWorks** at Virginia Tech's Corporate Research Center has expanded its mission beyond the bounds of a typical business incubator. VT KnowledgeWorks now serves companies at all stages of corporate development. VT KnowledgeWorks offers incubation space and a mix of services for businesses and a new program features leaders of older companies acting as consultants for newer companies.

Roanoke-based **Optical Cable Corp.** has acquired SMP Data Communications, a supplier of fiber optic and copper connectivity products for the data communications industry. SMP Data Communications is now a wholly owned subsidiary of Optical Cable Corporation. Optical Cable paid \$11.5 million. "Our long-term strategy for Optical Cable includes expanding our product offerings to provide our customers with more



# FRONT Notes

complete cabling and connectivity solutions,” said Optical Cable CEO and President Neil Wilkin. “This acquisition builds on Optical Cable’s strong presence in the enterprise market and is a major step toward fulfilling our long-term vision.” SMP Data Communications manufactures more than 2,000 products.

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It’s looking more and more likely that **Shooting Creek Farm Brewery** in Floyd County will be able to sell its homebrew from its new facility on Thomas Farm Road, despite objections from several neighbors. The state ABC Board has granted the necessary license, though some of those objecting say they’re considering an appeal. This would be the first brewery in Floyd County and it has permission through the license to sell as much as 10,000 barrels of homemade stout and ale a year.

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**Michael Hochella Researchers** from geosciences and civil and environmental engineering at Virginia Tech are part of a consortium of four principal universities and five other schools awarded \$14 million dollar, five-year grant by the National Science Foundation to study nanotechnology and the environment. Tech’s portion of the grant is \$1.75 million. Based at Duke University, the Center for the Environmental Implications of

Nanotechnology will integrate the expertise of researchers in fields such as ecology, cell and molecular biology, geochemistry, environmental engineering, nanochemistry, and social science. “The potential diversity of nanomaterials is staggering, with countless variations in size, shape, surface chemistry, chemical composition, coatings and composites,” says Tech Professor of Geosciences Michael Hochella. “Our challenge is to unravel the role of nanoparticles—both manufactured and naturally occurring—in ecosystems, their movements through the environment, their interactions with organisms, the mechanism by which they exert their influence and thus, their environmental impacts.”

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**Virginia Prosthetics** has been named the 2008 Small Business of the Year by the Roanoke Regional Chamber of Commerce. Virginia Prosthetics was founded 43 years ago in Roanoke to help amputees by providing care and crafting prostheses. Headquartered in Roanoke and serving 12 additional locations, Virginia Prosthetics’ products are custom designed and fitted. In the past 16 years, the company has increased its revenue growth by more than 400 percent. Virginia Prosthetics donates more than \$100,000

annually in products and services to patients whose treatment is not covered by insurance. Interim Chamber President Joyce Waugh said, “The Small Business Awards selection committee was impressed with Virginia Prosthetics’ ability to change the quality of people’s lives and their commitment to ensuring the rights of their patients.”

Award winners by category:

Small Business Advocate: **Jim Hale**, partner with the law firm of LeClair Ryan.



Hale

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Construction/Real Estate: **American Door & Glass, S.W. VA, Inc.**

Manufacturing: **M&W Fire Apparatus**, a manufacturer of stock and custom-built fire apparatus and emergency vehicles.

Micro-Business: **224 Design**, a branding advertising and design studio.

Technology: **DaPro Systems**, a technology company operating in the public safety sector.

Business-to-Business Services: **Executive Talent Search (ETS)**, a recruiting firm specializing in dentistry.

Wholesale/Retail: **B&D Lock Co.**, which repairs and installs locks and sells a full line of safes.

Legacy Award: **Cook Siding & Window Co.**, an installer of windows, sunrooms, decking, awnings and siding for more than 50 years.

Small Business Veteran Award: **Manley Butler**, Butler Parachute (he was also a Manufacturing nominee).

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**Advance Auto Parts**, still based in Roanoke despite a diminishing presence, has decided to close its Roanoke call center and erase 90 jobs. The company, which exported 40 inventory and merchandising jobs to Minnesota with the hiring of Darren Jackson as CEO (he lives there), has 1,600 employees in the Roanoke Valley.

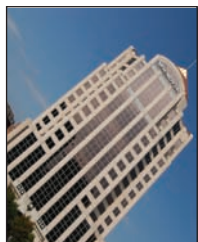
Advance has a center in Minneapolis that will reportedly employ as many as 100 people, including some top executives. Its call center on Airport Road will be the IT center for Advance. The call center will be outsourced to IBM

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Luxury auto dealer **Hammersley Group**, which owns 11 automobile dealerships in this part of the state, has been sold to Crossroads Automotive Group of Raleigh, N.C. Hammersley, based in Lynchburg, sells high-end vehicles in the Roanoke Valley, including Mercedes-Benz, Porsche, Volvo

# Calendar

and Land Rover. The dealership is on U.S. 220 South. Hammersley has been in business since the 1930s.



Wachovia

When the bottom fell out of the value of **Wachovia** stock in late September the company apparently was sold to Citigroup, then to Wells Fargo a day or so later. At press time, the giants were battling for Wachovia. The one thing that was certain: a number of Roanokers were hit hard by the plunge in Wachovia stock. And they weren't happy about the sale. Initially Wachovia's banking operations were sold to Citibank for \$2.1 billion (the deal was arranged by federal regulators). Then Wells Fargo jumped in with a \$15 billion offer that included Wachovia's brokerage, but Citibank cried foul, claiming exclusive rights to complete the deal. Wachovia has \$1.2 billion in Roanoke Valley deposits and 2,200 employees in the Roanoke and New River Valleys. Shares of Wachovia fell from \$55 in 2006 to about \$2 before the sale. Whatever the fate, it was unlikely to be fully known soon as we went to press.

## Environment

The Second Annual **E-Waste Recycling Event** at Hollins University

**Nov. 6-8**

Drop-off days for commercial business and other institutions are Thursday and Friday, Nov. 6-7, 9am-3pm; Community Day is Saturday, Nov. 8, 9am-3pm. Dropoff location is in the student parking area at the rear of the Hollins campus.

## Seminars

**Blue Ridge Business Alliance Small Business Seminar**

**Thursday, Oct. 23**

**Hunting Hills Country Club Main Ballroom**

Topics aimed at helping small business owners; such as Learning Why Businesses Fail, A Professional Image, Must-Haves for HR and Employee Success and Tax Traps for Small Business. The seminar will run 8am-1:30pm with breakfast and dinner served, at a cost of \$99 per attendee. For more information, call Bob Brudzinski at 540-989-4956.

**Roanoke Regional Chamber of Commerce First Steps to Starting a Business**

**Oct. 13**

**Chamber Boardroom**

5:30-9pm. Cost is \$25 per person with registration by Oct. 10. Learn the basics on what it takes to be a successful entrepreneur at this introductory seminar for prospective business owners. Call 540-983-0717, ext. 239, e-mail sbdc@roanokechamber.org.

**Build your Business Plan from the Right Perspective**

**Tuesday, Oct. 14**

**Vinton Chamber of Commerce**

Bob Brudzinski of Change Up Management provides advice to help business owners develop a business plan. Call Brudzinski, 540-989-4956 to register.

**Roanoke Regional Chamber of Commerce Small Business Development Center Sales Now**

**Oct. 14**

**Chamber Boardroom**

Want to learn the secrets to selling in a slow economy? Join Mike Garrison of The Garrison Group to review the basics of professional selling. Emphasis will be placed on finding simple and quick ways to create sales. 8-9:30am. Cost: \$20. 983-0717 ext. 239 or e-mail sbdc@roanokechamber.org.

**PMI-SWVA**

**Neal Whitten's No-Nonsense Advice for Successful Projects Friday, Oct. 17**

**Greenfield Education Center Daleville**

Fee includes seminar, materials, continental breakfast, and a copy of the book. Whitten takes leadership and project management to a personal level by revealing leading-edge best practices that make all the difference between successful projects and playing the victim with troubled projects. Cost: \$225 members, \$250 non-PMI members. webmaster@pmi-swva.org.

**Woods Rogers and the Roanoke Regional Chamber of Commerce Non-Profits: What You Need to Know**

**Oct. 29**

**Roanoke Higher Education Center**

Cost: \$40. To register: www.woodsrogers.com; e-mail seminars@woodsrogers.com; call 540-983-7712.

## Grand Opening

The new Valley Business FRONT magazine will host several events to announce its opening and new publication release. The schedule of press conference, open house, and related activities will be posted at www.vbFRONT.com

# Calendar

## Conferences

### Women's International Network of Utility Professionals (WiNUP) 2008 International Conference

Oct. 13-15

#### Hotel Roanoke & Conference Center

Hosted by the Virginia Chapter of WiNUP, the conference will feature as the opening session keynote speaker AEP Chairman, President and Chief Executive Officer Mike Morris. Guest speaker Oct. 13 will be Nikki Giovanni, world-renowned poet, writer, commentator, activist, and educator. The conference will feature workshops and extensive networking opportunities as well as tours offered of Virginia Tech's solar car and wind tunnel demonstrations and memorial, and AEP's Smith Mountain Hydro Project. To register, go to [www.winup.org](http://www.winup.org). Cost: \$400 entire event or \$175 one day.

### NewVa Century Council's Advanced Operations Forum, A Time for Action

Oct. 15

#### Tecton Products

Corporate Circle / Salem

8pm. Brett Vassey, president of the Virginia Manufacturers Association will talk about the economy as it relates to Virginia manufacturers, provide an industry update and discuss

industry certification in the state. Visit [222.brownpapertickets.com/event/42661](http://222.brownpapertickets.com/event/42661) or call the NCTC at 540-443-9232.

## Trade Shows

### Virginia Premiere Trade-Fair Show

Oct. 31-Nov. 1

#### Roanoke Special Events Center

10am-5pm. For more details visit [lifetimesuccessplanning.com](http://lifetimesuccessplanning.com).

## RHEC

For information on the following programs, call the Roanoke Higher Education Center at 540-767-6161 or visit [www.education.edu](http://www.education.edu).

### BNI Commonwealth

Oct. 14

11:15am-1:15pm

### Roanoke Bar Association

Oct. 15

9am-11am

### Virginia Tech Business Forum

Oct. 16

8:30am-11am

### NewVa Connects

#### Battleground 2008

Oct. 16

5:30-9:30pm

### BNI Commonwealth

Oct. 21

11:15am-1:15pm

### Carilion Corporate University

Oct. 18

7am-5pm

### Virginia Appraisal Institute

Oct. 29

Noon-1:30pm

## Toastmasters

### Roanoke Toastmasters

2nd and 4th Thursdays

7pm

540-342-3161

### Valley Easy Speakers

1st and 3rd Thursdays

7pm

540-389-3707

### Blue Hills Toastmasters

1st and 3rd Fridays

Noon

540-983-9260

### Talk of the Town

1st and 3rd Fridays

7:30am

540-562-4276

### Franklin County Toastmasters

Every Thursday

Noon

540-484-5537

### Christiansburg Toastmasters

1st and 3rd Mondays

7:30pm

540-231-6771

### Blacksburg Toastmasters

1st and 3rd Thursdays

7:30pm

540-231-6771

### Virginia Tech Toastmasters

Every other Tuesday

7:30pm

540-231-6771

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“ “  
 I had my 13  
 grandchildren  
 in mind when  
 I wrote the  
 book. — Page 8

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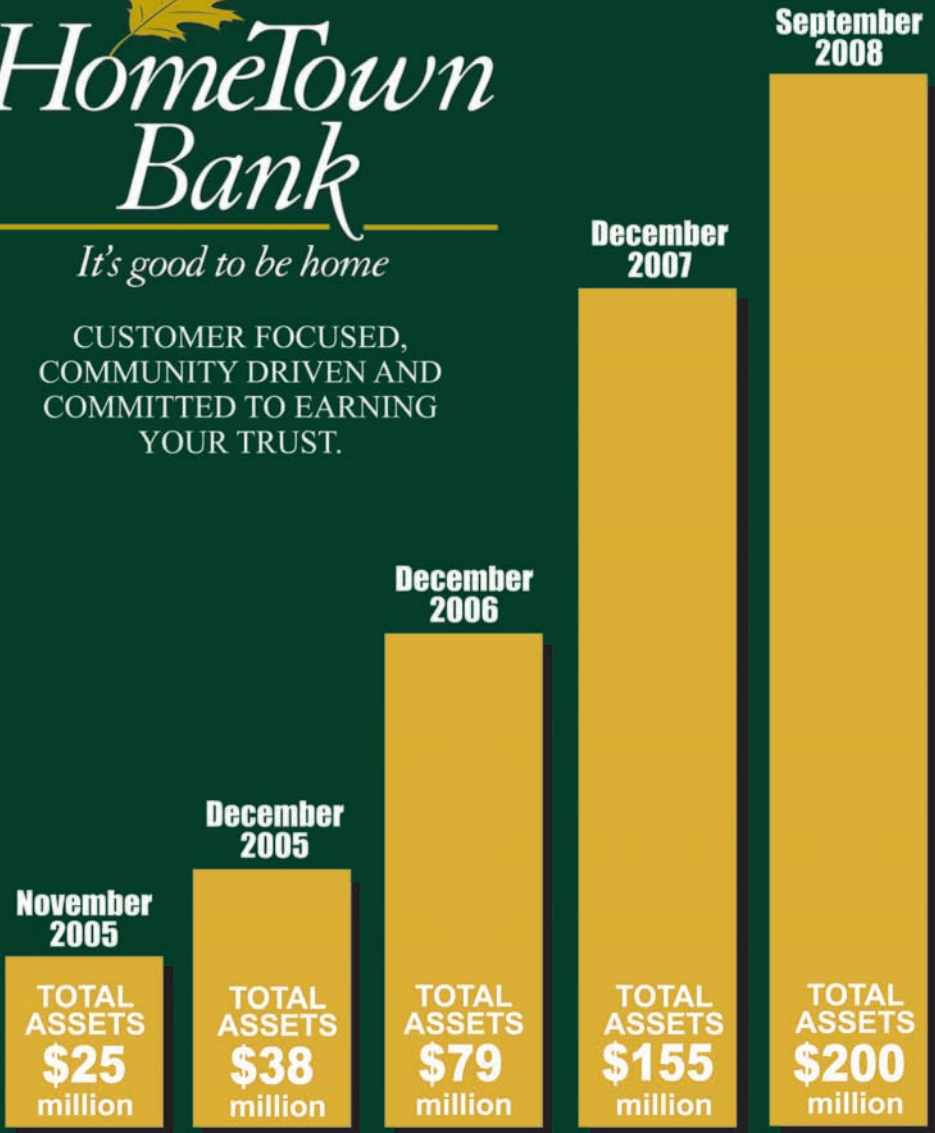


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