

Valley Business

# FRONT

FOR THE UP AND COMING  
AND ALREADY ARRIVED

\$3 • ISSUE 61 • OCTOBER 2013

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# Business Brokering

Bill Bundy,  
Bundy Group

# Valley Bank

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WE'RE PLEASED TO SHARE WITH YOU SOME OF OUR MOST RECENT SIGNIFICANT ACHIEVEMENTS.

## For the 2nd Quarter of 2013

- The highest quarterly net income and earnings per share in our 18-year history.
- Net Income of \$1.928 million (\$1.730 million to common shareholders).
- Return on average assets of 0.97%<sup>[1]</sup>.
- Return on Average Shareholders Equity of 12.13%<sup>[1]</sup>.
- Total Assets of \$806 million.
- Continued redemption of TARP Preferred Shares held by the US Treasury.
- Continued declaration of Cash Dividend to Common Shareholders of \$0.035 per share.
- Valley Bank Mortgage produced record loan volume and revenues.
- Valley Wealth Management Services<sup>[2]</sup> "assets under management" approaches \$100 Million.

## Other Notable Achievements

- Voted "Best Local Bank" by readers of The Roanoker magazine,
- Voted a "Top 10 Best Places To Work" for the second consecutive year by Virginia Business magazine.

As we look forward to the continued growth and success of our company, we continue to focus on the keys to achieving our goals and objectives, those being:

- Our Community
- Our Customers
- Our Employees
- Our Shareholders

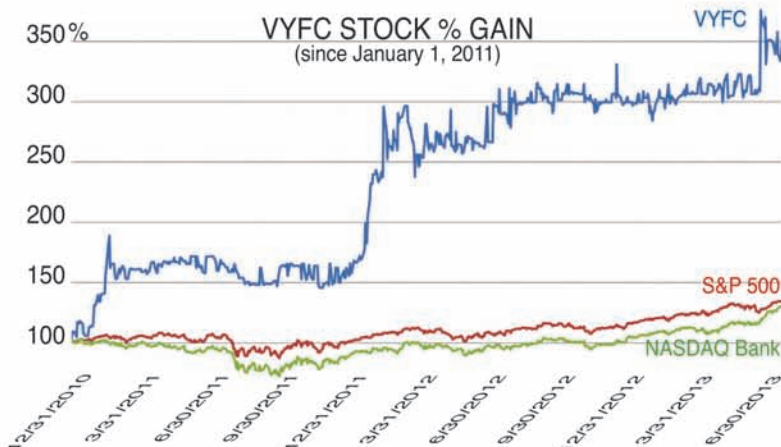


Ellis L. Gutshall  
President and  
Chief Executive Officer

## Are you with Valley yet?

Chief Executive Officer

As of June 30, 2013, the stock price of Valley Financial Corporation "VYFC" has risen more than 250% since January 1, 2011, compared to the NASDAQ Bank Index increase of 30% and the S&P 500 increase of 35%<sup>[3]</sup>.



<sup>[3]</sup> Past performance is not necessarily indicative of future results. For more information regarding our company, please see the filings we make with the SEC, available on our website at [myvalleybank.com](http://myvalleybank.com).



<sup>[1]</sup> Annualized <sup>[2]</sup> Valley Wealth Management Services is a Division of Valley Bank. Investment Centers of America, Inc. (ICA), member FINRA/SIPC and a Registered Investment Advisor, is not affiliated with Valley Bank or Valley Wealth Management Services, Inc. Securities, advisory services and insurance products offered through ICA and affiliated insurance agencies are \*not insured by the FDIC or any other Federal Government agency \*not a deposit or other obligation of, or guaranteed by any bank or their affiliates \*subject to risks including the possible loss of principal amount invested.



# WELCOME to the FRONT

With this edition of FRONT we march boldly into our sixth volume. Issue 61 introduces year six of not just reporting—but telling stories—of the most fascinating individuals and just plain hard working folks behind the businesses and occupations that make our part of Virginia, dare I say it, *exceptional*.

Your readership is why we do it. Your engagement is why it matters.

What's new on the FRONT lines? To begin, what isn't new is that we will continue to present the lives and livelihoods in the format you've told us you prefer. But of course, to stay in the front you have to keep moving in a forward direction. We've got exceptional people on staff to do that, including our army of intrepid correspondents, new account executives and a project management pro. We've added a "visiting" guest columnist or special contributor interview on the opinion front, to provide additional perspectives on relevant topics of importance. And we're expanding our activities calendar to be even more involved and visible out in our communities where business is impacted.

Even in our sixth year, it seems, our name is still sticking.  
Who doesn't want to be in FRONT?



Tom Field

“ ”

Sometimes when a baby boomer  
[physician] retires it may take  
two to replace him...

— Page 30



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Art direction and cover photography of Bill Bundy by Tom Field.

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# OCTOBER



Caitlin Bourn



Jeanne Chitty



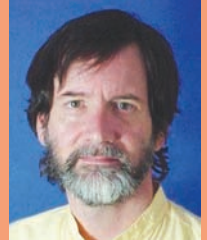
Michael Miller



Anne Piedmont



Nicholas Vaassen



Randolph Walker

Biographies and contact information on each contributor are provided on Page 68.

## 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 serve as a sounding board throughout the 18 month rotational term that 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."



# CONTRIBUTORS



Wil Cleaveland



Cathy Cooper



Tom Field



Kathleen Harshberger



Rob Sarvis



Dan Smith



Samantha Steidle



Kathy Surace

“

One day the secret escaped from the eggheads in the national laboratories

— Page 35

“

¡Cuando uno tiene que hablar la idioma para comer, se aprende bastante rapido!

— Page 27

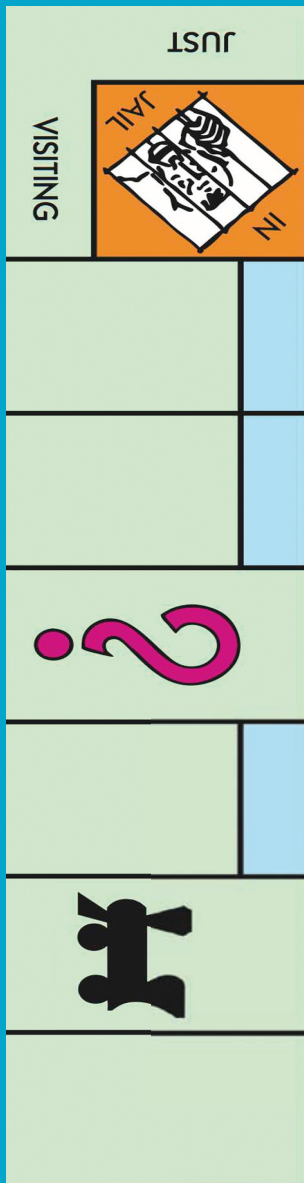
## 2013 Members

- Nancy Agee** Carilion (Wellness)
- Laura Bradford** Claire V (Retail)
- Nicholas C. Conte** Woods Rogers (Legal)
- Warner Dalhouse** Retired (Seniors)
- John Garland** Spectrum (Development)
- James Glass** JG Co. (Development)
- Nancy Gray** Hollins University (Education)
- Ellis Gutshall** Valley Bank (Finance)
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- George Kegley** Retired (Seniors)
- John D. Long** Salem Museum (Culture)
- Nancy May** LewisGale Regional Health System (Wellness)
- Stuart Mease** Virginia Tech (Education)
- Mary Miller** IDD (Tech/Industry)
- Ed Walker** Regeneration Partners (Development)

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.

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# BUSINESS FOR SALE!

## How Business Brokers Buy & Sell



### Business Brokering >

#### Executive Summary:

*Rolling the dice in the current business market is risky. Unless you have a partner who knows the game.*

By Jeanne Chitty

The most able salesman on Andrew Carnegie's staff, Charles M. Schwab, once said, "A man to carry on a successful business must have imagination. He must see things as in a vision, a dream of the whole thing." With that philosophy, he went on to create his own empire and inspired generations of business people to thrive upon his ideology.

Virginia native Napoleon Hill, considered one of the great writers on personal success, also placed great value upon imagination. One of his favorite stories is about Paul Newman and how he came up with making and marketing his healthy salad dressing. When he and his partner approached numerous companies that specialized in food production, they discovered that none of them was interested unless they would personally put up approximately \$1 million for the first year's production. Much to his chagrin, Mr. Newman found out that because most celebrity-



# COVER STORY

based food products had failed, stores shied away from them. Even his name did not carry enough cache to convince small bottling companies and distributors to take a chance on his product. His perseverance paid off finally when he approached Connecticut supermarket owner Stew Leonard, who saw the potential in this collaboration. After connecting Newman with his suppliers, Leonard put Newman's Own Salad Dressing on his shelves. Since then, Newman's Own Brands has grown to include many different products. The company is valued at hundreds of millions of dollars and gives all of its profits to charity. Stew Leonard's supermarkets are always packed with loyal customers who celebrate his support of the local business community...and of his vision of expanding a single product into a huge economic success.

Using one's imagination to convert opportunity into profitability is the key to making sound business connections. Whether you are selling an individual product or an entire business, you want to make a profit and find the right buyer who will agree to give you a fair price. To assist in the buying and selling of a business, many people will seek the services of a business broker. For a fee, brokers will manage numerous aspects of the process, including estimating the value of the business; advertising it for sale; searching for and interviewing potential buyers; handling negotiations; conducting the due diligence investigation; and handling other important aspects of the sale.

## Selling Your Business >

With so many different types of businesses for sale, Wayles Dandridge understands the numerous concerns that owners have in the process of selling their companies. He offers this list of dos and don'ts for prospective sellers.

### Do

- Seek advice from a knowledgeable Business Broker
- Allow adequate time to sell your business – the average is 9 – 12 months
- Keep thorough books and have them prepared and ready
- Offer some seller financing if at all possible

### Don't

- Overprice or under-value your business
- Lose focus on running your business once it is on the market
- Wait too long to sell your business





When someone is selling his or her business, it can be a very emotional experience.

— Bill Bundy



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Jeanne Chitty

#### Bill Bundy

Could you sell your business without the services of a business broker? Certainly. You could find a buyer by consulting the various online business-for-sale sites, such as BizBuySell.com or BusinessMart.com. However, the likelihood of obtaining the best price for your business within the minimum amount of time is low. Utilizing the services of a qualified business transfer agent or intermediary will help to maximize the price of your business and permit you to concentrate on operating the business while the broker handles the transaction.

Choosing a quality broker with experience in your industry is essential to conducting a successful sale rather than having a lengthy and costly experience. Brokers customarily will provide full-service, commission-based brokerage agreements with sellers and “buyer representation” agreements with buyers. In some states, including Virginia, business brokers can represent neither party as agents but rather function as transaction brokers and deal with both parties equally. One of the most respected business brokerage firms in our area is the Bundy Group, known for its extensive experience with numerous types of industries in Virginia, West Virginia, North Carolina, South Carolina, and Tennessee. Established by Bill Bundy in 1989, the company has offices in Roanoke

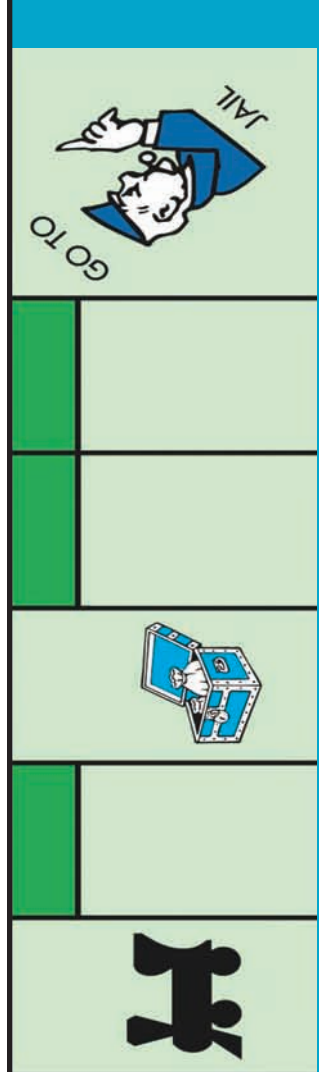


# COVER STORY

and Charlotte. Acknowledged as one of the most authoritative figures in the field of mergers and acquisitions, Bill has conducted over 150 business deals for companies in healthcare, manufacturing, technology, building products, financial services, retail, and consumer services. He is distinguished by his designations as a Certified Business Intermediary (CBI) and Mergers & Acquisitions Master Intermediary (M&AMI). Actively involved in the local community, he serves as a board member at M&A Source (an organization for mergers and acquisitions intermediaries) and at Carolinas-Virginia Business Brokers Association as a founding member. Bundy has also chaired other organizations, including the Better Business Bureau of Western Virginia, the New Century Venture Center, and the Salvation Army of Roanoke.

Joining forces with Bundy in 1992, John Lee has contributed his extensive knowledge in diverse transactions involving food and beverage companies, manufacturers, and consumer and retail clients. In addition, he has administered mergers and acquisitions in the construction industry with concrete and asphalt suppliers.

Complementing Lee's skills in these sectors, Jim Mullens came aboard in 2002 and has conducted business deals for the Bundy Group in the areas of retail and consumer

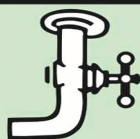


## Roanoke Welding Company; a Bundy Group transaction



Jeanne Chitty





services, food and beverages, and manufacturing. His background includes experience in business development and technology for insurance and software engineering industries.

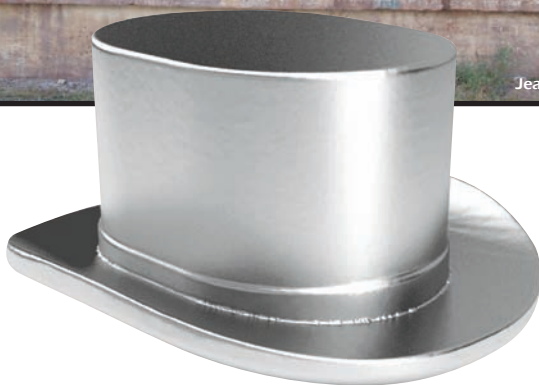
Bill Bundy's son Clint manages the firm's Charlotte office. He brings a wealth of experience to the Bundy Group from his experience working with Wachovia's Mergers and Acquisitions team, where he participated with public and private companies in transactions involving real estate, healthcare, technology, defense, aerospace, building products, and business services. His background as a project financial controller at Accenture preceded his work in investment banking.

The market served by the Bundy Group is generally described as "Main Street" businesses, or those valued between \$100,000 and \$1,000,000. For example, some of the companies that they currently have for sale include a commercial glass and glazing company, an electrical contractor, and an HVAC contractor. Recently, they sold the old Roanoke Welding Company near Wasena Park. The Bundy Group will also consider privately held businesses in the "Middle Market," priced in the \$1million to \$100 million range. "We serve as intermediaries," says Bill Bundy. "Throughout the entire selling process, we present our clients with multiple options and manage the entire procedure. It's important to make our clients to feel comfortable. When someone is selling his or her business,

#### Glavas Decorative Concrete; a Bundy Group transaction



Jeanne Chitty





# COVER STORY

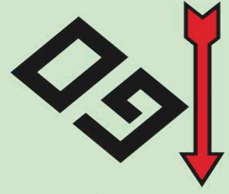


Jeanne Chitty

## Clint Bundy

it can be a very emotional experience. It's not just about the money – it's about the blood, sweat, and tears that they have poured into making their dream a reality. Having to sell a business because of divorce, family disinterest, health issues, financial problems, or other challenges can be devastating. Finding the right buyer who may carry on their tradition can be an essential part of the negotiation process. We carefully select our candidates from all over the country and guide our clients strategically to the most beneficial solution. In addition, we can provide financing for our clients through our extensive network of private funding sources, so that our clients don't have to rely on commercial banks."

Among the advisory services that the Bundy Group provides are the pre-sale valuation of a business, a comprehensive inventory memorandum, and a search for potential buyers. Once they identify appropriate candidates, the Bundy brokers represent the client throughout the negotiation proceedings and team up with the client to coordinate the



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**Jeff Musser**

## Buying for Growth: A Case Study >

*The Bundy Group describes a successful merger from February this year:*

**CLIENT:** RAM Industrial Services, Inc.  
**OBJECTIVE:** Acquire businesses for market growth and expansion.

Bundy's client was RAM Industrial Services, Inc., an industrial apparatus and equipment repair services and distribution company headquartered in Leesport, PA. To locate a corporate partner that would strengthen and expand RAM's Mid-Atlantic business network, as well as

legal, accounting, and wealth management aspects of the transaction. Brokers can choose different ways to be compensated for their work either individually or in combination: hourly, retainer, or a commission upon closing called a success fee, the most common type of compensation. Based upon locating an appropriate buyer for the business for sale, the mediation of the purchase arrangement between the buyer and seller, or the supervision of the actual money transaction, this type of fee can range from 5-12%. On average, sales of Main Street business fees range between 10-12%. Usually paid at closing, commissions are established between the client and their broker. Similar to major investment banks that charge a retainer for services, many business brokers follow this practice to cover their costs. The retainer also reinforces the client's commitment. "There are particular types of mergers and acquisitions that involve real estate and securities," explains Bill Bundy, "so both Clint and I have our real estate

# COVER STORY

to obtain liquidity for RAM shareholders, the Bundy Group conducted a comprehensive search through its industrial services contacts and connected RAM with Industrial Service Solutions (ISS), a Chicago, IL-based equipment repair, industrial manufacturing, and distribution company. ISS is owned by a Bolder Capital, a private equity group.

Jeff Musser, CEO of RAM, says, "Joining RAM with ISS was a very good strategic move for both companies. Our combined enterprise can now offer a national service and product distribution network unmatched by any other company in the industry. The resources that ISS has certainly extended our range of products and services."

ISS owns several companies that supply a variety of industrial components. With seven branches throughout Pennsylvania, Maryland, and Virginia, RAM provides on-site and in-house repair and maintenance solutions for a wide variety of industrial equipment. RAM is the industry leader in the repair, manufacturing, and product sales for transit and rail applications. Their skilled technicians repair and service HVAC units for the railroad, as well as numerous other mechanical devices. They also provide 24/7 emergency repair services and maintenance analysis to minimize unexpected outages and improve plant reliability. One of RAM's divisions provides design and engineering services for industrial and municipal water and wastewater systems. Together, RAM and ISS can offer expertise and products of the highest quality to clients in a wide range of industries, including railroad and transit systems, municipalities, chemicals, steel, natural gas, and manufacturing.

For the Bundy Group, this merger proved to be a major success. Jim Roger, the Chairman and CEO of ISS, said, "We are very pleased to have RAM, under the leadership of Jeff Musser, join our family of companies."

and securities licenses in order to be compensated."

In larger cases where companies are seeking to acquire new businesses in order to add geographical and technological scope, the Bundy Group is skilled at combining corporations that not only want to add new products and customers but give themselves a razor-sharp competitive edge. A recent case in point is the successful merger that the brokers announced in February this year [see case study, page 14]. The primary rationale for this merger activity was the potential for the acquiring firms to deliver profitable growth.

The way that family ties can strengthen business is something that entrepreneur Michael Hamlar knows well. After receiving his B.A. from Wake Forest in Communications, he attended Mortuary School at John Tyler Community College following the deaths of his father

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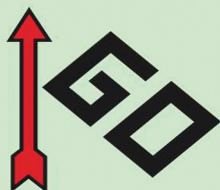
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It takes sensitivity and creativity to put together the most compatible and advantageous partners.

— Michael Hamlar



Jeanne Chitty

Michael Hamlar

and great uncle. He became the part owner of his family's 61-year-old landmark business, the Hamlar-Curtis Funeral Home. As energetic as he is, his quest for knowledge led him to pursue his M.B.A. at Liberty University, where he now studying for his Ph.D. In addition to their active involvement with numerous civic organizations, clubs, and church activities, he and his wife Katina are also thriving as business brokers. "We have certain types of businesses that we deal with primarily. Our biggest growth is with the sales of assisted living facilities and nursing homes, although there are so many certifications that are necessary to provide," Michael mentions. "We also do well with gas stations and convenience stores. Recently, we have sold some restaurants, including the Old Mill in Fincastle and The Salem House. We are currently negotiating the sale of Butterfield's Golf Carts out in Bedford as well."

He and Katina spend time educating their clients about the best ways to go about selling their businesses. Their marketing strategy begins with the complete valuation of the client's business by an independent consultant and a compilation of marketing materials that they distribute online and in print to qualified prospects specifically targeted for their ability to purchase the business. "There are three types of buyers," Hamlar explains. "There's an

# COVER STORY

individual buyer, or someone who's just buying a business for a paycheck. Then there's a strategic buyer or a group that buys a business to expand a chain. And then there's a private equity entity, a high net worth individual or large pension fund that buys a business for a return on investment." The Hamlars often find that some family business owners have great difficulty selling their companies, especially when there is no one left in the family to pass the business down to or if no descendant is interested in running the business. "It takes sensitivity and creativity to put together the most compatible and advantageous partners in these situations," states Hamlar. "Traditions are important, but so is progress. We help our clients shape their future while respecting the accomplishments of each generation."

Wayles Dandridge of Sunbelt Business Brokers of Roanoke adds another reason that many people who want to sell their businesses: they are burned out struggling with the downturn in the economy, in addition to health and family issues. "Job security is a thing of the past," Dandridge states. "Downsizing is everywhere, no matter how many skills and how much experience you have. So people sell and retire, or they try to find other opportunities. You could start your own business, but more than 50% of new startups fail within the first year. One solution that I suggest is to buy

**Salem House Restaurant; a Hamlar Enterprises transaction**



Jeanne Chitty







an existing business. The most important thing is to choose a business that is a good fit for you, one that interests you and suits your background and experience. Find out the exact reason for the sale of the company – it could just be burn out or health problems, but it could also be technological changes, obsolescence, demographic changes, etc. It's obviously very important to know what the cash flow is, how much capital is required to run the company, and how much you will have to spend to improve it. If you can, try to get to know the seller and the employees. Your goal is a smooth and successful transition."

A Roanoke native, Dandridge attended Emory & Henry College to obtain a Business Management degree. After spending 13 years in Richmond working in accounting and operations for the hospitality, retail, service and manufacturing industries, Dandridge returned to Roanoke to open his Sunbelt business brokerage office. With over 250 offices around the world, Sunbelt is considered to be the world's largest business brokerage firm. Primarily, the company focuses on Main Street transactions, such as these companies that Dandridge is currently selling throughout our area: a tennis facility; a Blue Ridge Parkway Inn and Restaurant; a medical transportation company; a tanning parlor; a thriving convenience store; a National Gutter Protection franchise; a parking lot maintenance and landscaping services company; a pizza parlor; a carpet cleaning business; a tax preparation firm; and a full-service tire center. "The financing for many of our Main Street

**Klub Kanine; a Sunbelt of Roanoke transaction**



Jeanne Chitty

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Jeanne Chitty

## Wayles Dandridge

transactions comes from our sellers,” Dandridge says, “depending on the kind of business being sold, the amount the buyer can put down, and whether or not third party financing is available. This demonstration of the seller’s readiness to provide some part of the financing can be encouraging to a buyer about the future prospects of the business, especially if they are using their retirement funds to make the purchase.”

With day-to-day changes in the local economy, business brokers have a constant influx of new opportunities to attract buyers not only from the Blue Ridge but also from all over the country. Their ability to envision connections between sellers and their extensive networks of private buyers from near and far has shaped the character of our communities, opening the door to new types of growth and new possibilities. Bill Bundy, Mike Hamlar, and Wayles Dandridge feel that the areas of greatest opportunity for growth in the Roanoke area exist in technology-based enterprises, software services, logistics, healthcare, and energy-related industries in oil, gas, and coal. Rallying as we emerge from our recent economic depression, these business leaders believe in the positive influence of imagination. As Jonathan Swift said over three centuries ago, “Vision is the art of seeing things invisible.” 



The most important thing is to choose a business that is a good fit for you.

— Wayles Dandridge





## Style Matters >

Have you noticed lately that car styles are all starting to look alike? Back in the 50's, 60's and even the 70's aficionados could recognize a car's make and model at a distance. Certain models exuded distinct personalities – whether super-sporty Mustangs, bold muscle cars, or barge-like Cadillacs with fins – and driving a certain car model allowed the driver to believe he exuded the same persona.

Today all car styles seem to be morphing into the same generic style. They have lost their distinctive designs that set them apart from others and represent the car company's and the driver's desired style. Driving down the highway, car aficionados are hard-pressed to identify a passing car as a Ford, Chevy, Lexus, Audi, Beamer, or Hyundai.

In a similar way, this phenomena is happening in clothing fashions. In previous decades and centuries, clothing had a unique design aesthetic representing that era. The 50's brought a tailored, feminine look with sheath dresses, shirtwaists, poodle skirts and peter pan collars. The 60's ranged from refined femininity in Chanel jackets, pillbox hats, Capri trousers and stiletto heels to the mini skirt and then on to androgynous hippie styles. Each succeeding decade had its focus.


However, today we see multiple fashion trends from designers each season, having no single prevailing aesthetic, but showing their new version of the lace and leather punk theme, the bohemian look, see-thru themes, color blocking, etc.

Where once we recognized a boxy Chanel design or exquisitely feminine Valentino creation, more often designers seem to offer remakes of previous decades. The result is a lack of pure style.

By the time new fashions trickle down to us, it's merely a matter of what fits your body shape. Most clothing lines lack uniqueness and seem homogenous.

Perhaps companies are just offering a product the average consumer will buy. Unfortunately, that makes their products average in their appeal. In an attempt to please everyone and maximize sales, they have lost sight of their signature style.

But what are companies or their products without unique style? Style defines all of us, conveying that we're bold, classic, reserved, whimsical, or avant-garde in our essence.

That's why having your own personal clothing style matters. It sets you apart from the crowd, showcasing your individuality - your "brand". Your style may not be liked and embraced by all, but you'll be recognized – and remembered. 

## Business Dress

By Kathy Surace

### Executive Summary:

*It's harder today to define your personal style, but you can and should make the effort.*

## Tips on Tipping >

I mentioned tipping in last month's article, and it occurred to me that we might want to further examine this practice, which often makes people very nervous. Whom do I tip? How much do I tip? What if I'm travelling?


There are several theories on how tips originated. An appealing tale goes back to the eighteenth century writer Dr. Johnson and his companion, Mr. Boswell. They, it is told, at their public house, began throwing a few pennies in a box labeled "To Insure Promptness" (T.I.P.) An old-fashioned tip jar to encourage better service!

The concept arrived in Colonial America from England, but after the revolution it was considered a relic of the British class system. Only social inferiors were tipped, and that notion was not supposed to exist in the new world. That attitude changed quickly, and tipping returned with as much vigor as today.

These days wait persons, cab drivers, hairdresser and all sorts of "service" professionals rely on tips as part of their income. The addition of a gratuity or tip is now thought of as a gift for good service. However, it is still a source of confusion and stress for many people.

Here are some tips on tipping in the United States:

- Some restaurants automatically charge a gratuity for large parties, so check the bill.
  - Maitre d' – no need to tip unless he goes above and beyond to seat you on a busy night. Then \$10- \$20.
  - Sommelier or Wine Steward – tip separately – 15%, but ask your server if the sommelier is already being tipped based on wine sales.
  - Wait Staff – do try to leave 20%. (Please overtip breakfast wait staff!)
    - Buffet – 10%.
    - Barista – 10%.
    - Drinks served at a bar - \$1-\$2 per drink or 15% of the bill.
  - Home Delivery of Food - \$2-\$5 or 10-15% of the bill.
  - Porters - \$2 per bag – I tend to up that – porters are invaluable!
  - Doormen - \$1-\$5 depending on the quality of the hotel.
  - Bellhops - \$2-\$3 per bag.
  - Hotel Maids - \$2-\$5 per night. (Please don't forget the hotel maid!)
  - Taxi Drivers - 15-20%.
  - Valet Attendants - \$2-\$5 dollars when car is returned.
  - Hairstylists or Barbers – 15-20% percent.\*
  - Manicurists – 15% - 20%.\*
- \*Not tipping the owner is old etiquette.

All that said, if you are a generous tipper, you will be remembered and treated very well! And that's the point, right? 



## Etiquette & Protocol

**By Kathleen Harvey Harshberger**

### Executive Summary:

*You want service staff to remember you for the right reasons, and tipping correctly is the best way to make sure they do.*





## Small Business

By Samantha Steidle

**Executive Summary:**  
*Your "brand" is much more than your company's logo. It's how you look, what you know, and how you conduct yourself and your business.*

## What is your "Executive Brand" and why should you care? >

You've probably heard the term "personal brand," especially if you've been on the job market in the last few years. Career coaches like to tell you to "look sharp," to "clean up your Web pages," and to have a 30-second "elevator speech" ready.

Well, what if you are the business owner? You call the shots. You're successful. You're not looking for a job. Do you need a brand too?

The answer is, "Yes!" In fact, you already have one. It's called an "executive brand." It's larger in scope than a personal brand. It reflects not only on you, but also your organization. Your customers and local communities judge you by it.

### Advice from a pro

"You are creating the image of who you are in everything you do and in your connections with others," says Lynda Foster, the vice president of Voltage Leadership Academy. "What you communicate leaves a lasting impression that works for or against you and your organization."

Foster, a branding expert, teaches a variety of business courses on topics such as leadership, influence, and executive presence. She created an online learning retention and measurement system called goMonti, which serves as a tool to help those she trains learn the material more efficiently. Many of her clients, including the Cleveland Clinic, use this system.

To be eligible for the courses, employees must manage two to three people at minimum. Foster caters primarily to executives who have to make "people" decisions.

### Think about your brand

"There is no separation between you as an executive and you as a corporate brand," says Foster. An easy example of achieving your executive brand is the impression you make based off of your outer appearance. "Is your appearance intentional? What do you want to communicate by it?"


This does not mean that you have to dress in a suit or even "business casual" all the time, seeing as Steve Jobs created a successful executive brand in torn jeans and a black turtleneck! The point is, Steve Jobs look was intentional and it reflected the Silicon Valley "cool" he wanted to portray.

If you need help with creating your look, plenty of wardrobe professionals are available, including my fellow *Valley Business FRONT* columnist, Kathy Surace.

## A good brand is a trusted brand

Stephen Covey, in his book *The Speed of Trust*, outlines six areas in which business owners would be wise to build trust with customers, employees, and colleagues. Those areas are: involvement, sincerity, competency, standards, reliability, and time.

Do you know what area or trait customers and others crave most in executives? Surprisingly, it's competency. People trust business leaders who know what they're talking about – and most importantly what they're doing. The bar must be set high; having high standards when dealing with the office space, to something as minor as the company website.

Sincerity and involvement, on the other hand, seem to get too much play in today's business environments. Nevertheless you will be rewarded for paying close attention to competency and personal, as well as organizational, standards. 

*Samantha Steidle is a consultant building entrepreneurial ecosystems and coworking spaces. Visit [BusinessLoungeDevelopment.com](http://BusinessLoungeDevelopment.com) to learn more about promoting entrepreneurship in your area.*



You are creating the image of who you are in everything you do and in your connections with others

— Lynda Foster

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Randolph Walker

**New Shenandoah Life president Paul Mistretta doesn't wear a tie to work except when he's going to New York.**

## Chosen to Rebuild >

### **Executive Summary:**

*The new president at reinvigorated Shenandoah Life says the company is positioning for a strong future and he's looking forward to being part of it.*

**By Randolph Walker**

Paul Mistretta walks through the quiet, carpeted hall towards his corner office at Shenandoah Life, past rows of neutral-toned cubicles. Many of the cubicles are empty, but Mistretta—looking ahead to the company's centennial next year—anticipates the day when the desks are humming with activity.

"We'd really like new policies flowing out of this building in 2014 to celebrate that 100 year anniversary," he says.



Mistretta was named president and CEO of Shenandoah in June, replacing Hans Carstensen. Mistretta takes the reins as Shenandoah is emerging from SCC receivership following disastrous losses in Fannie Mae and Freddie Mac preferred stock in 2008.

In 2012, Shenandoah exited receivership, following its conversion from a mutual life insurer to a stock insurance company and a \$60 million infusion by its new owner, Prosperity Life Insurance Group. Shenandoah has \$7.5 billion of insurance in force, and approximately \$1.3 billion in assets, according to the company website ([www.shenlife.com](http://www.shenlife.com)).

"While not the only company to emerge from state control, it is more common for companies to be liquidated (or merged into another company) than to emerge as

a financially strong, operating company as is the case with Shenandoah," says Jose Montemayor, a former Insurance Commissioner for the state of Texas and a director of both Prosperity and Shenandoah Life.

"Despite the investment issues which resulted in Shenandoah's being placed in receivership by the state, the company's fundamental block of business is sound," Montemayor said. "Also the company's reputation for outstanding customer service made the company an attractive acquisition for launching Prosperity's strategy of growth through integration of other small life insurance companies and blocks of business."

Mistretta, 58, was chosen for his leadership experience in many aspects of the industry, Montemayor says. A New Jersey native, Mistretta has served as head of operations

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Randolph Walker

**The Art Deco tower is the most notable feature of Shenandoah's headquarters, built in 1949 on Brambleton Avenue.**

at ING US, executive vice president at American General Life and senior VP at Genworth's Lynchburg operation.


"I've been in audit, customer service, new business, underwriting, claims, IT, product development," says Mistretta, who isn't part of the ownership group. "I also have experience in coordinating and working with distribution sources so I understand the markets. My strongest suit is my ability to integrate and improve operations. I enjoy building and fixing."

One of the first things to fix is Shenandoah's rating. "The challenge that we have with traditional life insurance is that the organization coming out of receivership last year doesn't have a rating and that puts us at a competitive disadvantage. We're going to meet with one of the rating agencies [A.M. Best] in the early fall to outline our strategy and get their reaction to that, and we also need to update them on the improvements in our financial condition after having come out of receivership, and demonstrate to them that we are financially solid and that we do have a strong risk management process within the organization. And then hopefully they'll give us some ideas on what it would take to get the rating back."

Shenandoah isn't yet selling new policies, but it is servicing its 145,000 existing policies with a work force of around 125, down from its peak of 200.

Mistretta, who travels frequently on company business, says he's going to keep his home base in Charlotte for now. He and his wife, Antoinette, have two grown children. Work, family and golf are his big things.

The decision not to put down roots in Roanoke—at least not immediately—doesn't mean he views himself as a short-run fixer.

"I'd like to work another 10 to 12 years and it would be nice if I could be here," he says. "There's a burning desire to serve the customer and to get back to selling life insurance so we can rebuild our reputation and relationships with distributors." 

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Teena Cook Photography

Christine Lockhart Poarch

## Getting legal... staying legal >

### Executive Summary:

*Immigration law is complex, often confusing, and ever evolving. It takes a lawyer with an innate ability to cut to the chase to figure it all out.*

By Cathy Cooper

High school is often where we form lasting friendships. Being together for four or more years gives people a unique chance to really get to know us. So when the senior class of “a year not to be named” at Salem High School voted Christine Lockhart “Most Likely to Start a Revolution” it was clearly an informed selection.

Today, Christine Lockhart Poarch is still a force to be reckoned with. She is the principal and manager at the Poarch Law Firm in downtown Salem, a boutique firm





Teena Cook Photography

#### Staff of Poarch Law

that specializes in immigration law. She is a frequent speaker on immigration law for local, state, and federal organizations and serves as chair for the Virginia State Bar's Standing Committee on Unauthorized Practice of Law. She is the founder and organizer of Tia's Place, a non-profit clearinghouse that identifies and refers immigrant victims of crime to pro bono legal resources. If you think all that must be enough to keep Poarch busy you'd be wrong. She is also a wife and mother of three young daughters.

Poarch Law represents individuals, families and businesses. About 75% of the work is with individuals and families, assisting them with affirmative visa applications, naturalization, victim visas, and immigration litigation, including removal proceedings and appeals. Businesses often need assistance navigating the very complex legalities of immigration. The firm conducts compliance audits of employer's I-9 paperwork and assists companies who have a particular need to hire foreign workers.

Poarch attended college and law school in Texas. She spent one summer in Ecuador doing community service projects. Though she had studied Spanish all during her high school years, she found herself unprepared to function in a 100% Spanish language

environment. "When you have to speak the language to eat, you learn really fast! It was a steep learning curve, but a quick one!" she says.

When she returned to Salem in 2001, she happened to run into someone in the Post Office who needed help with Spanish/English translation services. This chance meeting led to Poarch working with Justice for our Neighbors, a part of the United Methodist Committee on Relief which was working out of Raleigh Court United Methodist Church. Poarch says "the organization was doing really good and important work, but we were just underfunded." The office closed in 2003.

Mrs. Poarch opened her own firm in 2003 and continued her work in immigration issues. In 2012 she was asked by McLane Layton, President of Equality for Adopted Children to accompany her to Uganda to meet with legislators and others regarding the inherent challenges of international adoption in Uganda. Today, she continues her work helping would-be parents navigate the often confusing, potentially dangerous, and always costly process of international adoption.


The Poarch Firm assists clients with "Investment Visas", a process by which a foreign national can obtain a green card

for the purpose of starting an enterprise or business in the United States. For example, a Korean who wished to operate a clothing manufacturing factory in Rockbridge County would invest between \$500 thousand and \$1 million and have up to two years to prove to the US government that he had created at least 10 jobs. If the criteria are not met, the green card is revoked.

Another issue that draws Poarch's attention and time is the presence of "notarios" or unauthorized practitioners of law. Working through the Virginia State Bar Association and in cooperation with local, state, and federal law enforcement and consumer agencies, the Unauthorized Practice of Law (UPL) Committee seeks to identify those who present themselves as lawyers or other professionals who can help with immigration issues. Most often the notarios are either unlicensed or

disbarred and lack the knowledge or access to do anything more than issue an invoice and disappear. Poarch explains, "We can investigate whether an individual has committed UPL and make a finding the complaint is founded, but we cannot prosecute the offender." Where the committee makes a finding of UPL, it refers the case to law enforcement or other consumer protection agencies.

The Poarch law firm also includes attorneys Rachel Thompson and Jennifer Dean. All three attorneys speak fluent Spanish, as do one of the paralegals and the receptionist. The firm is active in the community, speaking at various venues about immigration issues and doing pro bono work.

Christine Lockhart Poarch hasn't started a revolution yet, but don't bet against it happening! 

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**and much more (of course; hence, the name)**



Randy Walker

**Andrea Henson (center) of Carilion, with recruiters Karyn Farrell (left), Penny Daniel (right) and Amy Silcox (seated).**

## ISO doctors >

### **Executive Summary:**

*Physician recruiters are seeing more doctors who want employed positions and a better work-life balance.*

### **By Randolph Walker**

In her spacious headquarters on the 14th floor of 213 South Jefferson Street—formerly a bank building, now the Carilion Administrative Services Building—Andrea Henson is working to bring in new doctors.

Across town at LewisGale Medical Center, Carol Chappell is doing the same.

Their success will mean that Southwest Virginians are assured of access to high-quality medical care for at least the next several decades.

Both recruiters succeed in bringing highly qualified physicians to the region. The Carilion system typically hires 90 doctors a year, while LewisGale hires about 45.

Henson's team includes three recruiters plus herself and support staff. They use online advertising, journal ads, postcard mailers, and emails. "After we get a signed contract, we have to move them here, assist them with the credentialing process, and help them transition to whatever area they're going to be living, and transition to Carilion Clinic. Our relationship with them goes well into a year or more."



There are occasional challenges filling particular positions. Henson recently used an outside search firm to recruit a hard-to-find pediatric surgeon, but use of outside firms is rare.

The manager of professional recruitment and onboarding, Henson came to the department in 2005 as Carilion was planning for conversion to a clinic model, increasing its residency programs, and starting the Virginia Tech Carilion Medical School and Research Institute. Over four years starting in 2006, Carilion doubled its medical staff. Stretching from Tazewell to Lexington, the system has 631 employed physicians, including outpatient practices.

As younger doctors come on board, Henson is seeing a generational shift.

"The younger physicians are definitely interested in more of a work-life balance than the baby boomers," she says. "Sometimes when a baby boomer retires it may take two physicians [to replace him/her] because the younger generation is not going to work exactly the same. Not that they don't want to work hard, but they are definitely interested in having time for themselves and their families."

Another shift, which may be related, is the preference for employed positions rather than private practice. "When you're employed, you don't have to worry about running the business, you can focus on taking care of the patients. Your compensation is not based on collections, so you can feel more secure."

With the uncertainty of health care reform,

## Damon Williams



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**Carol Chappell of LewisGale recruited vascular surgeon Dr. William Tung, who earned his medical degree at Johns Hopkins.**

more doctors seek the “safety net” of an employed position, says Chappell, director of business development at LewisGale. “But I still recruit for some of our independent practices that are part of our medical staff. We embrace both the independent practice model and the employed model.”

The four LewisGale hospitals, in Salem, Montgomery, Pulaski and Alleghany, are assisted by the physician recruiting office at HCA's Capital Division in Richmond.

“We put together a list of particular physicians that we need to fill within our four facilities; we submit that to the division office, and they will begin a process of sourcing candidates for us,” Chappell says.


After Richmond identifies a potential match, Chappell does a phone interview; if it's promising, the candidate is brought

to Southwest Virginia, often with his or her spouse.

Chappell's focus in 2012-13 was physicians with advanced surgical and diagnostic skills including surgical oncology, vascular surgery and gastroenterology, “The technology has changed so much and we needed to be sure to have those physicians on board.”

There will continue to be a strong demand for doctors, regardless of the outcome of health care reform, Chappell says.

LewisGale's quality ratings attract all types of physicians, although it's becoming “a little more challenging” to find primary care docs. Health care reform is changing their reimbursement, and many are choosing to become specialists.

Still, she says, “I have no difficulty finding people who are looking for quality of life that makes for a good family environment.” 

# The Unknown Effects of Healthcare Reform on Individual Policies

As healthcare reform grows closer to being in full swing we are getting additional information on how individual policies will change. Insurance policies as we know them today will be forever changed as we go forward into 2014.

Business owners should be cautious when thinking of dissolving their group coverage, and individual policy holders should read this article carefully to get braced for the many changes to come.

1. Some individuals have policies that are called "Grandfathered"...those are policies that you have not changed since March 23rd, 2010. You can check with your insurance carrier to see if you have a grandfathered plan. If you DO have a plan like this you will not want to change it if you can possibly afford to do so. This will allow you to keep your current benefit design.
2. If your policy is not "grandfathered" then your plan will have drastic changes made to it effective with the renewal date of your policy.
3. All new policies will have new benefit designs, pricing, and could also offer a much smaller network of hospitals and doctors.
4. Most new policies sold on the public and private marketplace will be HMO products. Most carriers will not offer PPO products going forward into 2014.
5. Studies on Premium Impact by Milliman Actuarial Firm predict a 75% to 95% increase in premiums in the individual markets. Jonathan Gruber of MIT predicts as much as 85%, and he predicts that the small group markets could see as much as 20% increase.
6. Individuals may be eligible for tax credits or subsidies which could help with the cost of healthcare. Individuals will qualify by answering

questions related to income and access to health insurance through their employer.

7. Insurance rates for young and healthy men and women will go up in price while insurance rates for the less healthy and older individuals will do down.
8. New taxes and fees will be added to the insurance rates and will most certainly add to the cost of our individual policies.
9. The Health Insurance Marketplace (Exchange) will be open from October 1st, 2013 through March 2014. The earliest effective date for policies purchased during this time will be Jan 1, 2014.
10. Individuals may be assisted by BROKERS who hold an insurance license or a NAVIGATOR; they may also access the internet and purchase by themselves. We would note that there is a big difference between using an Insurance Broker and using a Navigator. A navigator may not give advice to you concerning which policy you may want to purchase; they do not receive commissions on those products, and are paid by grants from the federal government. A navigator is given only 30 hours of training. An insurance Broker is a person who usually has many years' experience in the insurance field; they may offer advice and consult with you in regards to purchasing a policy; they do earn a commission on policies that are sold. They will also be able to offer on-going claims, service and consultation in the future in regards to your purchase.

Due to these many changes, one should give careful consideration to the new products and changes and should always SEEK ADVICE before making changes to your current policy. Find a trusted agent to assist you to make sure you make the correct decisions for you and your family.



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## Tech Scoop

## The Internet of Things &gt;

**Executive Summary:**

*If it's you spying on your kids or your refrigerator spying on you, the newest internet developments will make all that look like a rotary dial phone.*

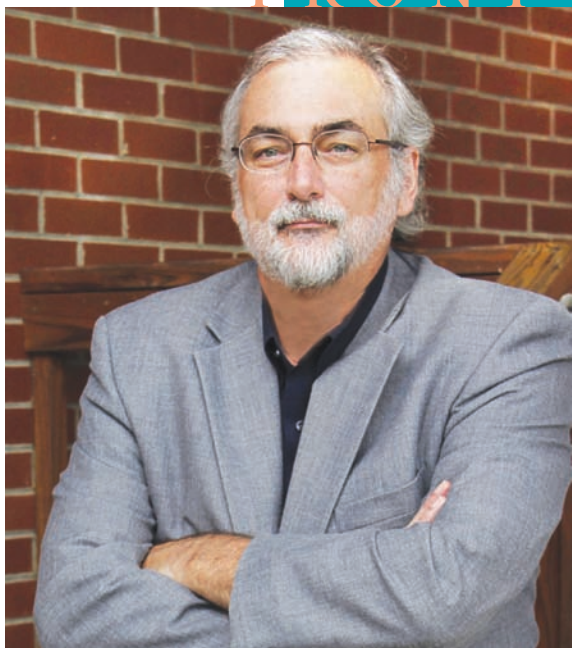
**By Michael Miller**

I recall the early days of the internet when somebody told me about this "world-wide web" thing you could access using something called Mosaic Web Browser. I also recall that in the beginning I could pretty much see the whole thing in the space of 45 minutes, and that was with a dial-up modem.

Then one day the secret escaped from the eggheads in the national laboratories and fell into the laps of some clever guys with newly minted MBAs who were tired of selling insurance, and the rest, as they say, is history.


Like most really important developments in human history, nobody could have predicted the far reaching impact of the internet. Unlimited access to information has transformed how we do commerce, how we educate ourselves, how we communicate, and pretty much every other aspect of modern life. Amazon.com alone has totally changed the way we purchase almost everything, and has almost single-handedly put traditional print publishing and department stores out of business. You can pick up a complete set of Encyclopedia Britannica on EBay now for less than the cost of shipping it.

And the revolution is just beginning. Remember when a guy used to come and read the utility meter at your house? Now it's done remotely. The essentially unlimited address space available through the new internet protocol IPv6 now makes it possible to put a unique identifier on EVERY SINGLE THING IN THE WORLD. Yes, it's called the "Internet of Things" and it's coming to a...thing...near you.

**Michael Miller**

In fact, it's been sneaking up on us for years. You already know there is a phone application that will allow you to control the lights or spy on your kids in your home no matter where you are. And remember the "smart refrigerator" commercials from a few years ago where your fridge could send you a grocery list of things it thought you running out of? That sort of bothered me a little, since inanimate appliances are some of the few things in life that can't talk back to me...until now.

In the vision of the framers of the Internet of Things, everything in the world will eventually be tracked as easily as a teenager with a new smartphone. Factories will produce products in precisely the needed quantities and deliver them to specific locations based on real time monitored consumer behavior. In fact, it's conceivable that companies that read your mind through the content of your web searches could actually deliver product to your door before you even realize you want it. And if you think the NSA is peeking at your email now, just wait until they start putting you on the no-fly list because you took too many aspirin this morning.

On the other hand, it's not all bad and scary. I'm looking forward to a phone app that will allow me to find out who keeps taking the chairs out of my conference room. Now THAT has real value. 



October 2012



November 2012



December 2012



January 2013



April 2013



May 2013



June 2013



July 2013

# FRONT favorites

**Volume V is complete (October 2012-September 2013)**

Vote for your favorite cover or your top choice contributor (or vote for both) and look for the results in our upcoming FRONTlist / Best of 2013





**February 2013**



**March 2013**



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*You can pick up to three for each category.*

Revisit any back issue in entirety, online at [vbFRONT.com](http://vbFRONT.com)

## Volume V Contributors

<b>Michael Abraham</b>	writer
<b>Lois Caliri</b>	writer
<b>Jeanne Chitty</b>	writer
<b>Anne Giles Clelland</b>	columnist
<b>Cathy Cooper</b>	writer
<b>Susan Culbertson</b>	writer
<b>Colin Dwyer</b>	writer
<b>Tom Field</b>	writer, columnist
<b>Wayne Firebaugh</b>	writer
<b>Rachael Garrity</b>	writer
<b>Kathleen Harshberger</b>	columnist
<b>Becky Hepler</b>	writer
<b>Mary Hill</b>	writer
<b>Melanie Huber</b>	writer
<b>Sarah Beth Jones</b>	writer
<b>Rachael Keshishian</b>	writer
<b>Liv Kiser</b>	photographer
<b>Laura Catherine Koss</b>	writer
<b>Pete Krull</b>	columnist
<b>Rebekah Manley</b>	writer
<b>Elizabeth Markham</b>	writer
<b>Gene Marrano</b>	writer
<b>Michael Miller</b>	writer, columnist
<b>Anne Piedmont</b>	writer
<b>Whitney Puckett</b>	writer
<b>Laura Purcell</b>	writer
<b>Dan Smith</b>	writer, columnist
<b>Samantha Steidle</b>	columnist
<b>Kathy Surace</b>	columnist
<b>Angie Tabor</b>	writer
<b>Nicholas Vaassen</b>	graphic designer
<b>Randolph Walker</b>	writer
<b>Joel S. Williams</b>	columnist
<b>Mike Wilson</b>	photographer



When asked which projects he's proudest of, David Bandy (holding a picture of Goodview Elementary) mentions not the marquee buildings but the many schools he's designed.

## Spectrum Design... doing what they do best >

### Executive Summary:

*Large development projects take a lot of planning and require a spectrum of talents to bring to fruition.*

### By Randolph Walker

John Missell's office is clean, cool and corporate, while David Bandy's paper-stuffed office looks like a place where ideas are hatched. They're both involved in design and both involved in finances, but it's not too much of an oversimplification to say that of the two men at the head of Spectrum Design, John Missell

watches the numbers and David Bandy is the artist.

"I'm the business side of the business and he is definitely the creative side of the business," says Missell (pronounced misSELL), who joined as VP/COO in January.

John Garland retired as Spectrum's president at the end of 2012. "What John did, I took over, which is managing the operations of the firm, finance, HR, and I'm involved pretty considerably in business development as well," says Missell. "David is doing essentially what he did before, which is directing the design effort of the company."

Southwest Virginia residents needn't look far to see the mark that Spectrum ([www.spectrumpc.com](http://www.spectrumpc.com)) has made, contributing design, planning and/or

# DEVELOPMENT FRONT



Randolph Walker

Center in the Square, Meridium, the Patrick Henry and Heartwood, as well as lower profile public school and higher education projects.

David Bandy attended Roanoke County schools, then went to Virginia Tech for his architecture degree. His roots in the company date to 1995 when he left a larger firm to join Spectrum's predecessor Echols-Sparger. "It had three people at the time," Bandy says. "Then we decided to open a small office in Roanoke, and it just exploded. Within six months we had a \$20 million project in Bedford County. Sometimes you don't know any better, so you do things and it works out well, and everybody says that it should have never worked, and it did work."

Spectrum Design was formed in 2000 with the merger of Echols-Sparger Architects and Spectrum Engineers. The company moved into a century-old former horse carriage factory on Church Avenue. A horseshoe—now crumbling into rust—was a lucky find for Bandy, 64, who raises horses with his wife, Cindy. They live in an 1842 plantation home, Wiloma, in the rolling countryside near Fincastle.

engineering to high-profile construction, renovation and historic preservation projects such as the Roanoke Higher Education Center, The Roanoke Valley Visitor Center/O. Winston Link Museum,

You might say he's had a lucky career, making a good living while contributing to the community he never had any desire to leave. When asked which buildings he's proudest of, he mentions not the marquee

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Randolph Walker

**John Missell, COO at Spectrum Design, outside the firm's headquarters which open onto Century Plaza in downtown Roanoke.**

projects but the schools. "We've been able to help a lot of teachers and administrative staff, really help students get a good education by being in a building that supports teaching."


Like Bandy, John Missell is an architect.

"Putting non-professionals into key positions takes an organization only so far, and this organization is so hands-on at every level, that it would really be out of sync to have a manager that doesn't understand fundamentally the business," he says.

From Boston, Missell most recently served as director of Middle East operations for Tetra Tech, an international engineering firm. Stationed in Qatar, he oversaw higher education and development projects for the host country and the U.S. Agency for International Development.

"I spent most of my career similar to David Bandy as a design architect, but I had the good opportunity to work for some firms where I was able to learn about the operations of the business and how a professional services firm works," he says.

**David Bandy, architect and horse enthusiast, holds a horseshoe found in the former carriage factory which now houses Spectrum Design.**

Job number one at Spectrum is creating a sustainable business model. "It's so expensive to develop new work, whether it's a statement of qualification process or a long RFP (Request for Proposal) process, by the time you get connected you've eaten away a lot of the potential profit on a project. So retaining existing clients is a huge goal." 



Randolph Walker



Dan Smith

**Dan Brown on the computer**

## Picture this >

### **Executive Summary:**

*Dan Brown left banking and bought PhotoUSA. It was a gamble, but one that has worked in his favor.*

### **By Dan Smith**

When Dan Brown bought the long-established photo printer PhotoUSA in Roanoke seven years ago, the industry was at a crossroads and—as a banker—he understood the risks well. But he wanted a stable business, he wanted to come home and he wanted a change of profession.

He got all three, even the stable business, which was the least likely component on his wish list.

In the past few years, PhotoUSA's Roanoke competitors—Ritz, Ewald-Clark—have gone away. Kodak no longer makes film. The biggest selling cameras in America—no, the world—are cell phones. Few people use film. Photos are mostly viewed on

computer screens of one kind another (including cells).

But Dan Brown's niche is alive, well and even flourishing. He sells film and photo paper—even black and white film—to purists and those who have no intention of changing. He processes your film and your electronic photos. He'll take a photo of your son's birthday party and put it on a blanket for you. He makes posters and processes expensive photos for professional photographers.

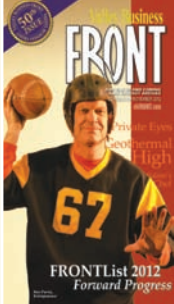
The demand remains for all that and if Brown is not surprised in this time of dramatic change because of technology, he is certainly pleased. He has become a photo fan, something he wasn't so much when he bought the business from Tom Tanner seven years ago. Children do that to you.

Children also invite you to re-evaluate your lifestyle when they come along and when Brown discovered he was going to be a father, he wanted to come home to Roanoke and set himself up in a business. He was a middle manager in a huge banking concern in Richmond and





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Dan Smith

### Brown in the throwback darkroom


had learned a good bit about business.

Brown, who is 43, bought PhotoUSA. It was located near Tanglewood Mall, but the Ritz location at Towers (owned by the Ewald family, which had run it for years as Ewald-Clark, a photo business) was for sale and it was perfect for his plans. He bought it. "People had been coming here 40 years," says Brown. PhotoUSA was a photo processor and didn't sell cameras or lenses. It sold some components, but mostly concentrated on the paper product at the end of the photo process and it did that well.

"I was looking for a well-run, stable business with tenured employees and found it here," says Brown. He bought the business and the building with his own money and help from the Small Business Administration.

Brown knew he was buying volatility,

but he didn't foresee some of the developments—like the emergence of the cell phone as a primary camera for far more people than use real cameras and the coming of social media, which often serves as an electronic photo album. Cameras, he says, become obsolete so quickly that carrying a stock of them is a drag on cash flow. Camera phones, he insists, "have a role, but if you know you're going to take a picture, it's better to have a camera." He owns a Nikon D90 and also recommends a range of Canons. "Figure out the features you want, the price range and buy a Nikon or a Canon," he recommends. If it breaks (as Nikons tend to do), he'll repair it for you.

As out of date as small printed photos appears to be, it is not. People ranging from little old ladies with their point and shoot film cameras to \$2,500 a photo-shoot professionals need their pictures printed on his expensive and sensitive machines. And they still want them to look good. 



## Teaching more than concepts... >

### Executive Summary:

*Entrepreneurship is increasingly becoming a practical and attainable path to employment and success. Virginia Western is offering a program that aims to prepare students for the journey.*

### By Caitlin Bourn

As more and more individuals are finding success in launching their own businesses, it is no surprise that the interest of entrepreneurship is growing substantially. In August of this year, Virginia Western Community College began offering a newly revised course designed specifically for Entrepreneurship that will teach students

offered under the Entrepreneurship Plus program at Virginia Western Community College.

Experienced entrepreneur Samantha Steidle, owner of the Roanoke Business Lounge, is the developer and instructor for the revised Entrepreneurship course. "This course aims to help people help themselves in an economy that is challenging workers to become more entrepreneurial," said Steidle. Steidle had been teaching courses at Virginia Western Community College for several semesters when the idea of beginning an Entrepreneurship course came to mind. "I thought to myself, why not teach more than traditional text material and instead bring real world business tactics and scenarios to the classroom," stated Steidle.

The Entrepreneurship course provides students with the tools and hands-on experience they need to make their business ideas become reality. Students in the Entrepreneurship

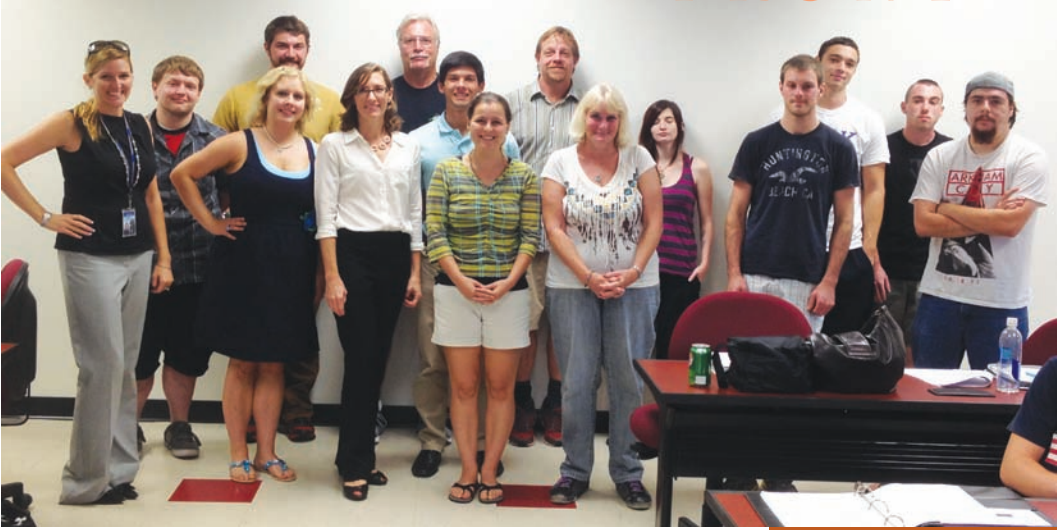


I was aware that Virginia Western offered entrepreneurship classes so I decided to find out more. This course is a great opportunity to get the tools I need to make my existing business grow to its full potential.

—Chuck Swecker, Owner of Aquatrek Adventures in Salem

and upcoming entrepreneurs how to start their own business. The Entrepreneurship course, Small Business Management, Marketing, and Computerized Accounting using QuickBooks are all courses currently


course are given the opportunity to develop their own company logo, business cards, website brochures, press releases, desired marketing objectives and more. Students are guided and given access to the necessary



software and programs to create their business logos and everything they will need to market their product. The program offers benefits for existing as well as start-up businesses, Chuck Swecker, Owner of Aquatrek Adventures in Salem says, "I was aware that Virginia Western offered entrepreneurship classes so I decided to find out more. This course is a great opportunity to get the tools I need to make my existing business grow to its full potential."

You may wonder what the differences are between the business courses in Entrepreneurship Plus and Small Business Management at Virginia Western. The Small Business Management course concentrates on traditional business plans that include key business owning concepts such as financing and marketing tactics. The Entrepreneurship Course

focuses on developing a lean startup model and goes into depth on the process of customer development. Students learn how to identify and engage customers for their product, how to retain and evaluate customer feedback in order to improve their product, how to develop marketing tactics, and how to make an overall business model more successful. The course on Marketing is centered on learning how to market your business product.

The standard tuition rates for Virginia Western Community College apply for all of the courses within the Entrepreneurship Plus Program. 

*For information about the program and to learn how to contact Samantha Steidle go to MORE on the Valley Business FRONT website at [vbfront.com](http://vbfront.com)*

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Dan Smith

**Dr. James Sears on the newly-renovated roof of Center in the Square.**

## At the Center of change >

### **Executive Summary:**

*Jim Sears has seen a lot of changes in the Roanoke arts scene. Now the arts scene will see a change in leadership.*

### **By Dan Smith**

It's difficult to remember when Jim Sears wasn't leading the charge at Center in the Square, Roanoke's cultural centerpiece, or when Center wasn't leading the cultural surge from one crisis to another.

It has been a tumultuous 20 years in the arts—even more unsettled and unsettling than it normally is, and that's chaotic. During Sears' years, state funding for the arts in the Roanoke Valley has crashed from \$4 million a year to zero; City Market, where Center is the literal "center," and Center in the Square has each undergone a major renovation, disrupting life and business; Center has grown, shrunk, grown again, and even stretched its purpose once or twice. All through that, Center has been just that, the center of the cultural community, whether that was good or bad at the specific moment.

While Center was losing Roanoke's major

art museum to a new \$66 million building 150 yards away, seeing the Arts Council of the Blue Ridge die for lack of funding, and watching most of its members suffer one financial crisis after another, it welcomed Roanoke Ballet Theatre, Opera Roanoke, the Harrison Museum of African-American Culture, the O. Winston Link Museum and the Roanoke Symphony under its umbrella. That umbrella grew physically, as well, moving to several different locations around town.

Even as state government and a national economy were forcing arts organizations to cut staffs and economize in painful ways, Center discovered how to spend more than \$40 million on a recent renovation. Sears put together a team to figure out use of a combination of government grants, foundation grants, historic state and federal tax credits, New Market tax credits, specialized government programs, and local fundraising. That combination powered the much-needed renovations and an expansion to Center and its tenants; renovation of the old Shenandoah Hotel, which is home to the offices of the Roanoke Symphony and the Mill Mountain Theatre Atelier; and renovation of the Norfolk and Western Passenger Station (home to the O. Winston Link Museum and the Roanoke Valley Convention and Visitors Bureau).

It's been a bumpy, fast and often exhilarating ride for Sears, who will officially retire December 31, then leave for good in June

after consulting during the transition to Barry Henderson's leadership. Henderson is now working in fundraising and PR.

Sears says his initial goals were modest: "To ensure the continuation of the superb Center in the Square that I found ... in 1993. Along the way, opportunities have presented themselves that I think achieved this goal." The expansion figures into that, as does "more than doubling the endowment from \$3 million to almost \$7 million dollars, while at the same time weathering unpredictable funding sources, a fluctuating economy, and a need to raise both operating money and capital money for on-going capital projects."


Sears has few regrets, but, "I would have put greater emphasis on a planned giving program providing long-term sustainable funding for Center," if he had it to do over. "The loss of \$600,000 annually in state funding curtailed many services and programs [including] ... a planned giving program. We have extremely capable marketing firms in the region and had center been financially able employ their services, our message of education, economic development, quality of life, and focus on families could have benefitted all.

"The truth is that virtually every day, at the end of the day, one can look back and find things, that if done differently, might have yielded greater results. The guideline is to do the very best one can do every day with the resources provided and knowledge one has at the moment and can gain from others."

## In Brief

<b>Name:</b>	Dr. James Sears
<b>Age:</b>	68
<b>Organization:</b>	Center in the Square
<b>Title:</b>	President and general manager
<b>Length of Service:</b>	20 years
<b>Family:</b>	Two children, three grandchildren.

Sears has always thought that "the meaning of Center in the Square is clearly expressed when one sees sparkle in the eyes of children—and this happens every day—when they discover dance, music, acting, or new ideas in science, history and art. Recently, a defining moment was solidifying a funding approach for the \$30 million renovation of Center, ending with no long term debt and occurring at a time some people say was the nation's worst economy since the depression."

In the future, says Sears, "Center must forever focus on activities for families and children. Every child and family, regardless of their means, must have learning opportunities second to none so our children can thrive in the world economy. This can be achieved by ensuring that modern cultural and science facilities are provided with attention to education, economic development and improvement in the quality of life of the region. To do less would disrespect those who founded Center in 1983. ..." 

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## Ah, the humanity >

Being someone who engages local business leaders on an almost daily basis, writing about them, advocating their contributions to our quality of life, passing along their missions and visions, and most importantly, just telling their stories—you would think I would be all perky, sitting up front and center at the Roanoke Blacksburg Technology Council's (RBTC) annual Fall Gala this fine evening in late September. After all, executive director Derick Maggard is introducing two of our region's undeniable stalwarts and most respected CEOs, Vinod Chachra (1985 founder of VTLS, library automation systems) and Bonz Hart (1993 founder of Meridium, industrial asset performance management systems).

This is okay, I'm thinking. But I know these gentlemen. I know their stories. Heck, I've told their stories for years. And as much as I've genuinely appreciated their tremendous accomplishments and what they've given to our communities, I have to admit... I had kind of hoped the RBTC might present someone like Apple's Jony Ive, or Oracle's Donald Burleson, or even WIRED columnist Clive Thompson.

I was wrong.

I was a slap-your-grandma-and-call-me-a-ham-sandwich wrong.

This was a night we needed to hear local heroes. A time we needed to see champions next door.


To the mostly tech and geek crowd, a reserved audience if there ever was (any wild and crazy shenanigans from this sector must be conducted back at their workstations and labs and simulators, outside the gala, I suppose), Vinod and Bonz did not speak on matters of technology. (Okay, maybe a couple of nana bits.)

Thank heavens. Galas are not the time for that; and I was so happy all the smart jackets around me remained nicely buttoned up, undoubtedly concealing and holding back the pocket protectors looking for any reason to pop out.

Bonz spoke of the importance of building your business for the journey—not just the destination; much like all of the joys that surrounds his family vacations. And only Vinod could wrap up his presentation by associating Einstein's theory of relativity with a picture of...an actual relative (his closest one, his wife).

What each gentleman gave us this evening, was the human element. Vinod's illustration of how computers are actually designed to go one direction while humans go the opposite was revealing. And Bonz confessed how easy one can allow his pursuit to overshadow the important need to connect with others if you're not paying attention (or, more accurately, you're paying too much attention to the wrong thing).

Tonight's message was simple: It's the human, stupid.

What counts is what we build, alright. But it's what we build on the inside. 

## On Tap from the Pub

By Tom Field

**Executive Summary:**  
*Two local boys keynote technology council's gala to a packed ballroom in Blacksburg.*



## Virginia: Open-minded and Open for Business >

I chose to run for Governor as a Libertarian because Virginia needs a Governor who understands the following fact: Our fortunes as a Commonwealth depend on fostering a free society with open and competitive markets under the rule of law and a culture that embraces people of all backgrounds.

We are living in a difficult time of economic malaise, stagnant wages, and persistent joblessness. We all recognize that something has gone terribly wrong. We also have a sense that our major-party politicians don't have a clue about how to get the economy back on track.

As the only candidate for Governor with knowledge of both economics and law, with entrepreneurial experience in the fast-growing tech sector, and with professional experience in the slow-moving public sector, I am uniquely positioned to lead Virginia in identifying and curing the maladies afflicting our economy. Together, we can get public policy right, get markets working properly, get people back to work, and get incomes rising again.

The economy is being choked by declining business freedom, in the form of over-regulation and mis-regulation, and an erosion of the rule of law.

The proliferation of regulations is real—compliance costs keep going up, increasing the cost of doing business and reducing economic activity. And well-intentioned policies are often designed so poorly that they lead to unintended consequences worse than the problems they were meant to solve.

At the same time, under Democrats and Republicans alike, special interests have captured government. Our tax, regulatory, and legal codes are riddled with provisions that provide special treatment to various industries, sectors, and even individual companies. Some provisions operate to insulate market incumbents from competition from entrepreneurs and innovators, protecting private profits rather than the public interest and raising costs for customers. Other provisions, from tax breaks to special limitations on liability, operate as subsidies to favored industries, paid for by average taxpayers.

Each regulation that imposes an unnecessary cost on business, and every provision that benefits a special interest rather than protecting the public interest, is like a barnacle on a ship. A few of them may not make an appreciable difference overall, but when they become numerous, they exert a drag that



Tom Field

Rob Sarvis

## Guest Commentary

By Rob Sarvis

**Executive Summary:**  
*Libertarian candidate for governor Robert C. Sarvis shares the business / economic plank of his campaign.*

slows everything down. Indeed, special-interest provisions have so proliferated that they permeate every section of every code of our legal landscape, and they exert a huge drag on economic activity, lessening our ability to innovate, create jobs, increase productivity, and grow incomes.

To get our economy back on track, we ought to get rid of unnecessary regulations, return to the rule of law, and simplify our tax code. By fostering open and competitive markets, we can unleash the entrepreneurship and human ingenuity that drives broad-based wealth-creation. But we must also champion an open society, with personal liberty for all, so that we retain our brightest minds and attract people of all backgrounds from all over the world.

Protecting both economic freedom

and personal liberty should be a no-brainer. Virginia ought to be governed under a strong presumption that people ought to be free to live their lives, and run their businesses, as they see fit, as long as they aren't harming others. The same principle that calls for a light regulatory touch limited to policing harms also demands a wide scope of personal autonomy. Democrats love to regulate our economic lives, and Republicans love to regulate our private lives; and both seek to privilege their industry backers through special privileges paid for by average taxpayer. Libertarians, on the other hand, recognize that a government that respects personal freedom, that affords all people the equal protection of the laws, and that fosters open and competitive markets under the rule of law, will best promote the innovation, economic growth, job creation, and rising standards of living we're in need of today. 

“ Democrats love to regulate our economic lives, and Republicans love to regulate our private lives.

— Rob Sarvis

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## Letters

### Breathe Locally

As a new reader of the Valley Business FRONT I find myself wondering how I had never discovered the magazine previously. It's my new favorite "grab a cup of coffee and peruse" entity. That's saying a lot coming from a 30-something Kindle lover. In particular from the September issue I enjoyed reading about our senior drivers as well as the FRONT Notes. It's nice to have community centric articles that promote everything from small business to awareness and tolerance for our elderly population. In a world of seemingly endless politically motivated national news channels and fashion and gossip magazines, Valley Business FRONT is a breath of fresh, locally obtained, air.

**Margaret Woolwine**  
*Salem*

### Understandable

Happily, Valley Business FRONT spares us from meaningless information that the print media is often guilty of using. The content is varied, timely, well written in language that is familiar. The articles are readable. Even if I am not familiar with the subject, I still understand the point of view. And here is a smile for you: the advertisements follow the same criteria.

**Audrey Wulfken**  
*Salem*

### About My Hometown

I want to express my appreciation for Valley Business FRONT that I read each month. I moved to Salem two years ago from Washington, DC, after I retired from the Department of Justice. I did not know anything about Salem, just that my daughter and her family lived here. Through your magazine I have learned many interesting things about life in Salem and the Roanoke Valley. I look forward to your magazine each month. I like the size of the magazine, and the 'feel' of it. I think it is a quality local magazine, and I read all the articles. Thank you for publishing this magazine. I am happy to learn about my new hometown. When I finish reading your magazine I pass it along to my daughter and son-in-law.

**Peg Hasker**  
*Salem*

### Doggone Effective

Thank you for the wonderful article that you wrote about my business, City Dogs [September 2013 issue]. I enjoyed speaking with you during your visit and answering your well thought-out questions. You have a terrific way with words which really made my business sound special. In fact, right after the article ran, I received calls from potential customers who learned about us from the article, and that really means a lot to me!

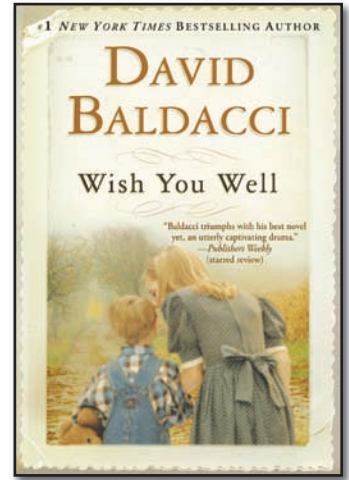
**Lynda R. Knezovich**  
*City Dogs Boarding and Playcare  
Roanoke*

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## Books @ the FRONT >

Following are book recommendations from our contributors and business people in the Roanoke and New River Valleys who are inveterate readers. Readers are invited to submit 150-word reviews of books you've read during the past six months. Our goal is to recommend good books on any topic and in any genre. Send reviews to [news@vbFRONT.com](mailto:news@vbFRONT.com)



### *Read before movie*

Speaking of wishing, I wish I would have read this much sooner. Our "own" David Baldacci's *Wish You Well* (Grand Central Publishing; 2000) is a lovely story. Like everyone else, I've been waiting on the movie (much of which has been filmed in Giles County); even driving up on the movie set deep in the woods last Fall. I knew I would read the book before the film's release, but it wouldn't have hurt me one bit to read long before now. One cannot go wrong recommending this book.

Stylistically, there were a few major plot moments that Baldacci lets loose in a single sentence that kind of threw me; yet at the same time, that's the way life works. No warning. The characters and setting fit our place here, not that many years back really; and in fact there's an unmistakable nostalgic connection that Baldacci manages to form. This is just a good solid story (the best I've experienced from Baldacci) with a Harper Lee mood that will serve you well. If the film is in the Hallmark tradition, that will be suitable, but I hope there's a bit more edge to match the sometimes melancholy spirit.

—Tom Field

### *Sing of old UVa*

If Rex Bowman's and Carlos Santos' delightful and endearing *Rot Riot and Rebellion: Mr. Jefferson's Struggle to Save the University That Changed America* (University of Virginia Press) contained nothing more than its several passages on Edgar Allan Poe's brief time at the University of Virginia it would be well

worth the cover price. But it does. Quite a lot more.

My old pal Rex Bowman is a multiple Pulitzer Prize nominee and Santos is a journalist of some stature, as well. Both plied their trade primarily at the Richmond Times-Dispatch, though the Botetourt County native Bowman worked as a reporter in Roanoke briefly before taking a government job a couple of years ago.

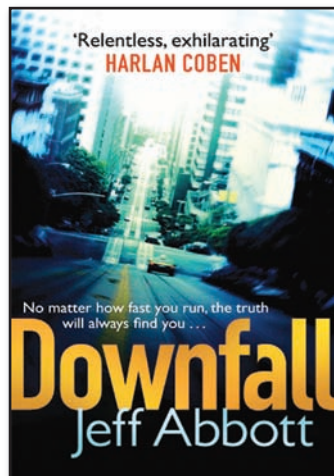
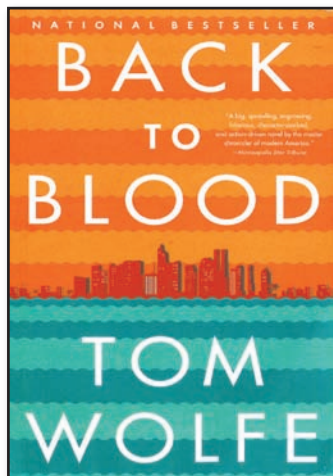
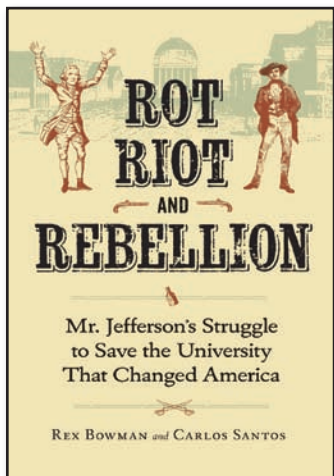
Theirs is a small book (157 pages of narrative) that is like boiled wool: tight, thick and hefty. Jefferson's political enemies (and he had them in droves) and fundamentalist Christians fought him tooth and nail, trying to kill the institution. Students, often rich, entitled and arrogant, fought any regulation, often violently.

I don't know who wrote what here, but my guess is that the best writing (and there's plenty of it) is Rex's. He's one of the very best writers I know and this little book fairly sings.

—Dan Smith

### *Miami vice*

Given that Miami/Hialeah is my birthplace (for all of four years) and I was heading out to my summer beach trip, I simply had to pick up Tom Wolfe's *Back to Blood* (Little Brown; 2012). The proverbial summer read is precisely the apt description. The experience is exactly like watching a new television series, with a little soap operatic drama mixed with some action, complete with a few hanging suspensions for commercials or lead-ins to the next program. Unquestionably, Wolfe's



talent is in scene setting, location development, period and subculture building (with a tad of character development) and that combination of skill alone is worth the read. However, I'm not quite as enamored with him as greater American pop. The most annoying signature is the overindulgence of forced sound effects, written into the dialogue. Umm, SMACK, HOCK, HOCK. Save that for the director's notes on the television script.

But for a beach read, it works. One gets the distinct notion that despite the beautiful women and sun and palm trees and ocean and parties — southern Florida is a pretty sleazy place. Of course you could hang out in the sleazy spots with sleazy characters almost anywhere to build a story that is something other than ordinary. Wolfe's a grand master at that.

—Tom Field

## *Help me! No, really, help me!*

Every once in a while I like to pick up a book I've read nothing about, by an author I have not previously read. Usually it works out well and I have a new source for a great read. But sometimes....well, I just have to force myself to finish the book. Such was the case with *Downfall* (Grand Central Publishing, 2013) by Jeff Abbott. Abbott is a best-selling, Edgar award nominated author of thirteen previous books and to be fair, I'm sure some, if not all of them, were wonderful. But *Downfall* reads like a school project written on a deadline by teenage boys who spend way too much time playing action video games. The entire story takes place over a period of five days. Five

days jam packed with fights, chases, murders, flights on private jets, deception, betrayal, double-crossing, lies, schemes, and no less than three "secret" organizations. It's just all too much! At times I was sure that any day now I would hear that Abbott had retired since every possible twist had been stuffed into this book. The whole mess is set into action by a stranger walking into a bar (see what I mean?) and saying to our protagonist, "Help me." Not a particularly original line, but one I repeated several times while reading *Downfall*.

Our protagonist, Sam Capra, is a former CIA black ops guy whose departure from the CIA was sudden and probably disgraceful. He is now an operative for something called the Round Table, an organization we never learn anything about, except that they probably aren't evil. The "help me" incident drags Sam and his cohorts into confrontation with the evil Mr. Belias, mastermind of an organization we know is evil. Previously described mayhem ensues. It's hard to imagine anyone surviving what Sam survives over the next few days, but it's harder to imagine women in brutal fist, knife and gun battles surviving them over and over. There is so much going on here that tying it all up neatly is nearly, no obviously, impossible.

—Cathy Cooper

(**The reviewers:** Cathy Cooper is an executive assistant and project manager for Berryfield; Tom Field is publisher of FRONT; Dan Smith is a veteran journalist and former FRONT editor. )



## Thunder in the Valley >

On August 24 the **Star City Roller Girls** hosted **Thunder in the Valley** at the Salem Civic Center. Four teams battled it out in two bouts. Roanoke's own Star City Rollers dominated the second bout. A portion of the proceeds were donated to Ziggy's Kids.



## Hot Wings >

The annual **Roanoke Wing Fest** was held August 24 at Elmwood Park. Over all Best Wings winner was All Sports Café. The festival benefitted Brain Injury Services of Southwest Virginia. Here, **Tara Wheeler** of Fox 21/27 presents the trophy for Best Wings to All Sports **Joe Atkins**.





# FRONT 'N ABOUT



## Fashion for a cause >

On Saturday, September 7 **A Little Bit Hippy** and **What to Wear Roanoke** joined forces and staged a fashion show. Proceeds benefited SARA, Sexual Assault Response and Awareness, Inc., a non-profit organization that supports victims of sexual assault. Image consultant **Donna Wallace**, was the show's stylist.



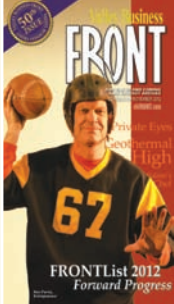
## Downtown Faces >

An urban art / advocacy project is garnering a lot of attention in downtown Roanoke as a photo-booth is used to produce large posters of local residents that are used to wrap the old Heironimus building. Information on the mission is available at the [insideoutproject.net](http://insideoutproject.net) website.

*Valley Business FRONT is FRONT'n About at many events each month. Check the blog links at [www.vbFRONT.com](http://www.vbFRONT.com) for more coverage.*



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## Who's Saying "I Do?" >

By Anne Piedmont

Fewer couples in the Roanoke and New River Valleys are going to the chapel and saying their vows than did 10 years ago. But the good news is that fewer of us are getting divorced. The number of marriage licenses issued in the region annually dropped by 19.7 percent between 2001 and 2011 (the most recent year for which statistics are available). Divorces and annulments fell by 16.6 percent. What's the cause? Perhaps the economy, societal changes or our aging population – or a combination – are to blame.

The Blacksburg MSA saw a sharper drop in marriage licenses than the Roanoke MSA,

while Roanoke saw fewer divorces. Within the region, Roanoke County, Montgomery County and Pulaski County saw an increase in marriage licenses over the 10 years. Giles County was the only locality where divorces increased. The same number of marriage licenses was filed in Craig County in 2011 as were in 2001.

As a percentage of the population, Giles County saw the most brides in 2011 – 1.3 percent – according to Virginia Department of Health records of marriage licenses. The next highest was Pulaski County, at 0.8 percent. Radford had the fewest, just 0.4 percent of the population. Montgomery County, (like Radford, home to a large university), also saw a low percentage of the population heading to the altar in 2011. The rest fell between 0.5 percent and 0.7 percent, with a regional average of 0.6 percent.

	Marriage		Divorce/Annulment	
	2011	2001	2011	2001
Botetourt County	164	173	120	160
Craig County	33	33	11	20
Franklin County	326	410	215	229
Roanoke County	612	570	304	346
Roanoke City	664	954	389	553
Salem City	170	244	80	116
<b>Roanoke MSA</b>	<b>1,969</b>	<b>2,384</b>	<b>1,119</b>	<b>1,424</b>
Giles County	220	498	103	69
Montgomery County	455	445	283	314
Pulaski County	270	265	172	207
Radford City	74	129	42	47
<b>Blacksburg MSA</b>	<b>1,019</b>	<b>1,337</b>	<b>600</b>	<b>637</b>
Combined Region	2,988	3,721	1,719	2,061

	Marriage '01-'11	Divorce '01-'11
Roanoke MSA	-17.4%	-21.4%
Blacksburg MSA	-23.8%	-5.8%
Combined Region	-19.7%	-16.6%

Sources: Virginia Department of Health, US Census Bureau





Lee Clark

## The Local Activist >

### Executive Summary:

*Lee Clark shows how the American Red Cross, which provides crisis response, disaster aid, and shelter for displaced families, is about more than just blood.*

### By Wil Cleaveland

When people think of the American Red Cross, they typically envision large, white trailers, outfitted with all of the necessary equipment for drawing, packaging, and preserving donated blood. Maintaining local blood supplies are a major part of the work that the Red Cross does. According to Lee

Clark, the CEO of the Virginia Mountain Region of the Red Cross, the nonprofit provides over 40% of our nation's blood supply, including the entire blood supply of Roanoke's Veterans Affairs Hospital and Lewis Gail Hospital. But Clark demonstrates through his work that the Red Cross is about more than just blood.

Having gone from CPA to CEO, Clark's career has encompassed three unique occupations. Clark's experience with local business, coupled with his participation in the Roanoke non-profit sector, led him to become the CEO of the Virginia Mountain Region of the Red Cross in March 2011. The portion of the non-profit for which Clark is responsible covers over 24,000 square miles of Virginia, almost half of the state's total land

mass. The division headquarters are located in downtown Roanoke on Church Avenue.

Clark, originally from Stuart, VA, attended Radford University where he graduated and obtained his certification as a public accountant. His first full-time position after graduating was in the Roanoke Valley with the accounting firm Brown, Edwards, and Co., where he worked for four years.

The next step in Clark's career took him to The Roanoke Times, where he spent a total of 14 years. Five of those years were spent as a controller. Clark explained his time at the paper, saying, "One of the wonderful things about The Roanoke Times, during that time period, was that they really developed people from the inside. I did the controller's job for five years, and then I was able to

move over into sales and advertising.”

Clark became an integral member of the Roanoke Times’ advertising department, and he was able to cultivate relationships with many local businesses and organizations, which would later partner with him in his work with the Rescue Mission and the Red Cross. But while working for the paper, he felt a calling to reach out to his community. “One of the things that I started doing during that time was volunteering. I wanted to get more active in my local community, and I wanted to be involved in something that would get me out of my normal world of business,” Clark said.


The ability to give back presented itself at the Roanoke Rescue Mission, where Clark began to volunteer. Eventually, he found himself serving on a Rescue Mission committee, searching for a new director of development. After being approached by the executive director, Clark decided to pursue the position.

Clark worked with the Rescue Mission until 2011, when he was presented with the opportunity to lead the Virginia Mountain Region of the Red Cross. “Honestly, I wasn’t necessarily looking for another position when this opening came up,” Clark said, “But it seemed like a great opportunity to bring together my skills, from both a financial standpoint and from the media work I had done.”

## In Brief

**Name:** Lee Clark  
**Age:** 49  
**Business:** American Red Cross, Virginia Mountain Region  
**Location:** Roanoke  
**Family:** Married 25 years; daughter (17); son (14)  
**Background:** From Stuart, VA; attended Radford University; worked at Brown Edwards accounting firm; The Roanoke Times; Rescue Mission; and Red Cross (2011)

Clark’s position at the Red Cross is multifaceted, involving raising community awareness, partnering with other non-profits, both local and national, and ensuring efficient operation of the local chapter. Tom Turner, American Red Cross Board Chairman says, “Lee is a natural leader and is skilled at providing strategic insight for an immense organization like the Red Cross.”

Clark concludes by explaining that a major part of his mission is to give individuals an outlet to express their desire to give back to their community, “There are a lot of good hearted people out there,” Clark said, “and the American Red Cross gives people a way to put compassion into action.” 

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# Career FRONT

## FINANCIAL FRONT



Summo



Wade



Robinson

**Nadia Summo** has been promoted to director of human resources and training at HomeTown Bank. The bank also hired **Clark Wade**, senior accountant and **Joey**

**Robinson**, financial specialist.



Brown

**Paula Brown** has been promoted to vice president at BB&T.



Orr

**Michael Orr** has been hired by Wells Fargo & Co. as business relationship manager for the Roanoke and New River Valley markets.

**Morgan Stanley** has named **Josh Mattox** senior portfolio manager.

Hometown Bank has



Baliles



Little

hired **Debra Baliles** as bank officer, executive assistant. The bank also promoted **Ann Brindle** to assistant branch manager of the downtown Roanoke office and **James Little** to assistant branch manager of the South Roanoke location.

## WELLNESS FRONT

Valley Gastroenterology of Southwest Virginia has joined Carilion

Clinic Gastroenterology. **Robert D. Moylan**, M.D., Ph.D., M., **Jonathan Bern**, M.D., **Vikas Chitnavis**, M.D., and **Kevin B. Mercure**, M.D. have moved to the Riverside Center on South Jefferson Street in Roanoke.

## DEVELOPMENT FRONT

**Beth Doughty**, **Tammy Finley**, **Mike Hamlar**, **Keith Hummer** and **Samantha Steidle** have been named to the board of directors of Downtown Roanoke, Inc.

**Stephen Bowers** has been hired by MB Contractors as eastern region operations manager. The company also hired **Ken Graham** as small projects manager.

## RETAIL/SERVICE FRONT

**Mark Fillingham** has joined Gwynne Ryan and Cross Pointe Conference



## Performance that STEMs from experience.

Spectrum Design was chosen by Botetourt County Public Schools to plan its STEM-H lab at the Greenfield Education & Training Center. The program inspires highly motivated students with interests in Science, Technology, Engineering, Mathematics, and Healthcare.

Roanoke 540.342.6001  
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Center as chef.

**Michael Rork** has joined Mountain Lake as executive chef.

Woods Service Center hired **Dennis Perko** and **Dwayne Ferguson** as service advisors.

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## EDUCATION FRONT

**Katie Allen** has been hired as coordinator of residence life by Jefferson College of Health Sciences. Other new hires include: **Jason Browning**, assistant professor and academic fieldwork



Allen

coordinator; **Diane Campbell**, student



Browning

advisor; **Francis Farrell**, assistant



Campbell

professor; **Jason Faulhaber**, adjunct

So much more.

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- > [Roanoke County Property Rights Resolution](#)
- > MORE: Antiques and Flea Markets
- > [MORE: Agritourism](#)
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- > [Virginia Tech President Steger Resigns](#)
- > Lorton Retires from Carilion; Halliwill New CFO
- > [Dual Winners in VTK Tech Transfer Challenge](#)
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So many FRONTreaders just can't get enough in our monthly magazine. "Give us more!" they say. Well, we say, "OK." Read more stories and latebreaking updates on our moreFRONT blog.

- > Ground Broken for West End Center Project
- > [Startup Business Workshop in Roanoke March 29](#)
- > Red Sun Farms Bringing Jobs to Pulaski
- > [Locking Down the Cell in Roanoke](#)
- > Virginia Tech Climbing the Rankings Ladder
- > [Life-Guard 12 To Get New Home in Lexington](#)
- > [Alleghany Gets 55 New Manufacturing Jobs](#)
- > [Richfield Cuts a Ribbon on Rehab Center](#)
- > [Roanoke's Luna Sells Secure Computing Group](#)
- > [Norfolk Southern Cuts 140 Roanoke Jobs](#)

and much more (of course; hence, the name)

# Career FRONT



Farrell



Hall



Ramsey



Faulhaber



Lemley



Vorberger



Franklin



McDonel



Freeman

faculty; **Sonya Franklin**, circulation coordinator; **Elliot Freeman**, writing specialist; **Dorothy Hall**, administrative secretary to the president; **Marta Lemley**, department secretary; **James McDonel**, director

of the bio-medical sciences program; **Leigh Ramsey**, assistant professor; and **Wesley Vorberger**, assistant director of financial aid.

Ferrum College added to its faculty the following: **Taiwo Ajani**, assistant professor of computer information systems; **Nancy Bradley**, assistant professor of teacher education; **Nancy Brubaker**, assistant professor of animal science; **Carl Durant**, instructor of mathematics; **Timothy**

**Durham**, assistant professor of agronomy; **Brandy Fralin**, visiting instructor of mathematics; **Christopher Mayer**, assistant professor of recreation leadership; **Jacob Smith**, assistant professor of art; and **A. Rachel Stauffer**, assistant professor of Russian. **Marta Casanova**, Fulbright Visiting Teaching assistant, **Sheree Thomas**, learning consultant, and **Eric Stauffer**, learning management system coordinator joined the academic staff.



Bolton

Virginia Tech announced the following: **Brian Bolton** named director of the Cranwell International Center; **Michele Deramo** named director of diversity education and initiatives; and **Robert Smith**

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Smith

appointed head of the sustainable biomaterials department.

Virginia Tech named **Kathy Kaplan** as director of development for the division of student affairs.

The Radford University named **Kathleen Cox** associate director of

the School of Nursing. **OTHER FRONTS**

The American Red Cross, New River Valley Chapter named **Steve Davis, Reid Broughton, Richard Mitchell, Mark Montgomery, Mendy Sink, John Tuttle** and **Linda Yost** as new board members for 2013-2014.

**Daniel O'Brien** has been named director, institutional relations and development for GlobalLinks Learning Abroad.

**Brandy Abbatello** has been named zdirector of HoneyTree

Early Learning Center's Smith Mountain Lake location.

Botetourt County has hired **Jay Brechick** as economic development manager.

The Jefferson Center in Roanoke City has hired **Brian Mesko** as coordinator of outreach and education.

Mill Mountain Theatre Conservancy hired **Anna Kimmell** as director of education.

**Lindsey Ward** and **Allison Wolf** have joined the board of directors of Rebuilding Together Roanoke.

**Peer Segelke** has been named vice president and general counsel and **Joseph Cronmer** has been named vice president of sales and marketing for Lawrence Transportation Systems, Inc.

Christina Motley, LLC has named two new members of the board of advisors. They are, **Kate Steinbacher**, president of The Coaching Advantage and **Susan Willis**, CEO and founder of TransformED Leadership.

*Compiled by Cathy Cooper*

# ALL NEWS...

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# NEWS TALK RADIO

*Roanoke's Local Source  
for Election Coverage*



# FRONT Notes



**Salem Arts Center**

*Let's draw!*

Joseph and Jessica Palotas have opened the Salem Arts Center. The center will serve as an environment for people of all ages to learn and express themselves through the visual arts.

rate will be available November 3-14 and is subject to availability. The Friday night seafood buffet returned in September and the Thanksgiving buffet will be offered this year.

*Still Exploring*

Planning and public input is being sought for Explore Park, now that a 99-year lease has been established with Roanoke County. Explore Park operations have struggled since the site's inception in 1986, despite high hopes, volunteer support, and an estimated \$50 million investment. Information on community meetings is available at the [explorepark.org](http://explorepark.org) website.

Haley Toyota of the 17-acre area adjacent to Roanoke Civic Center at Williamson Road and Orange Avenue. The location is one that was considered as a potential new stadium site by Roanoke. Haley's petition goes to rezoning and city council for final approval.

*Get ready for emergencies*

The Virginia Mountain Region of the American Red Cross is offering a program called Ready Rating™ to help businesses, schools and other organizations better prepare for emergencies. More information is available by contacting [Amy.Whittaker@redcross.org](mailto:Amy.Whittaker@redcross.org).

*Med Tran in negotiations*

Med Trans Air Transport, provider of helicopter transportation for patients

coming to Carilion facilities, especially Carilion Roanoke Memorial Hospital, has entered negotiations with Anthem (health insurer) to pay for transportation costs. Med Trans currently has no agreements with any private health insurers in Virginia, but does accept Medicare.

*Boys and their toys*

Youth Revisited, a vintage toy store, has opened on Virgil Goode Highway in Franklin County. The store is owned and operated by Brian Olinger.

*South Peak Growing*

Smith/Packett and Hilton Hotels recently broke ground on an 80,000-square-foot Hilton Garden Inn. The \$15 million hotel is part of the South Peak development that includes condominiums, residential home sites and future

*Could be a great deal..*

Roanoke city council recently sold two buildings for \$10 each. The old YMCA property was sold to Faisal Khan who plans to invest \$7 million in renovations. The old health department building went to Ed Walker who plans to convert the landmark building into apartments and commercial space.

*Leaf peep deal*

The Peaks of Otter is offering a discounted room rate for local residents. The special

*Car Dealer's Deal at Civic Center*

Roanoke City Planning Commission has approved the intended purchase by

retail and office space. Construction should be completed by the summer of 2014.

### *Furniture retailer expands*

Bedford is home to the newest Virginia Furniture Market Express. The company, based in Rocky Mount, says the Bedford location will help the company reach the Bedford, Forest, and Lynchburg markets.

### *Grant awarded*

The Virginia Tech Carilion Research Institute has been awarded a \$4.2 million grant funded by the Eunice Kennedy Shriver National Institute of Child Health and Human Development at the National Institutes of Health. The grant will fund cutting-edge rehabilitative treatments aimed at restoring function to the brain or improved body

control, movement, and posture that can result from a number of causes. The program is under the administration of the new Neuromotor Research Clinic.

### *VT-Carilion and W&L in talks*

The Virginia Tech Carilion School of Medicine and Research Institute and the Washington and Lee University School of Law are in very preliminary discussions about possibly offering a joint degree program. The program would make it possible for students to obtain a law and medical degree.

### *Rescue Mission grows...*

The Roanoke Rescue Mission is opening another thrift store on Orange Avenue. The organization has purchased the Ivy

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Ridge Shopping Center for an undisclosed sum. A former bank building on the property will serve as a drop off location for donations. The mission also plans to move its recycling operation to Salem Avenue. The two facilities will create about 20 new jobs.

### *...and receives grants*

The Roanoke Rescue Mission also announced the receipt of the following grants: Elbyrne Gill Eye & Ear Foundation: \$2,000 for eye & ear medications; Allstate Week of Service Grant: \$500 for Recovery Running Program; Food Lion: \$4,000 for Feeding

the Hungry; Walmart Foundation Grant: \$1500 for Hunger Relief

### *Nowhere to Park*

The website speakupblacksburg.org has deployed a survey for the town of Blacksburg to evaluate downtown parking conditions, current and future use.

### *Hall of Fame Inductions*

Junior Achievement of Southwest Virginia will induct two additional business leaders into the Southwest Virginia Business Hall of Fame – George Cartledge Jr. of



Virginia Tech-Carilion Research Institute

Tom Field

# FRONT Notes



**Grand Home Furnishings celebrates Coca-Cola tradition**

Grand Home Furnishings and Don Lorton, retired chief financial officer at Carilion Clinic. Jason Bingham, a vice president with Trane North America, will be inducted as the first-ever Young Entrepreneur.

### *Coke while you shop*

Representatives from Coca-Cola corporate joined the Cartledge family and officers from Grand Home Furnishings to celebrate the 60-year tradition of handing glass bottle Coca-Cola soft drinks to customers visiting the stores since 1953. The Roanoke-based furniture retailer received historical Coke memorabilia to honor the occasion.

### *VACP has new leadership*

Virginia Police Chiefs Foundation (VACP) has named Sharon G. Scott, Ph.D. the organizations chair. She is the owner of Scott & Associates

Consulting and Director of Special Initiatives of the Montgomery County Chamber of Commerce (serving Blacksburg, Christiansburg, and all of Montgomery County Virginia). VACP is a non-profit organization formed in 1993 to enhance the educational and training opportunities of both law enforcement and those professionals associated with public safety. The board is composed of police chiefs, citizens, and business/corporate representatives.

### *Radford to lose jobs*

Michigan based Grede will shut down its foundry in Radford later this year. The move will cost the city 250 jobs and could impact all of the New River Valley. A manufacturer of steel parts for the automotive industry, the company has been impacted by the poor economy. Grede will continue to own and

manage the foundry property with some hope of reopening the facility if conditions improve.

### *Moving way up*

Norfolk, VA based Clark Nexsen, an architectural firm with an office in Roanoke, has been named to the Architect 50 for 2013. The list is compiled by Architect magazine. A panel of judges reviewed design portfolios submitted by architectural firms and named Clark Nexsen number 11 on its list of 50 outstanding firms. Clark Nexsen ranked 50th in 2012.

### *Groceries at your door*

Big Lick Grocery, started just weeks ago by Jonathan Kelly, provides grocery delivery to customers within a 10 mile radius of downtown Roanoke. Kelly also plans to expand the operation by including a butcher shop and a

vertical vegetable garden in a warehouse operation. Customers use a mobile app or an on-line order form.

### *You look....glitzy!*

Oh so Glitzy, a girls boutique and spa party shop has opened on East Main Street in Salem. The store offers a variety of spa services for little girls and a number of party packages as well as customized parties.

### *Highest Home Sales Month in 6 Years*

The Roanoke Valley Association of Realtors reported 447 home purchases in August, the highest monthly total since July 2007.

### *Wait...what about the park?*

The Natural Bridge, the caverns on the property and the 150 room hotel



are scheduled to be auctioned on November 14. The natural limestone bridge has been a tourist attraction for hundreds of years. The property is currently privately owned by a Washington, DC businessman. In June, the National Park Service agreed to study turning the property into a national park.

### *No School Supplies*

The Learning Source, a school supply store in downtown Roanoke has closed.

### *The opening bid is...*

Ken Farmer Auctions move from Radford to Salem is complete. The new location, on Midland Road near the intersection of 419 and Apperson Drive, held its first "treasure" auction on September 24. A catalogue auction was held on September 28, with a preview and open house being held on

September 27. The Salem location is accepting consignment items from 9 AM to 5 PM, Monday through Friday each week.

### *New Ad Agency*

John Griessmayer, formerly with Neathawk, Dubuque & Packett has launched MIGHTY, a new firm providing advertising and marketing services to companies with limited marketing and advertising budgets. A review of the agency is available at [bemighty.com](http://bemighty.com) website.

### *Lights, Camera, Action*

After years of speculation, Virginia Film Office announced the filming of a movie version of Adriana Trigiani's bestselling novel *Big Stone Gap* in the author's hometown and mountains of Southwest Virginia. The announcement, on top of David Baldacci's *Wish You Well*, currently in production, and Life Out Loud production's

Lake Effects, released in 2012, has generated increased attention on the scenes, lifestyle and culture of the southwestern region of the state.

### *There's a card for that*

Scott Bailey, owner of 17 local Jaclyn's Hallmark stores, will open a stores at Towers Shopping Center and Towne Square Shopping Center. The store located at Cave Spring corner for the past 25 years will close in mid- October in order to prepare for the move to Towers.

### *The gig is up*

Blacksburg officials announced the 1 gigabit per second public Wi-Fi network (prognosticated earlier this year) has indeed arrived. Some technology and community leaders are even claiming this milestone as the first one in the world; and that though such access is

available in some cities, Blacksburg may be the only municipality with free service at 1 gig. In 1993, the Town of Blacksburg in collaboration with Virginia Tech made similar headlines with the establishment of BEV (Blacksburg Electronic Village), a comparable technology leader designation.

### *STEM up at MCPS*

Montgomery County Public Schools received \$5,000 in funding from Virginia Department of Education to launch a STEM Academy in the 2014-15 school year.

### *Who got the coins?*

The iconic water fountain at Valley View Mall in Roanoke has been dismantled to make room for more merchant kiosks.

*Compiled by Tom Field and Cathy Cooper*

**Additional FRONT Notes posted online at [moreFRONT.blogspot.com](http://moreFRONT.blogspot.com).**

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A horseshoe—now crumbling into rust—was a lucky find

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what area or trait (do) customers and others crave most in executives?

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