



Valley Business

# FRONT

FOR THE UP AND COMING  
AND ALREADY ARRIVED

\$3 • Vol I: ISSUE 6 • MARCH 09

## FRONTList 15

*The Entrepreneurial*

**ALL-STARS**

*Botetourt's  
Appeal*

~~Junk Yard~~  
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# WELCOME to the FRONT

An element of this publication we're most proud of is the impressive list of freelance contributors we have accumulated in just a few short months of operation. Actually, the process began a couple of months before we hit the streets with the Oct. 2008 issue, our first. We had worked with a number of very good writer-journalists for years at our previous publication and in August, as we were planning this publication, we invited many of them to join us.

Not once have we ever suggested that the relationship be exclusive (as one of our competitors has) because these are freelancers, with the emphasis on free. Many work for several publications, which we encourage. In any case, when presented with either/or ultimatums, they almost all opted for the "or" part of the formula, determining that even though we were new, didn't have much money and faced a severe economic downturn, they'd get a fair shake here and that they would be appreciated and respected as professionals.

What we wound up with is a collection of writers that is the envy of the region's niche pubs and our writers didn't all necessarily start out with writing in mind. As an example, take Kathy Surace, whose profession is clothing. She's a respected consultant and we invited her to give column-writing as a business dress expert a shot. She was a natural and her column has developed a solid following.

Kathy was given her first cover assignment recently with next month's Business Dress and we'll think you'll agree she hit a home run with it. Take a look at our other writers' resumes inside the issue and get to know them. They're at your service and we can assure you that they know what they're doing with this journalism thing, regardless of where they started out.



**Tom Field**



**Dan Smith**



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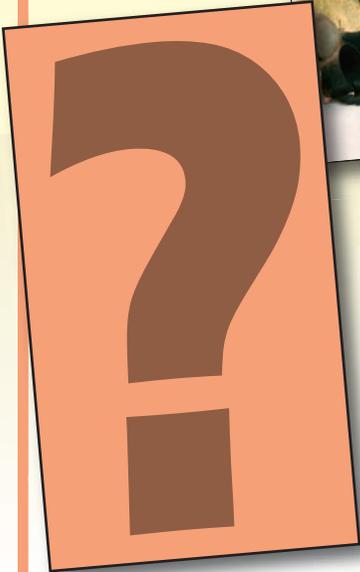
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## Valley Business FRONT

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# FRONTList15

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## ALL-STARS

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## Today's Real Estate Challenge

Cover photograph of Cameron Johnson by Greg Vaughn Photography

# Valley Business FRONT

MARCH

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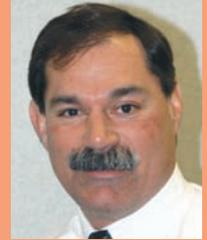
Elizabeth Barbour



Rod Belcher



Becky Hepler



Andrew Hudick



Michael Ramsey



Dick Robers

## Editorial Advisory Board

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

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

# CONTRIBUTORS



Anne Giles Clelland



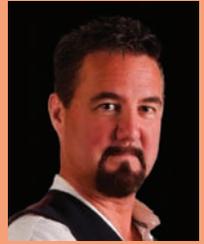
Jay Conley



Jane Dalier



Donna Dilley



Tom Field



Gene Marrano



John A. Montgomery



Deborah Nason



Huong Nguyen



David Perry



Leigh Ann Roman



Dan Smith



Kathy Surace



Greg Vaughn



Lori White

Biographies and contact information on each contributor are provided on Page 54.

## 2008 / 09 Members

**Nancy Agee** Carilion  
**Laura Bradford** ClaireV  
**Warner Dalhouse** retired banker, community activist  
**Cory Donovan** NewVa Corridor Technology Council  
**Nanci Hardwick** Schultz-Creehan  
**Ed Hall** Hall Associates  
**George Kegley** retired journalist, community activist  
**Terri Jones** Access PR  
**Cynthia Lawrence** Design Marketing  
**Stuart Mease** Roanoke City  
**Mary Miller** Interactive Design & Development  
**Bill Rakes** Gentry, Locke, Rakes and Moore  
**Court Rosen** Walnut Creek Development, Roanoke City Council  
**Jay Turner** J.M. Turner Construction  
**Ed Walker** Regeneration Partners  
**John Williamson** RGC Resources

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

“  
A hot dog and  
drink is still just  
\$2.50 — Page 53



Our FRONTcover model,  
Cameron Johnson

By Dan Smith

# FRONTList15

## *The Entrepreneurial*

### **ALL-STARS**

Entrepreneurs don't emerge from a vacuum. They require education, nurturing, funding, encouragement, guidance. They require, in short, the proper environment.

For many years, business people have agreed that the "proper environment" exists in an almost tropical green fashion in the Roanoke and New River Valleys where each of those base elements is in great supply. Thus, the emergence of these driven people and the businesses and institutions they create.

Creating a "best" list for entrepreneurs in such a rich environment would be futile because the lid on their number would be so high as to make the list unwieldy. We've found a way to create a list that is both meaningful and relatively short: FRONTList15: Entrepreneurial All-Stars, our first—but hardly our last—list of entrepreneurs you need to know.

We have selected across disciplines (you'll note a little extra weight in technology because this is the time of technology) and included a diverse sampling of some of the best entrepreneurs around.

You'll find they have a lot in common: creativity, drive, courage, boldness, innovative ideas and the strong desire to make a positive impression on the market and on their communities. Another trait that seems almost universal to these business pioneers: a willingness to share, to teach, to be mentors to those coming behind them. It's a generosity of spirit that marks the entrepreneur. Some are better than others, virtually all of them share the trait, though.

Some may find the baseball metaphor a bit of a stretch, but those of you eagerly anticipating a new season (and a new team in Salem, the Red Sox), can uncover a small piece of spring in the air with this list.

*If you want more in-depth coverage about our Entrepreneurial All-Stars, check out the **moreFRONT** blog at [vbfront.com](http://vbfront.com) where you'll get more details and their profiles.*

**FRONTList15**  
**ALL-STARS**



**DAVID BOOTH**  
CEO, Quality Coffee (Service)

**DAVID BOOTH**



**Position:**  
CEO, Quality Coffee (Service)

**Age:**  
52

**Location:**  
Roanoke

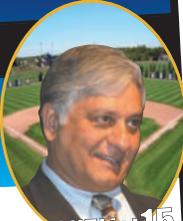
**Rookie Year:**  
1981

**Player Profile:**  
Overachieving catcher whose background is less impressive than his teammates', but whose drive, adaptability and constant study of his position keeps him out front.

[www.qualitycoffee.com](http://www.qualitycoffee.com)

**FRONTList15**  
**ALL-STARS**

**VINOD CHACHRA**



**Position:**  
CEO, VTLS Inc. (Technology)

**Age:**  
63

**Location:**  
Blacksburg

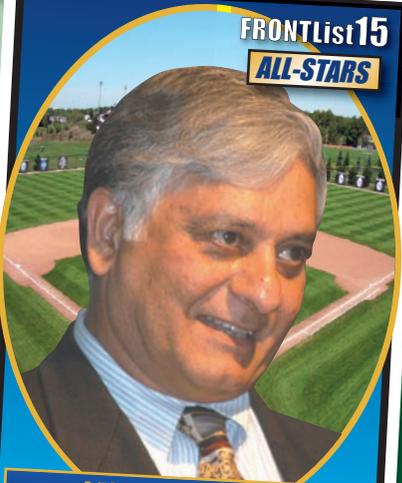
**Rookie Year:**  
1975

**Player Profile:**  
Innovator and steady performer whose outstanding performance in college at Virginia Tech led to his pro career. Bookish intellectual and quiet leader.

[www.vtls.com](http://www.vtls.com)

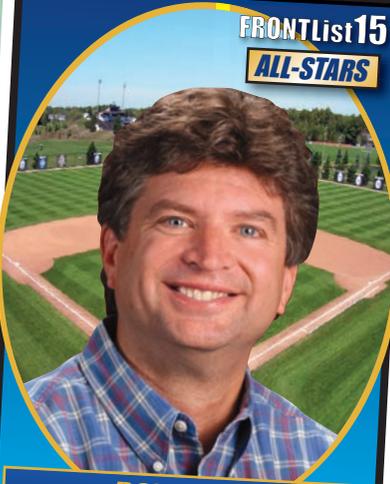
**FRONTList15**  
**ALL-STARS**

**FRONTList15**  
**ALL-STARS**



**VINOD CHACHRA**  
CEO, VTLS Inc. (Technology)

**FRONTList15**  
**ALL-STARS**



**BONZ HART**  
President, Meridium (Technology)

**BONZ HART**



**Position:**  
President, Meridium (Technology)

**Age:**  
54

**Location:**  
Roanoke

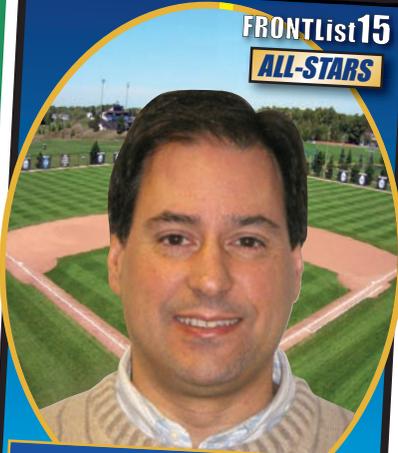
**Rookie Year:**  
1993

**Player Profile:**  
Steady, dependable starting pitcher with a lot of international experience. Excellent control. Quiet, low-profile, superior results.

[www.meridium.com](http://www.meridium.com)

**FRONTList15**  
**ALL-STARS**

**FRONTList15**  
**ALL-STARS**



**VICTOR IANELLO**  
CEO, Synchrony Inc.  
(Engineering/Manufacturing)

**VICTOR IANELLO**

**Position:**  
CEO, Synchrony Inc.  
(Engineering/Manufacturing)

**Age:**  
48

**Location:**  
Roanoke

**Rookie Year:**  
1993

**Player Profile:**  
Methodical, unspectacular right fielder whose steady play makes him valuable. Clutch hitter, solid fielder. Has shown considerable growth of late.

[www.synchrony.com](http://www.synchrony.com)



**FRONTList15**  
**ALL-STARS**

**NAIYER IMAM**

**Position:**  
CEO, Media Marshal Networks (New Media)

**Age:**  
44

**Location:**  
Roanoke

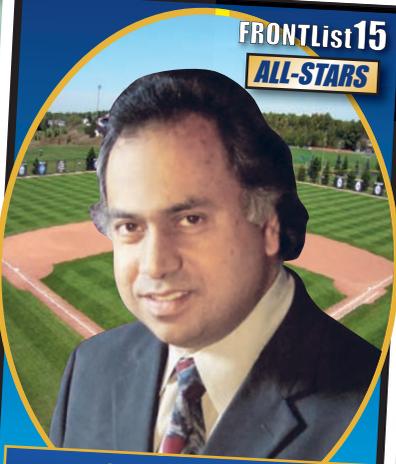
**Rookie Year:**  
1998

**Player Profile:**  
Has his own energy drink endorsement (Nerd) and is a solid, dependable right-fielder. By far, the team's most versatile player. Excellent fielder, fair hitter. Can fill in as team medic. Team MVP.



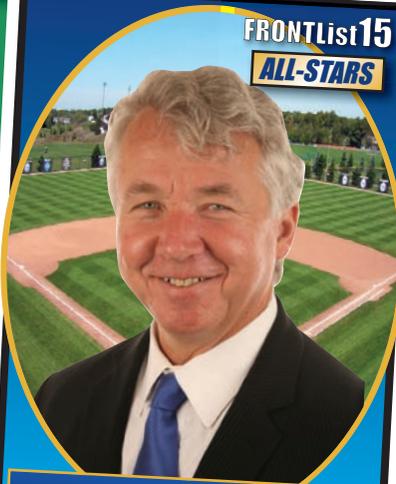
**FRONTList15**  
**ALL-STARS**

**FRONTList15**  
**ALL-STARS**



**NAIYER IMAM**  
CEO, Media Marshal Networks (New Media)

**FRONTList15**  
**ALL-STARS**



**R.J. KIRK**  
CEO, First Securities (Investments)

**R.J. KIRK**

**Position:**  
CEO, First Securities (Investments)

**Age:**  
54

**Location:**  
Radford

**Rookie Year:**  
1983

**Player Profile:**  
High-priced (\$1 billion) hotdog of a staff pitching ace. Spends freely on teammates, especially those in technology. Popular leader. Steinbrenner would love to have him, but can't afford him.

[www.thirdsecurity.com](http://www.thirdsecurity.com)



**FRONTList15**  
**ALL-STARS**

**FRONTlist15**  
**ALL-STARs**



**CAMERON JOHNSON**  
President, Cameron Johnson Inc.  
(Speaking, Books, Consulting, etc.)

**CAMERON JOHNSON**



**Position:**  
President, Cameron Johnson Inc. (Speaking, Books, Consulting, etc.)

**Age:**  
24

**Location:**  
Roanoke (and elsewhere)

**Rookie Year:**  
1993

**Player Profile:**  
Baby-faced veteran shortstop; smart, talented, ambitious, former league MVP. The type of player at the core of championship teams.

**FRONTlist15**  
**ALL-STARs**

[www.cameronjohnson.com](http://www.cameronjohnson.com)

**TONY PEARMAN, TODD MARCUM\***



**Position:**  
President/CEO/Founder  
(Advertising/PR)

**Age:**  
43 (Tony), 46 (Todd)

**Location:**  
Roanoke

**Rookie Year:**  
1993

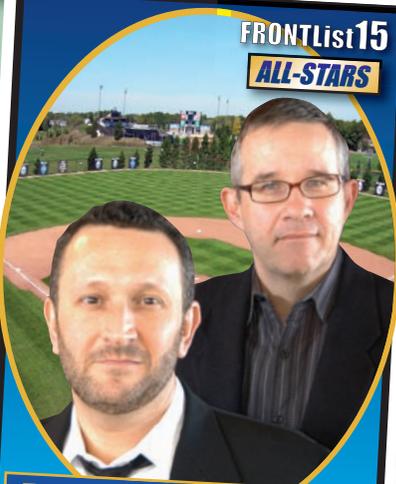
**Player Profile:**  
A true battery: pitcher-catcher, either way you list them. Both do it all and they can hit. Often spectacular play in the field and each has tons of endorsements.

**FRONTlist15**  
**ALL-STARs**

\*Counts as a single player

[www.accessthewebsite.com](http://www.accessthewebsite.com)

**FRONTlist15**  
**ALL-STARs**



**TONY PEARMAN, TODD MARCUM**  
President/CEO/Founder (Advertising/PR)

**FRONTlist15**  
**ALL-STARs**



**MARY GUY MILLER**  
CEO, IDD Inc. (Technology)

**MARY GUY MILLER**



**Position:**  
CEO, IDD Inc. (Technology)

**Age:**  
58

**Location:**  
Blacksburg

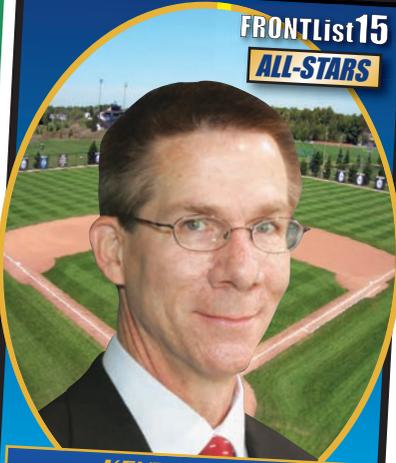
**Rookie Year:**  
1991

**Player Profile:**  
First base, anchors infield. Veteran, role model, outstanding leader. Has learned over the years to absorb new techniques, rely on the stability of old skills. Glue that holds it together.

**FRONTlist15**  
**ALL-STARs**

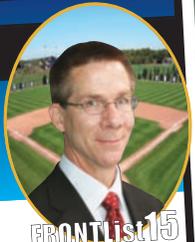
[www.iddnet.com](http://www.iddnet.com)

**FRONTList15**  
**ALL-STARS**



**KENT MURPHY**  
CEO, Luna Technologies  
(Technology/Manufacturing)

**KENT MURPHY**



**Position:**  
CEO, Luna Technologies  
(Technology/  
Manufacturing)

**Age:**  
49

**Location:**  
Roanoke, Blacksburg,  
Danville, Charlottesville

**Rookie Year:**  
2000

**Player Profile:**  
Long reliever with stamina, a large selection of effective pitches and a blazing fastball. Consistent award-winner; many endorsements. Was a starter at age 19.

**FRONTList15**  
**ALL-STARS**

[www.lunatechnologies.com](http://www.lunatechnologies.com)

**DAN SABLE**



**Position:**  
CEO, Virginia Power  
Transformer  
(Development/Technology)

**Age:**  
50

**Location:**  
Blacksburg

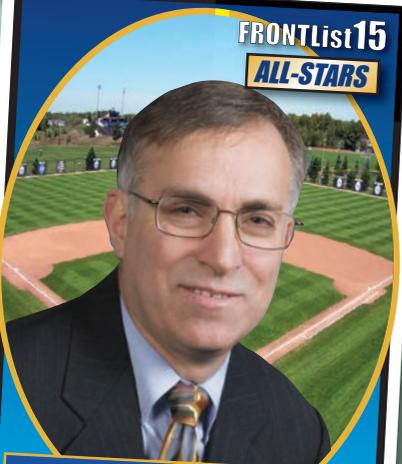
**Rookie Year:**  
1993

**Player Profile:**  
He's the team's generator, full of electric energy. Plays centerfield, but is adaptable enough to play just about any other position. Great fielder.

**FRONTList15**  
**ALL-STARS**

[www.vpt-inc.com](http://www.vpt-inc.com)

**FRONTList15**  
**ALL-STARS**



**DAN SABLE**  
CEO, Virginia Power Transformer  
(Development/Technology)

**FRONTList15**  
**ALL-STARS**



**CINDY SHELOR**  
CEO, John T. Morgan Roofing  
(Construction)

**CINDY SHELOR**



**Position:**  
CEO, John T. Morgan  
Roofing (Construction)

**Age:**  
52

**Location:**  
Roanoke

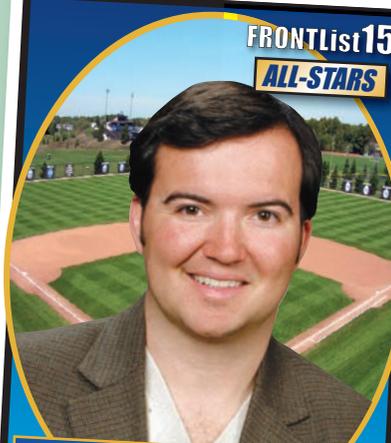
**Rookie Year:**  
1984

**Player Profile:**  
Second generation player, but expanded father's initial role. Steady, thoughtful, clutch hitter making her excellent in pinch-hit situations.

**FRONTList15**  
**ALL-STARS**

[www.johntmorganroofing.com](http://www.johntmorganroofing.com)

**FRONTList15**  
**ALL-STARS**



**BOB SUMMERS**  
CEO, nanoCom, 460 Capital Partners, EnergyWare (Software development, Investing, Technology)

**BOB SUMMERS**



**FRONTList15**  
**ALL-STARS**

**Position:**  
CEO, nanoCom, 460 Capital Partners, EnergyWare (Software development, Investing, Technology)

**Age:**  
36

**Location:**  
Blacksburg

**Rookie Year:**  
1992

**Player Profile:**  
Has played a number of positions, all well. Utility infielder and outspoken leader. His versatility is his forte and his contribution to this team.

[www.nanocom.com](http://www.nanocom.com)  
[www.energyware.com](http://www.energyware.com)

**ED WALKER**



**FRONTList15**  
**ALL-STARS**

**Position:**  
Real estate investment, development (Developer)

**Age:**  
40

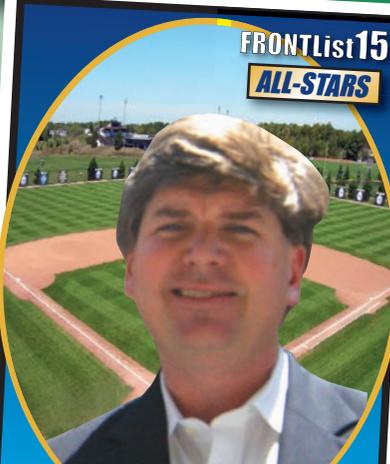
**Location:**  
Roanoke

**Rookie Year:**  
2000

**Player Profile:**  
Restless short reliever who throws smoke. Always working on a new pitch; significant innovator. Teammates love him; he's a morale booster.

[www.regenerationpartners.com](http://www.regenerationpartners.com)

**FRONTList15**  
**ALL-STARS**



**ED WALKER**  
Real estate investment, development (Developer)

**FRONTList15**  
**ALL-STARS**



**TAMEA FRANCO WOODWARD**  
CEO, East-West Dye.com (Manufacturing)

**TAMEA FRANCO WOODWARD**



**FRONTList15**  
**ALL-STARS**

**Position:**  
CEO, East-West Dye.com (Manufacturing)

**Age:**  
50

**Location:**  
Roanoke

**Rookie Year:**  
1987

**Player Profile:**  
Hard-driving, innovative, ambitious catcher; superb leader and role model for the young pitchers. Resourceful overachiever.

[www.eastwestdye.com](http://www.eastwestdye.com)

# FRONTList15: Special Mention >

By **Dan Smith**

The depth of talent in this region among entrepreneurs is impressive and holding our initial FRONTList to 15 of these special business people was difficult. We will supplement the first team with a squad fill-out that includes:

**David Catalano**, a founder of Exemplum (which he left) and Modea, both in Blacksburg. Modea is “a digital agency leveraging emerging technology to reach consumers in impacting and measurable ways.” His skill set includes design, human-computer interaction, viral marketing, Web design among other things.

**Cynthia Gardner**, owner of Twist & Turns in Roanoke, covers the waterfront with her skills: manufacturing, design, development, marketing, operations and she has even become a mentor in recent years. Former Business Person of the Year in Roanoke. Gardner opened her shop the first of the year to Laura Godfrey (see next) in order to share space. Godfrey has called Gardner her mentor.

**Laura Bradford Godfrey** started Claire V a few years ago as a simple handbag company, but it has evolved into an international boutique and become the driving force behind a cause: employment in Southeast Asia for women affected by land mines. Her bags are good enough to have earned national acclaim and her heart is good enough to have earned the respect of a large mass of people.

**Kent Greenwalt** is president and CEO of FootLevelers in Roanoke and is president of the Foundation of Chiropractic Progress. The company was started 57 years ago by his grandfather and was run for years by his

father, and he has continued a family tradition of involvement.

**Doug Juanarena** worked with NASA and helped launch Luna. He now works closely with other entrepreneurs. Heavily involved in the Blacksburg Partnership and a recipient of Virginia Tech’s College of Engineering Distinguished Service Award. He is a Tech grad and his efforts helped launch Materials Characterization Laboratory.

**John Lugar** of Virginia Varsity Transfer in Roanoke started his company—with a couple of friends—while still in college and has built it into a moving powerhouse over the years.

**Sunder Malkani**, who chose to put the headquarters for his pharmaceuticals/biology company, OcuCure Therapeutics in Roanoke at the Carilion Biomedical Institute.

**Paul Story** built a small Salem copier company, Blue Ridge Copiers, into a regional powerhouse. Founded in 1997, it has reached revenues of \$3 million and has more than 30 employees.

**Richard Wells** has built a small, regional skiing magazine (Ski South) into a multi-publication success story with more than 35 years in business. Among his magazines are Blue Ridge Country and the Roanoker, one of the country’s oldest continuous city magazines.

**Ron Willard** is Smith Mountain Lake development. His many subdivisions, golf courses and commercial properties have defined development at the lake, whether or not you like it.

**Tracy Wilkins** is often called the “godfather of technology entrepreneurship” in the New River Valley. He has been involved with several startups, has been a mentor to other entrepreneurs and keeps a low profile. President of TechLab and has been director of Virginia Tech’s Fralin Biotechnology Center. 


 ARKAY PACKAGING

# Botetourt's Appeal



Arkay Packaging's Mitchell Kaneff: Poised to ride out the storm

Jay Conley

## Botetourt's growth appears to be on track—so far >

Mitchell Kaneff sounds like an old sea captain when he describes the strength of his family-owned company, Arkay Packaging Corp., as it navigates the national economy's choppy waters.

"The good news is we're a ship going into a storm with a full tank of gas, plenty of food, and a very strong hull," says Kaneff, Arkay's chief executive officer and grandson of the company's founder. Arkay produces sleekly designed packaging for cosmetics and health and beauty products sold by companies like Estee Lauder and Elizabeth Arden.

The company doubled its facility in Botetourt County last year by 62,000 square feet with a \$4.5 million expansion in the EastPark Commerce Center near Bonsack. It employs 176 workers and is one of 12 companies in Botetourt that in the last 10 years have invested a combined \$304 million and created more than 1,100 jobs.

Since 2000, more than 2,460 people have moved to Botetourt, a 6 percent increase that brings the county's population to about 32,956, according to the Weldon Cooper Center. That 7.5 percent growth is transforming the rural locality into a

“”

Since 2000, more than 2,460 people have moved to Botetourt, a 6 percent increase that brings the county's population to about 32,956, according to the Weldon Cooper Center. That's a 7.5 percent increase.

By Jay Conley

### Executive Summary:

*The growth in Botetourt County is hardly accidental and it is putting Roanoke's northern neighbor in a position to secure a substantial future. "Stability" seems to be the byword.*



**Arkay Packaging's gleaming factory floor**

suburban, bedroom community of Roanoke County. Residents are drawn to the county's available open land and scenic vistas.

Manufacturers are attracted to the proximity of the region's main transportation arteries: Interstate 81, U.S. 460 and U.S. 220.

But will the troubled economy put a halt to Botetourt's growth? Arkay, whose corporate offices are in Manhattan, is among a number of national and international companies with facilities in Botetourt who appear poised to ride out the economic storm toward a recovery, provided signs of a recovery are visible within a year.

Botetourt County Administrator Jerry Burgess undertook a survey recently of the county's leading commercial, industrial and service oriented companies to gauge their strengths. He was relieved by the encouraging feedback. "It really was kind of an eye opener to me because the general tenor was much more positive than I had thought we would find," Burgess says.

Of the 28 companies surveyed, 20 reported stable employment levels, five reported recent hires and just three reported work force reductions. The county agreed to keep the names of the companies confidential to ensure accurate reporting of information. Burgess says they surveyed only the largest employers, and the key term he kept hearing was "stability."

That doesn't mean companies in Botetourt aren't keeping a close eye on market conditions.

Automotive industry suppliers in particular may be on pins and needles as the industry shows few signs of a recovery. One manufacturer, Metalsa, a Mexico-based company that produces rail frames for heavy trucks, has already said it is reducing production at its plant near Troutville after one of its main customers, Volvo Trucks North America, recently announced layoffs.

But while consumer spending is down on big ticket items like cars and trucks, Kaneff says spending on smaller items like the cosmetics and pharmaceuticals that his company makes packaging for haven't seen that kind of dip.

During challenging economic times, innovation can be a savior for companies. It is something that LiteSteel Technologies America, an Australian company that opened its first North American facility in Troutville last year, is banking on. LiteSteel, which has 18 employees and plenty of room to expand, will soon begin producing a patented, light-weight steel beam for the residential housing market that has done well overseas.

"It's lighter and the builders don't need special tools to work with it, which is really a big plus," says Scott Morling, general manager for LiteSteel. The company plans to



**Scott Morling of LiteSteel: The company plans to invest \$25 million in its Troutville operation and hire up to 55 employees by the end of 2011.**

Dan Smith

invest \$25 million in its Troutville operation and hire up to 55 employees by the end of 2011. "Since we're a startup, we don't have a whole lot of visibility. But we like the fact that we're new, so our volume is going to grow no matter what," Morling says.

While LiteSteel waits for residential construction to pick up, Botetourt's commercial building ventures remain strong. The number of permits for commercial building filed in 2008 was 25 percent more than the previous year. But the dollar values of the projects more than doubled last year, from \$14.7 million in 2007 to \$31.5 million last year.

The most visible projects are along the bustling U.S. 220 corridor in the fast-growing Daleville section of Botetourt, where apple

orchards and farm land are being transformed into golf communities and business parks aimed at serving the retail and professional needs of new residents.

Over the next 10 years, Fralin and Waldron, a regional leader in construction and development, will blend 300 residential housing units and 400,000 square feet of commercial space in a traditional neighborhood development called Daleville Town Center.

A new Carilion medical facility, Food Lion shopping center and other new development will also set to frame the 220 corridor. "We finally have enough traffic that justifies the commercial investment," Burgess says. "Commercially we're doing pretty good." 



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## Ugly women at work >

Following the recent negative reporting in major media outlets about women such as Jessica Simpson, Sarah Palin, Hillary Clinton and Nancy Pelosi, a column on women's behavior in the workplace seems long overdue.

We've read and heard plenty about the glass ceiling for women in the corporate world. Yet, there's very little written about the treatment women dish out towards each other contributing to the lack of career advancement that women often face.

In 1996, Judith Briles, Ph.D., surveyed 5,000 women who said being undermined by a woman was the third-greatest workplace problem they had encountered. In a similar 1999 Briles survey of 5,000 working women, 75 percent reported having been mistreated and undermined by a female co-worker. The most common transgressions were women who took credit for or stole other women's ideas or who made misleading statements about others' integrity or job performance.

Many reasons are given for women behaving ugly towards other women at work, ranging through feelings of insecurity, jealousy and self-preservation. If women would join together to support and teach each other, the glass ceiling might be a little easier to crack.

Marcia Ellett, J. Andy Murphy and Terri LaForest, authors of *Catty Catty Ways of Women in the Workplace* have developed a pledge for working women to help resolve many of the destructive behavior patterns that women are known for. Take the pledge below today and become a force for the advancement of every woman's career.

- I will explore, strengthen, and embrace my own self-worth and never be tempted to destroy another's.
- I will recognize the power of measured words, remembering that once you say something, you can never take it back.
- I will champion those who do not have a voice and will not engage in malicious gossip.
- I will channel my energies into self-improvement for professional and personal growth.

## Business Etiquette

By Donna Dilley

### Executive Summary:

*Treating women badly isn't the strict purview of men. Other women do it quite well, thank you.*

- I will share my experience with those who need a guiding hand.
- I will examine how I can best support my female colleagues in the workplace.
- I will respect other women and see the value of their lives and the friends they might become.
- I will put into perspective the hectic pace of the world we live in and find a balance that allows me to be thankful for what I have.
- I will maintain my dignity by keeping my personal life out of the office.
- I will be a mentor. 

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## The problem with gossip >

*Dear Anne: I have a co-worker who came to our business from a competitor. This person still has friends in his previous company with whom he socializes. I have been told by one of those workers that our new employee is gossipy and has given some inside information to those employees "off the record." Our company's inside information is sensitive and important to our competitiveness. What should I do?*

**Dear Gossipy:** Three points define a triangle and that's the communication pattern you've got going – triangulation. When someone tells another what she really should be telling someone else – leaving the third person out – that creates all kinds of angles for conflict.

## Workplace Advice

By Anne Giles Clelland

### Executive Summary:

Got a personal problem at work? Get to "The Heart of It" by e-mailing your question to [theheartofit@handshakezo.com](mailto:theheartofit@handshakezo.com)

Let's start with point A, the worker from the other company who told you about the gossiper. Ideally, when A first heard the gossiper—we'll call the gossiper point B—he would have changed the subject. If B persisted in gossiping, point A would have excused himself. B didn't do that. B chose the less-than-courageous route of listening, then telling you about it to assuage B's guilt about hearing what was unfair for B to hear.

That leaves you, point C. What is C to do?

Triangles of people are transformed into teams of people with straightforward communication. The challenge you face is that, since you did not witness the gossip, you are subject to the vagaries of human perception. Two eye witnesses, both experiencing the same physical reality, are notorious for giving entirely different versions of what happened. If you, C, confront B, the gossiper, he will likely say that A didn't perceive the situation correctly. Then he'll proceed to ask, "And who are you to question me? You weren't even there." Thus a jagged line of resentful workplace communication is born. If you ask A to confront B, A has already demonstrated his integrity isn't up to it. Point A will be shown a shortcoming A doesn't want to acknowledge, and he will blame you. Thus a second jagged line of resentful communication is born.

Point C, you might want to gently ask yourself this: What were you doing listening to a competitor's worker, A, tell you negative gossip about your own co-worker, B? While it's not an absolute truth and judgment calls must be made, listening to someone talk about someone else is rarely in the best interests of anyone.

**The Heart of It:** Regardless of the competitiveness of a company's product or service, the best companies succeed through teamwork. You've got a company teamwork problem. At this point, you have no action to take that will solve your problem. As I've mentioned before, people tend to be consistent. If your new co-worker, B, isn't a good guy, he'll demonstrate that again. When you are a witness, instead of listening, that will be the time to speak up with straight talk. 

## Real clothes for real women >

Having worked in retailing in the Roanoke Valley over a 10-year period, I have an idea of what the average woman over 30 seeks for her wardrobe. I hear countless women lament the lack of good classic fashions in enduring fabrics in a medium price range.

Season after season the stores are jammed with trendy, low-quality garments that are designed to fit a sweet young thing. Real-sized women over the age of 35 are left to scrounge for something new to wear.

The current economy is an opportunity to change that, in my opinion. Designers, manufacturers and retailers are reeling from the impact of extremely low sales and a gloomy forecast for the coming season. Usually they design and try to sell what they think the customer should be wearing. For the first time in years, they may actually care what the customer wants and is willing to buy.

In my work as an image consultant, I often help clients assess their wardrobes to update their image. I am amazed, as are my clients, at the number of new outfits we can create from the garments already in their closet. We all under-use the pieces we already own.

Now is a great time to assess that existing wardrobe, note what is needed to make it more useful, and do pre-planned shopping to be ready for the next season.

Some pointers to achieve success:

- Weed out the clothing you dislike or avoid wearing. Donate it to an organization that will put it to good use.
- Try on the clothing you want to keep and ask a trusted friend for an opinion. Retain only clothing that obviously flatters you.



## Business Dress

By Kathy Surace

### Executive Summary:

*With apologies to John Lennon, "You say you want a revolution?" Start it here with clothes for the woman you are.*





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Liberty University fashion  
Illustrator Brooke Kersey

- Make an inventory of items that you have, items to be altered and items to buy.
- Find a tailor to alter any clothing that does not fit correctly.
- Shop for items specifically to complete outfits in the existing wardrobe. Do not make impulse purchases of items not in the wardrobe plan. Purchase an un planned “great find” only if it completes an existing outfit. To have an impact on the fashions offered to us by the industry we need to take action.
- Tell the industry what you want—relentlessly. Local shop clerks cannot control buying decisions. Lobby the designers and buyers continually to inform them that you like their line and what your needs are as a consumer. It will take a few seasons, but we can create change—the squeaky wheel gets the grease.
- If a designer or manufacturer creates a great line of fashions at a fair price, reward them by buying it at the beginning of the season. They will get the message and send more great fashions at a fair price. We love to play the waiting game to see if we can get garments at 70 percent off at the end of the season. However, by doing so, we are creating a discounter’s paradise.
- Refuse to buy bad design or low quality—at any price.

If we want classic fashion and quality fabrics at fair prices, we need to communicate that to the industry. Then when they deliver, we need to purchase our wardrobes in a timely manner so that the industry can survive. We have been silent too long—and I think the industry is finally ready to listen. 

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## Corning Incorporated >

Compiled by Deborah Nason

### Overview:

*Corning Incorporated (Corning), which has large plants in Christiansburg and Danville, operates manufacturing facilities in five business segments:*

- *Display technologies—glass substrates for use in liquid crystal flat panel displays*
- *Telecommunications—optical fiber and cable, and hardware and equipment components for the telecommunications industry*
- *Environmental technologies—ceramic substrates and filters for automobile and diesel applications (Christiansburg plant is in this division).*
- *Life sciences—glass and plastic consumables for pharmaceutical and scientific applications*
- *Specialty materials—serving the aerospace and defense, astronomy, display optics/components, metrology instruments, semiconductor optics/components, specialty glass, telecommunications components, and vision care markets (the Danville facility is in this division).*

*More than half of Corning's sales come from the Asia/Pacific region, principally from Taiwan and Japan.*

### Market Commentary

"Corning's earnings declined across the board this [past] quarter, with the greatest hits coming from its display technology and environmental divisions, which were down 50 percent and 32 percent, respectively. This was expected, given the lower retail sales we have seen for IT products and televisions as well as automobiles in the past couple of months ... Management announced that it will cut about 3,500 jobs over the next 12 months in light of the current economic environment. Additionally, the firm will consolidate some of its manufacturing facilities to eliminate some fixed costs."

[ Source: Morningstar.com ]

"We believe the company has potential to generate break-even free cash flow in 2009 (inline with company

guidance) due to its cost reductions and the potential improvement in its glass substrate business."

[ Source: streetinsider.com ]

### Executive Compensation

As of Feb. 28, 2008 (basic compensation plus "other" compensation):

Name	Title	Amount
Wendell P. Weeks	Chairman, CEO	\$9,726,998
Peter F. Volanakis	President, COO	\$6,934,132
James B. Flaws	Vice chairman, CFO	\$5,356,788
Joseph A. Miller, Jr.	EVP, CTO	\$4,193,637
Kirk P. Gregg	EVP, Chief Admin. Officer	\$3,804,031

### Board of Directors

Name	Primary Company	Age
John S. Brown	Retired, Xerox Corp	67
Robert F. Cummings, Jr.	GSC Group, Inc.	58
James B. Flaws	Corning, Inc.	59
Gordon Gund	Gund Investment Corp	68
James Houghton	Corning Inc.	72
Kurt M. Landgraf	Educational Testing Serv.	61
James O'Connor	Unicom	70
Deborah D. Rieman	Check Point Software	58
H. Onno Ruding	Citicorp, Citibank	68
Eugene C. Sit	Sit Investment	69
William Smithburg	Quaker Oats Co.	69
Hansel E. Tookes II	Raytheon Aircraft Co.	60
Peter F. Volanakis	Corning, Inc.	52
Wendell P. Weeks	Corning Inc.	48

### Institutional Stock Ownership

"The 79.47 percent of the shares outstanding that [about 800 institutions] control represents a greater percentage of ownership than at almost any other company in the Industrial Specialties industry."

[ Source: businessweek.com ]

### Top Non-institutional Stockholders

All Directors and Executive Officers as a Group (23 persons) hold 22,720,974 shares or 1.4 percent of total (as of December 31, 2007).

Name	Shares held
Gordon Gund (director)	3,120,351
James R. Houghton (director)	2,866,569
Wendell P. Weeks (executive)	5,014,670
James B. Flaws (executive)	2,279,554
Kirk P. Gregg (executive)	1,942,245
Peter F. Volanakis (executive)	3,175,284

### Sources

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 [ finance.yahoo.com ] / [ hoovers.com ] / [ reuters.com ]  
 [ expansionmanagement.com ] / [ Morningstar.com ]  
 [ streetinsider.com ]

## Key to recovery: Trust and faith >

### Executive Summary:

*What exactly is money, anyway? It's both more and less than you might imagine.*

### By Andrew Hudick

Our monetary system is based on trust. The difference in purchasing power and value between a \$1 bill and a \$10 bill is because you and I believe there is a difference. Take a \$1 bill out of your pocket and read the words "Federal Reserve Note" and "The United States of America certifies this note is legal tender for all debts, public and private."

Choose another denomination and you will see that the only difference in the paper notes are the suggested values (\$1, \$5, \$10) and the pictures depicted. The manufacturing cost to create each of the paper notes is the same but the implied value differs. There is no asset behind this \$1 bill other than the full Faith and Credit of the United States Government. For this value to be real, we have to trust and believe in this statement as fact.

Many of us pay our bills and expenses by check or with a set of online keystrokes. "Real" money is never involved. We send our monetary payment by mail with our signature attached to a check. We send our payment by e-mail with a tracking number attached. Our signature is simply a promise to pay the agreed upon amount. The exchange is one based on trust between honorable people.

The World financial markets operate in a similar way. They operate best when there is trust and transparency. When the parties to financial transactions are honest with one another, business moves along. Commerce and trade occurs between willing buyers and sellers with full disclosure and a sense of trust. If we lose the faith and trust in those that manage financial dealings, we have

little left in the financial world. Those dots and dashes and dollar bills do not represent anything that is tangible.

Did your financial vendor put an asset in your investment account with a funny name? Did you own an asset that was full of abbreviations? Did you have an investment that could not be explained simply in a couple of sentences? Did you own an asset that imposed a liquidation penalty that was not based on the current market price of the security?

Have you read about the CEO of the bank or brokerage institution who earned or paid out millions of dollars of bonuses based on the sale of financial products that had no economic viability? Did you read about a former chairman of the NASD and NASDAQ Stock Market who may have bilked his friends and business associates out of \$50 billion? Have you read about the proposed cabinet members who neglected to include all of their earned income on their personal tax returns and did not pay their "fair" share? These were financial leaders that we trusted and had faith in assisting us with our financial decisions.

The system failed because a few abused the trust and faith vested in them by the many. This abuse is not an isolated fact pattern. The system has failed before and once the "change" occurs and things start running smoothly again, the system will inevitably fail again. Your job, as a consumer of financial products and services is to be aware of the options available and to make good decisions with good assistance.

Our financial economy is too complicated to ever return to trading with beads, wampum, or even gold coins. While the system is a manufactured one, it requires faith and trust in order to function. In order for the confidence in the system to return, we each need to do our part. I want to believe in the honor of our leaders and they need me to believe in them in order to serve me most effectively.

I am ready to have my faith in the system restored. Are you? 



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Robert M. Brudzinski

## Operating in an economic downturn >

### Executive summary:

*The normal rules don't apply when the economy isn't cooperating. Here's how to make it through the difficulties.*

An economic slowdown is a time of increased stress on business owners of any sized business. But small-business owners have fewer options than larger companies—and smaller cash reserves.

Valley Business Front asked small business consultant Robert Brudzinski, owner of Change Up Management in Roanoke, five questions about operating in a recession.

### How do owners make the best of cash flow?

Eliminate as many unnecessary, non-strategic expenses as possible, and postpone non-urgent expenses. Your primary goal is to make payroll, even when sales are soft.

You need to find a way to hold on to your key employees. They will find a safe position at a temporarily lower salary better than no job at all. Move employees who are not busy to part-time and eliminate part-timers whose work can be done by other employees. Pass some of the savings back to the remaining employees to carry the extra load.

### What should business people tell customers?

Over-communicate to your customers. You never want your customers to think that you're in trouble and won't be able to service their account. Get to them often with new

products, programs or prices. Look for innovative ways to help them with their business that may be outside of your current products or services. They'll appreciate the interest.

### What should owners tell employees about the situation?

In a time of such uncertainty, they are being bombarded with all sorts of negative news and rumors. Get them together often to review how things are going and what your next steps might be. Show them that you have a plan to work through the downturn and be ready for the upturn.

### Should the business continue to advertise?

Every business owner's tendency is to cut advertising when times get tough. You should continue to take "top of mind" awareness away from some of your competitors. Your customers will also feel more confident that you'll be around for the long term. If you can't afford to advertise the way you've done before, find ways to get your name out.

### What else should the owner be doing?

Work on your business plan. You want to be ready to hit the ground running when business picks back up. Get others in your company involved, and fill in the necessary details, dates and action plans. Look for new markets for your products or services. Identify new customers.

You now have opportunities to look into what products or services are generating the profits and which are not. Is that customer that's generating 20 percent of your sales using 50 percent of your operating costs? Are you actually making profit on that high-volume product line?

Look for ways to market jointly. Find companies in complementary products or services and put together a joint package of services that will save customers time and/or money. You can get broader exposure with the same funding and promote a competitive advantage. 



Michael Pace: "I'm not objective about this."

Dan Smith

## Learning the rule of law >

**Executive Summary:**  
*Children in the Roanoke Valley are learning the basics of a basic American tenet of justice.*

**By Elizabeth Barbour**

Sociologist and economist, Max Weber wrote that the capitalistic order on which a market economy is based depends upon a rational, law-bound state.

Law is vital to the market economy, serving as the basis of agreements and dispute resolution. The rule of law, generally thought to be predictable and efficient, is the stabilizing force behind economic development and it establishes the "rules of the game" in investments, property, and contracts.

Virginia businesses are benefitting from civics education required in our middle schools. The Virginia Bar Association Rule of Law Project sent lawyers into civics classrooms in Roanoke Valley schools for a day in late February. The Bar Association's Virginia Law Foundation tossed in \$50,000 to support the program. The project is to be rolled-out annually in middle schools statewide and the curriculum and teaching materials will be widely accessible on the Web site.

G. Michael Pace, Jr., managing partner of Gentry Locke Rakes & Moore whose term as president of the VBA ends in January hopes the project will change the world one student at a time.

Pace devised the Rule of Law project while his daughter studied civics at Andrew Lewis Middle School in Salem. He believed the course needed to better articulate the idea that "in America the rule of law means we live free because of laws and we are all in this together. Absent the rule of law life here would be much, much different".

Roanoke superintendent of schools Rita Bishop has written, "We must engage the entire community in our educational

endeavors." Dean Rod Smolla of Washington and Lee University School of Law facilitated a symposium in Roanoke in December for middle school civics teachers about the rule of law. Pace called the energy in the room "palpable."

Tim Isaacs, Roanoke City School Director of Curriculum Development, says, "The program will help our students understand [the rule of law] and has the potential to open doors of their awareness and foster new perceptions". Isaacs says many students associate law with a parent's divorce or sibling's scrape with it and says this may be their first positive interaction with the legal community. 

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Reid Broughton

## Bankruptcy in a tough economy >

*Reid Broughton is an attorney with Sands Anderson Marks & Miller in Blacksburg. The Blacksburg native of works in the firm's business, finance and real estate, business and professional litigation, and healthcare practice groups. He counsels business and healthcare clients in a variety of matters, including organization, financing and employment issues, and represents clients in medical malpractice defense.*

*Reid has represented clients before the Virginia State Corporation Commission; all levels of the Virginia state courts, including the Supreme Court of Virginia; the United States District Court for the Western District of Virginia; the United States Court of Appeals for the Fourth Circuit; and the United States Supreme Court.*

*Valley Business FRONT posed its 5 Questions to Broughton about bankruptcy in this troublesome economy.*



Bankruptcy is a time-consuming, expensive process and filing a case without a clearly defined plan will, in all likelihood result in an unsuccessful case.”

—Reid Broughton

### **What is the current economy doing to the state of business bankruptcy in this region?**

The current state of the economy has resulted in a number of troubled loans for lenders. This has meant an increase in business bankruptcy filings, however, not the significant increase that one might expect.

Lenders are more comfortable now with attempting out of court workouts. From the borrower's perspective, the tighter credit markets have made the ability to reorganize under Chapter 11 more difficult, coupled with changes in the Bankruptcy Code that have resulted in the necessity for more capital to get through the process.

### **Who's going bankrupt and why?**

Those industries that are experiencing difficulty are generally retail, food service (restaurants), home building and related businesses such as lumber companies and real estate developers. The reasons are self-evident. With the tight economy and less consumer spending, retail and food service are suffering. The depressed housing market has led to issues with home builders and real estate developers.

Given the state of the auto industry, I expect that there will be additional car dealerships that will seek bankruptcy protection and more auto suppliers that will find themselves in a financial bind.

### **What are the alternatives?**

For businesses in financial distress, the alternatives include an out of court restructuring (which requires creditor cooperation), an assignment for the benefit of creditors

(rarely used in Virginia), a Chapter 7 bankruptcy filing (liquidation of a company by a trustee) and a Chapter 11 reorganization.

**There are new federal regulations; how have these affected/complicated bankruptcies?**

There were certain amendments to the Bankruptcy Code in 2005. These have had a clear effect on the ability to successfully reorganize under chapter 11.

Generally, the process is more expensive than it used to be. Certain claims have been given a higher priority and they must be paid in full before a plan of reorganization can be approved. In addition, certain industries, such as utilities, have been given much more leverage in how they deal with debtors resulting in the need for much

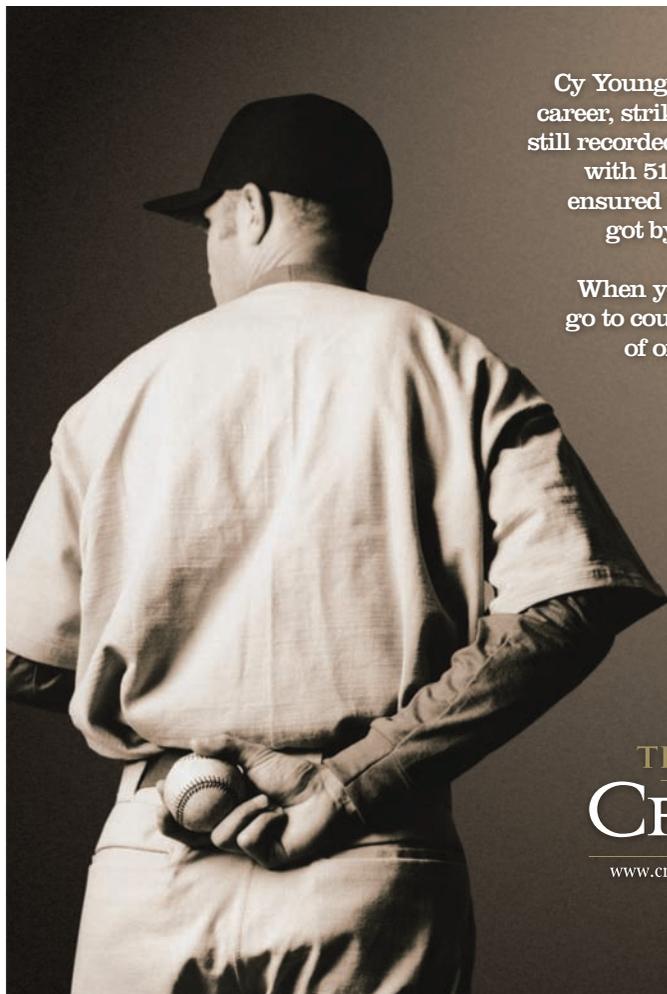
more available cash at the time of filing.

Small businesses (less than \$2,190,000 of debt) are required to satisfy more administrative requirements than before.

**In general, what is your advice to people coming to you with problems that could lead to bankruptcy?**

In considering a Chapter 11 reorganization, my advice is that the potential debtor must have an "exit strategy" already in mind. Bankruptcy is a time-consuming, expensive process and filing a case without a clearly defined plan will, in all likelihood result in an unsuccessful case.

*(Peter M. Pearl, a Broughton colleague, helped in preparing these answers.)* 



Cy Young faced over 30,000 batters in his career, striking out only 2,800 of them. He still recorded the most wins ever in baseball, with 511. How? Because his teammates ensured that 24,000 of those batters that got by him never reached home plate.

When your business is on the line, don't go to court counting on the performance of one individual. Make sure you've got the right team for the job.

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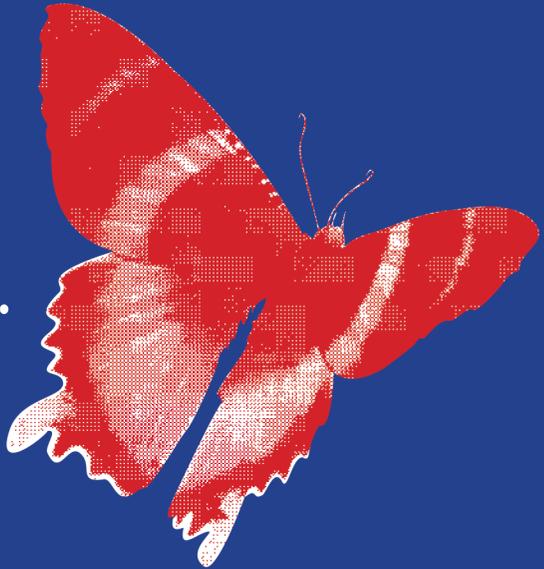
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Gene Marrano

**Helen Butler:** “We provide help for people, [so they] get the resources needed to live in the community of their choice, so they are not institutionalized.”

## A navigator for the brain injured >

### Executive Summary:

*Helen Butler couldn't find help locally for her son, so the former nurse initiated the non-profit, no-cost service.*

### By Gene Marrano

Before there were organizations like Brain Injury Services of Southwest Virginia, the victims were just “that guy who got hit in the head,” and was still not quite right. Since 2000 BISSWVA has provided the information, referrals and services needed annually by hundreds of people in an area that stretches

far beyond its headquarters in Roanoke, to outlying counties like Alleghany, Montgomery, Floyd, Craig, Grayson, Wythe and Pulaski and on into far Southwest.

Founded by a New River Valley couple that experienced firsthand the lack of services for their own brain-injured son, BISSWVA assigns case managers to each of its clients (in 2008 it handled 380 cases), providing in-house services or linking them to outside agencies. There are three other similar organizations in Virginia and in some cases Brain Injury Services helped them get established.

Executive Director Helen Butler, a University of Virginia alumna and former Carilion vice-president who likes the immediate impact she can have with a smaller organization like Brain Injury Services, says there is no charge for the average

\$2,500 it spends on each client.

"We provide help for people, [so they] get the resources needed to live in the community of their choice, so they are not institutionalized." Butler says many clients are not fully aware of the array of services available, or the medical, rehabilitation and social service issues to deal with at the same time they are trying to heal. "They need a navigator," says Butler of BISSWVA's role.

Insurance typically does not cover the long term services provided by BISSWVA, and the non-profit raises funds to help cover a budget that has grown from \$50,000 in 2000 (annual gross revenues) to \$800,000. Brain Injury Services will move away from a golf fundraiser it has held for years and will instead seek more individual and corporate donors says Butler, who has a nursing background.

That will supplement money allocated by the General Assembly, which provides around 80 percent of the funding required annually. Some of those dollars are used by BISSWVA for the RADAR transportation service, for clients not well enough to drive yet, and with no other way to get around.

Typical traumatic brain injuries occur from falls in seniors and the very young, auto accidents for many others and strokes for some. BISSWVA helps clients (from 3-80 years old) redevelop speech and motor skills, enabling them to mainstream as quickly as possible.

"We teach them how to live independently in their homes," says Butler. In many cases BISSWVA will develop adaptive equipment that helps clients (average age 45) with everyday tasks, as they deal with brain injuries that can take years to recover. As part of the healing process, Butler says BISSWVA urges clients to "be of service to others," by working or volunteering their time once well enough.

The long term effect of injuries to the brain are still uncharted territory to some extent says Butler, noting work being done at Virginia Tech for instance to determine how many football players suffer bruises to their brain - concussions they may not realize or want to admit. That research could lead to helmets that better protect against such trauma.

"Our job is to give hope," says Helen Butler. "There is recovery. It does happen." 



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Physicians and nurses perform surgery at Jefferson Surgical

Rod Belcher

## The fast track to surgery >

### Executive Summary:

*"Quicker, easier, more cost effective."  
Sound appealing? Read on.*

By Rod Belcher

Time has become an exceedingly precious commodity for most people. Even taking time to be ill or to get treatment for chronic conditions has become something of a luxury in our Blackberry-Bluetooth world.

Health care costs have continued to rise and that expense is being passed along to the patient-consumer. So who really has the time, or the money for lengthy procedures and long convalescences?

"There is a national evolution towards increased out-patient procedures," says Karen Tuttle, the administrator for Jefferson Surgical Center in Roanoke. "There are numerous factors driving that—cost issues, patient convenience and advances in technology have certainly made many of these procedures quicker, easier and more cost-effective."

The center opened in early October of last year on Starkey Road and has been providing patients access to a variety of procedures including angiography and arteriography procedures to image the interior of arteries



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Roanoke is ahead of the national curve on this one. A lot of people are watching to see how it goes. It's a new wave in patient care across the country.

—Karen Tuttle



**The waiting room at Jefferson Surgical is often crowded**

Rod Belcher

and veins to determine the extent of blockages.

Other procedures offered include the insertion, maintenance and removal of ports used in chemotherapy and kidney dialysis; biopsies; epidural steroid injections (ESI) for pain management; vertebroplasty procedures to reconstruct deteriorating spinal discs and vertebrae. The facility also has an imaging and x-ray suite.

"Many health centers have mobile x-ray device," Tuttle says. "They move them from place to place around the hospital on a cart. We have dedicated facilities for imaging here and advanced equipment that can provide superior imaging results."

The center is an outgrowth of the 53-year old Jefferson Surgical Clinic of Roanoke. Tuttle says that the board of the practice saw a need for an advanced out-patient procedure facility.

"They planned this center meticulously," she says. "It's convenient for patients and we have structured the facility so that it is also convenient for the family to spend time in the recovery area with the patients. We tried to address everything from the atmosphere

of the waiting room to the ease of parking access."

The center's fee structure is based upon the same fee scale for insurance as that of a doctor's office, rather than the schedule for a hospital or larger medical center.

The center's technical director, Cathy Booze, says, "One of the reasons for our rapid growth and success has been that we simply have the best staff," Booze says.

Tuttle says the center is averaging about six patients per day. The most common procedure the center does, Booze says, are the angiography and arteriography procedures, which allow physicians to map out the extent and path of blockages in the arteries and veins.

Specialized out-patient centered procedure centers like Jefferson are rare in America, but medical practices and health care agencies are looking at this new model of patient care with great interest.

"Roanoke is ahead of the national curve on this one," Tuttle says. "A lot of people are watching to see how it goes. It's a new wave in patient care across the country." 



Mark Vinson, Joe Tatum, Don Howell and Doug the frog

David Perry



We've figured out how to make corporate level energy management cost-effective for big, geographically spread-out, smaller-facility enterprises.

—Mark Vinson

## ADMMicro is not your usual 'six guys and a frog' story >

### Executive Summary:

*It's about energy management, which is about saving money and being environmentally friendly. Ultimately, though, it's about the frog, Doug (Dumb Old Utility Guys).*

### By David Perry

The six guys are five former American Electric Power engineers—Mark Vinson, Don Howell, Arnie Tamagni, Mike Campbell, and Frank Blevin—that left the utility to form an energy management firm, along with banker Joe Tatum. This Roanoke-based startup is changing the energy management world, combining old-fashioned engineering know-how with determination and a dose of fun.



What's so hard about being **green**?

ADMMicro has created a niche by making energy management affordable for even the smallest facilities. Says Vinson, VP for engineering, "We've figured out how to make corporate level energy management cost-effective for big, geographically spread-out, smaller-facility enterprises." That approach has attracted national clients like Target, the U.S. Postal Service, DSW shoes, and O'Reilly Auto Parts.

ADMMicro was started in 2002. Since then, it's grown from the original six founders to a company with more than 50 employees, and has become one of the Roanoke Valley's leading high-tech firms. In December, the company moved from an office on Franklin Rd. into a new 30,000 square foot space in the former Johnson & Johnson Innotech building near the Roanoke Regional Airport.

And now, with energy prices rising and President Obama planning to spend billions on energy conservation, ADMMicro is poised to lead a revolution in the way companies collect and analyze data on their energy usage.

Energy management is more than common sense. "It's not just turning lights on and off. It's far more advanced than that," says president-CEO Howell.

"We have a patented ability to understand thoroughly the flow of energy within a facility, and to understand down to device level how energy is being used within the total

facility," says Howell. "Knowing that creates lots of opportunities to maximize the dollars spent on energy."

"Smaller facilities are where the bulk of the energy in the country is consumed," added Vinson. "Those smaller buildings are the ones that historically had no energy management at all. We're taking the old ideas about energy management and making them work in smaller facilities."

ADMMicro doesn't just make energy management scalable, it makes the data easier for managers to access and analyze. Says Tatum, executive VP and managing director, "Our system is an information

platform, and we're going to give them more information about their own operation than they've ever seen before."

Oh, and about that frog. It's the neon green and orange company mascot, Doug, "which stands for dumb old utility guys," says Howell. It was a nickname given to the five engineers by their younger coworkers at AEP.

These dumb old utility guys seem to have made some smart moves in a tough marketplace. Says Tatum, "In an economy where there are layoffs and downturns, 2009 will be the biggest year we've had by far." 

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In order to provide the exposure and the horsepower behind your business, you either need to have a real defined niche, or you'd better be affiliated with some platform that allows you to have the tools you need to go forward.

—Bob Copty



Dan Smith

**Bob Copty: "It was a pretty emotional thing for me. But it just felt better and better."**

## Right place, right time >

### Executive Summary:

*Bob Copty has sold his commercial real estate company—which he loved dearly—and now he's happier than ever. Here's why.*

### By David Perry

Bob Copty is thinking about the afterlife a lot these days.

"We all feel like we've died and gone to heaven," he says of the sale of his company, Copty Commercial Real Estate, to Thalhimer/Cushman & Wakefield in January.

Now a senior VP in the new Roanoke office of the Richmond-based firm, Copty knows a good opportunity when he sees one. He also has a knack for being in the right place at the right time. "I'm the luckiest person," he says. "I've had all these kind things done to me."

One of those acts of kindness was a transfer to military school as a youth.

"I was a typical unfocused male in high school," says Copty. "I didn't do anything bad, I just didn't do anything at all. My parents were wise enough to send me off to Hargrave for a year."

Copty played defensive tackle on the football team at the academy in nearby Chatham. While there, he was recruited by legendary coach and VMI graduate Bobby Ross to play ball for the Keydets. Copty gushes about the experiences he had in Lexington.

"I probably had more of a good time than I should have," he says. "It's hard to say that you enjoy VMI. But so many people think that VMI is a place that is joyless."

"It is the funniest place in America. It's 1,300 adolescents. Every day I woke up laughing, and every night I went to sleep laughing."

A brief stint pouring drinks in downtown Roanoke during college was a comedy of errors. "That was my Enron thing," says Copty with a laugh. It was his last summer at VMI, and he and a buddy decided to open a bar on Campbell Ave.

"It was my graduate degree in business—how not to do things," says Copty. "It was a lot of fun but I had no idea what I was doing."

Despite the false start as a Big Lick businessman, Copty says, "Roanoke has offered me the most fulfilling life I could have imagined. It's truly one of the most phenomenal places on earth. It's apple pie America."

Copty's business afforded him a chance to live in the place he loved, which made selling it all the more difficult. "I wasn't sure I wanted to put the baby up for adoption," he says. "It was a pretty emotional thing for me. But it just felt better and better."

But Copty knew to stay viable, the business needed to change.

"If you went back 25 years ago and looked at any community, you saw the local hardware store, you saw the local grocery stores and the local banks. Now you see WalMart, Home Depot, and everything else. A lot of that is happening in our business," he says.

"In order to provide the exposure and the horsepower behind your business, you either need to have a real defined niche, or you'd better be affiliated with some platform that allows you to have the tools you need to go forward." Thalhimer/Cushman & Wakefield provided that platform.

And Copty knew he wouldn't be in the business forever.

"I'm at an age where we needed to find an

## In Brief

<b>Name:</b>	Robert Copty
<b>Age:</b>	61
<b>Company:</b>	Thalhimer/Cushman & Wakefield
<b>Location:</b>	Roanoke
<b>Type of business:</b>	Commercial real estate
<b>Title:</b>	Senior Vice President
<b>History:</b>	After graduation from VMI, Copty sat for the real estate exam and received a job offer when his military commitment was up. Later, he grew his own company from a one-man show into a commercial real estate firm with five brokers. He is on the board of the VMI Foundation and Rockingham Insurance.

exit strategy for Bob, but still provide an opportunity for everybody here," he says. So he kept his eyes open for a potential suitor, knowing he couldn't wait forever. He said "yes" when the right offer came.

"We wanted to marry the best," he says of joining forces with Thalhimer/Cushman & Wakefield. "If you wait until the first two or three buyers have already come to town, you're not going to marry the best."

As for his future with the new company, Copty says, "I'm like an old dog now who's got a reason to get off the couch and have fun for the next four or five years." 

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# Work Spaces

## Neither 'junk,' nor 'junque' in this yard >

### Executive Summary:

*The difference between Junk Yard and Junque Commerce is often a matter of presentation.*

### By Huong Nguyen

"Junkyard" isn't a term that Moon Mullins likes to use. He believes it's politically incorrect and almost degrading to call his business such a name. It's a business that's clean, organized and systematized. You'd understand if you visited Mullins Auto Salvage Warehouse in Northwest Roanoke.

This father and son operation has been in business for 21 years with a staff that is a point of pride. Moon Mullins, with his father and six employees (one who has been with him for 18 years, two others who have been with him for 16 years, one for 12 years, one for 10 years and one part-time) run a smooth, efficient used auto parts business.

A salvage yard doesn't often have conference



**Moon Mullins' salvage yard is the height of organization and belies the term "junk yard," one he doesn't like one bit.**

rooms and cubicles. It's about forklifts and car stands, power tools, and plastic barrels. There's even have a used van Moon and the boys use to drive around the yard with every tool they need to work on a car. Saves having to move the car to the warehouse.

In the main office, wood paneling and white concrete walls surround a large L-shaped counter that's configured with multiple workstations. Instead of art, you'll find auto parts and business awards adorning the





all photos: Huong Nguyen



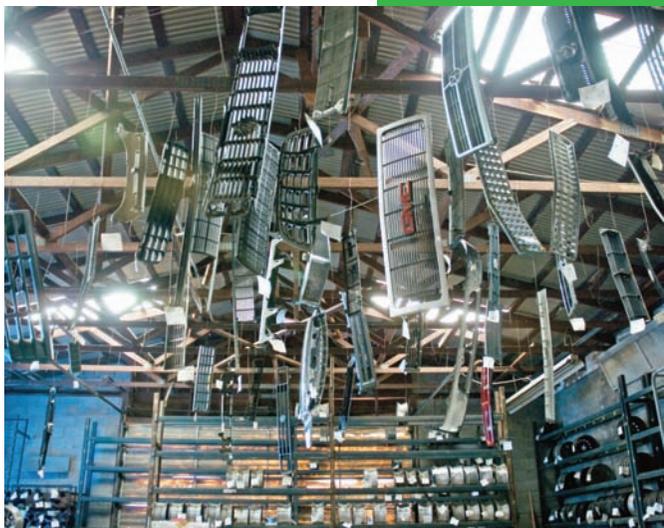
The yards are set up in rows and sections, and each vehicle has a stock number and location that's logged in the computer system. Inside the warehouse sit rows of racks, each having its own assigned number and letter. The racks shelve auto parts with tags that list the name, make, model, and year.

walls. Instead of uncomfortable plastic chairs, there's a cozy waiting area with a black leather sofa next to a wood-burning furnace in front of a bay window.

The yard is one of the smallest in the region but Mullins says, "We organize it in a manner that works for us." Mullins' salvage yard is on five acres with the warehouse taking up one acre—an advantage, since most yards don't have large warehouses. With the "little" space available, every inch is used.

Even the support beams that line the roof are used to hang fans, grills and other lighter, larger parts. A punching bag dangles from the ceiling inviting smart remarks about stress relief. Moon says it doesn't get used often; these guys love their jobs.

Basically, though, it's not just the workspace that works for these guys. It's the camaraderie and family-like relationship, says Moon. He says, "This is a team effort, and I am so blessed and happy that I don't know what I'd be doing if I couldn't do this." 🐾





Gene Marrano

**Mary Dykstra: "I think it's brought some sanity back to the market."**

## Dykstra's tips for sellers and buyers

- *Be realistic when pricing a home for sale: "This is not 2006."*
- *Sellers have to be prepared: the current market won't "tolerate a house that's not in good condition, unless it's priced accordingly."*
- *Understand that the market is in an adjustment phase: "You have to make [your house] more attractive than your competition, both on the condition and the price."*
- *Buyers should be "very informed about a changing market. [And] watch interest rates. We have some very wild swings right now."*

## Valley's Realtor of the Year likes the challenge >

### Executive Summary:

*OK, so the numbers were down by 40 percent. Still, says top realtor Mary Dykstra, it was a very good year.*

### By Gene Marrano

Selected as the 2008 Roanoke Valley Realtor of the Year by past winners of the Roanoke Valley Association of Realtors award (after a blind nomination) Mary Dykstra says the honor she just received wasn't based solely on the number of units she sold, but on her contribution to the profession, both at a local level and beyond. Dykstra's involvement in the community with social agencies like

CASA (Court Appointed Special Advocates) also helped seal the deal.

Dykstra, a Raleigh Court resident, serves on Roanoke City's architectural review board and on a state real estate policy board. For the National Association of Realtors she is a member of the communications committee, as assignment she calls "fascinating," for its public relations component.

The Realtor of the Year designation, given only once to any recipient in her lifetime, is "a big thing," admits Dykstra, who says she had a good year, despite a 40 percent drop in sales volume from 2007.

While some say the Roanoke area doesn't see the same drastic highs and lows when it comes to real estate—leaving it less susceptible to market downturns - Dykstra says pockets like southwest Roanoke City (up 68 percent in housing value since 2000) are exceptions. "That's not a sustainable rate of return," she warns.

Sounding more like an economist, Dykstra says the average family income in the

Roanoke Valley did not support the type of housing and prices available before the downturn. "I think it's brought some sanity back to the market."

As for the current volatile real estate conditions, seen here and perhaps more drastically elsewhere, Dykstra welcomes the change from a full-blown seller's market ("we had quite a bubble") to more of a buyer's market. "Its interesting to watch that shift happen. It's definitely changing."

There are other market changes as well: younger buyers are looking more for sustainable urban living and "walk-ability," than they were five years ago, when being in the 'burbs was a primary goal. States Dykstra: "Mega-mansions are not the wave of the future."

Dykstra expects the downturn to last a while longer but notes that residential sales volumes in Northern Virginia are already coming back—albeit at lower asking prices.

Market adjustments have meant "more thoughtful," sellers and buyers, and illustrate the need for skilled real estate agents. The days of just being "order takers" are long gone but Dykstra says, "that's not what the profession should be about."

Many are looking for less house now, something they can truly afford without the aid of gimmicky loans. Mortgage qualifying "is tougher," says Dykstra, who enjoys the changes and says it reminds her of those early days in the business, working with first

## In Brief

**Name:** Mary Dykstra  
**Profession:** Realtor, focusing on residential market  
**Company:** RE/MAX Valley Realtors, located on Rt. 419 in Southwest Roanoke County  
**Age:** 49  
**Years in the business:** 22. A new single mom in the late 1980's, with school-age children, Dykstra needed a job with flexible hours and selling real estate fit the bill.

**Achievements:** Member of the Board of Directors for Roanoke Valley Association of REALTORS. President-Roanoke Valley Association of REALTORS (2005). Recipient of President's Meritorious Service Award for dedication to all aspects of the Real Estate Industry. Consistent award winner in Top 5 percent of Roanoke Valley Realtors.

**On current state of the business:** "We've never had it like this in my 22 years [but] it is a time to really use the expertise I've gathered over the years, to help people establish what is a true and fair value for properties. I enjoy it."

time homebuyers. "We're going back to the way it used to be – good qualifying, down payments, gotta save some money. The common sense approach to home buying." 



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“ ”

We are closing sales we made two years ago.

—Ed Hall

Dan Smith

## Surviving in a difficult real estate market >

### Executive Summary:

*OK, we're all agreed, it's a tough market for commercial real estate. But the professionals in the area are working through it by being creative and sticking to the basics.*

**By Leigh Ann Roman**

In this frigid economy, commercial real estate brokers in Roanoke and the New River Valley are knocking off the chill by staying busier than usual.

"From a broker's point of view, this can be good in that buyers, sellers, landlords, and tenants may feel they need our services more than in the good times," says Ed Hall, president and CEO of Hall Associates, Inc. of Roanoke.

Bob Coptly, senior vice president of Thalhimer/Cushman & Wakefield Alliance, says his office has been busy this winter. His former business, Coptly Commercial Real Estate, has become the Roanoke office of Richmond-based Thalhimer/Cushman & Wakefield.

"When the economy is like it is right now, I think the top-tier companies are the ones that become busy with work because not everybody can get it done," Coptly says. "The downturn certainly offers work for us to do. Selling, leasing, managing—everything requires more work, more research. You just have to be better at what you do."

While commercial development has slowed, there are many other opportunities, Coptly says. "Commercial brokers tend to get busy when there is movement in the marketplace. When you have a business that needs to downsize, it offers us an opportunity to assist with that. There are some phenomenal buying opportunities right now."

Krista Vannoy, a commercial Realtor at Waldvogel Commercial Properties in Roanoke, seconds that statement wholeheartedly.



**Krista Vannoy: "A lot of that [myth] comes from the national media which tends to focus on really large metro markets that do not describe Roanoke."**

"It is by no means a quiet market," she says. "There is a lot of activity. There is leasing activity. People are selling property and buying property. We are seeing that across the board."

A major challenge in the market is overcoming the myth that it isn't a good time to buy. "It really is a very good time to buy," she says. "A lot of that [myth] comes from the national media which tends to focus on really large metro markets that do not describe Roanoke."

At Waldvogel, leasing activity has picked up during this quarter, Vannoy says. And she is not seeing rents going down, either. Property values are stable, and capitalization rates on investments are staying strong. "Being a smaller market does make a

difference," she says. "This does seem to be a fairly stable and somewhat conservative area."

Success in the industry in this environment requires realism, she says. "I think realistic pricing is definitely a key, and we are working with clients and prospective clients to make sure that is where they are."

Hall, who has spent 41 years in the business, says he has never seen such an overall economic downturn. But two factors protect the Roanoke area commercial real estate market: It is not overbuilt, and it is not a major market like Atlanta or Los Angeles, he says. In addition, commercial real estate has a long business cycle.

"We are closing sales we made two years ago," Hall says. "We have a very long lead time. It is nothing to have a contract with six months, a year or 18 months to closing."

In addition to sales, Hall's company manages more than 10 million square feet of commercial real estate space. "That goes on," he says, adding that it is too early to tell if rents will decline.

In the New River Valley, Jeff Price, president of Price Williams Realty in Radford, is keeping busy as a commercial real estate owner and developer. His properties include more than 250,000 square feet of commercial real estate in Blacksburg and Radford and about 500 apartments.

During the first quarter of this year, he filled another 10,000 square feet of retail and office space. "I think prices are about the same. At Price, we try to work with our clients on what works," he says.

In addition, he has a few development projects approved for the New River Valley. He would like to move forward this year with an \$8-\$10 million mixed use project across the street from Radford University.

"I'm trying to determine when to move forward, in the spring or wait until more the third quarter," he says. "Like any commercial real estate developer who has anything on the drawing board, I'm cautious but optimistic that things will get better." 

## Yoga business owner practices what she preaches >

### Executive Summary:

*For this business newbie, it's about mind and body, being "in union with the other." And it seems to be working.*

By John A. Montgomery

The wife of a prominent Roanoke-based attorney, the mother of three elementary school-aged children, Jill Loftis had not worked outside of the home for a decade. By most measures, she doesn't fit the conventional mold of a local small business owner.

Rather than following an established trail, she seems to be cutting her own with her new downtown yoga studio.

Loftis relies on intuition, referrals and advice in making business decisions, , paying attention to signs that a less-cognizant traditional owner might miss.

"I would hope that in difficult times people would try to take care of their bodies and their minds in the most efficient way possible," says Loftis, seldom using a word she has not carefully chosen. "Yoga is like Baskin-Robbins. There are a lot of flavors out there. You have to find the flavor that is right for you."

Last summer, after a ramping-up period of holding classes in her church basement and a theater, Loftis opened Uttara Yoga Studio, a 1,500-square-foot upstairs sanctum on Kirk Avenue in downtown Roanoke.

Aided by five other instructors, she offers 20 classes a week, Monday through Sunday. Eighty percent of her students are female, but Loftis acknowledges that the men are among the most dedicated.

Loftis, a 41-year-old Pittsburgh native, became enchanted with the ancient Indian physical and mental discipline while watching a 6 a.m. power yoga television program as she was nursing her middle child nearly nine years ago. Her keen interest led to books, then classes, then traveling to the Temple of Kriya Yoga in Chicago for additional training and certification.

Uttara is a Sanskrit word that Loftis chose for her business name because of one of its definitions, "crossing over." "The word 'yoga' means union or integration," Loftis says. "I think most people are in union with their jobs and their spouses and their families and their to-do lists—things like that—but they're not in union with the other, with God, basically—with all that is, with reality, with the cosmic union of the whole universe. I wanted to bring people back from the rat race [and allow them] to connect with their bodies and the spiritual sides of themselves.

Uttara's studio, with its 15-foot ceilings and polished hardwood floors, is part of a structure that dates to 1912. Uttara does not feature mirrors. The emphasis is on being in touch with your body, not looking at a reflection. "It doesn't matter what you look like; it matters how it feels," Loftis says.

Class prices range from \$12 for a drop-in visit (a class lasts from 60-75 minutes) to \$60 for a 30-day pass with unlimited visits.

"I believe that if I help people," Loftis says, "the money will come. So far that's been working for me. The universe leads you where you need to be." 



**Jill Loftis: "Yoga is like Baskin-Robbins. There are a lot of flavors out there. You have to find the flavor that is right for you."**

Dan Smith



Dan Smith

“ ”

When the store opened, the challenge was finding products to sell... now we have lots of product, and we have to attract the customers to our stores.

—Charles Overstreet

**Charles Overstreet: “It doesn’t matter what they do; it matters what I do.”**

## NW Hardware: A ‘small box’ success story >

The local hardware store is a kind of club house. It’s a place where people can feel a sense of belonging to an affinity group—a cohort of handy folks in the midst of doing things purposefully.

The old bromide is, “A good day is when you have to make three trips to the hardware store.”

### Executive Profile:

*Charles Overstreet’s been at the hardware business for a very long time, and it shows.*

Charles Overstreet has been making daily trips to the hardware store since he was 14 years old. That’s when he began working for his father at Northwest Hardware.

F. W. (Floyd) Overstreet opened Northwest Hardware in 1947 at 601 11th Street (in northwest Roanoke).

### By Michael L. Ramsey

It was time before malls and megastores, and there were a few blocks of 11th Street that looked the way Grandin Village looks today: Garland’s Drug Store, Kroger (before it became a super market), small locally-owned shops and restaurants and F.W. Overstreet’s hardware store.

Over the years, Garland’s has been replaced by a national chain, every Kroger store resembles a small village, and the local hardware store has often been replaced by a ‘big box’ retailer—but in Roanoke, not completely, thanks to Northwest Hardware.

Overstreet now runs the family business (along with his brother, Lee)—a business he calls a “small box” store.

The “small box” has grown to six locations in Roanoke, Salem, Vinton, Hollins and Clifton Forge, but the store’s essential character has not changed.

The constancy is due to an attitudinal heritage passed from father to son, and eloquently expressed by Charles: “Northwest Hardware is the family farm.”

“It’s important to have fun and show up to work every day.”

Like his father, Charles believes that the key to having a successful business is easily summarized: “Hard work is always the answer to the problem.”

This constancy helps the business successfully face the inevitability of change.

As Charles notes, the business today faces challenges that are the inverse of what his father faced in 1947.

“When the store opened, the challenge was

finding products to sell. There was a high demand, but short supply [due to America’s focus on winning World War II], and now we have lots of product, and we have to attract the customers to our stores.”

He does that with a simple formula: provide a broad selection of quality products that people are willing to buy and hire co-workers who are knowledgeable experts in those products.

The Overstreet business philosophy is focused on accepting changes and remaining growth oriented. It is also tempered by a conversation his father had several years ago when someone asked Floyd about something a “big box” home center was doing.

His response: “It doesn’t matter what they do; it matters what I do.”

Northwest hardware is a Roanoke success story not only because it is growing in the face of large-scale rivals, but because it is symbolic of the Roanoke Valley’s business heritage and emblematic of the path to future economic success.

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Salem Red Sox GM John Katz

Dan Smith

## Well, there's still baseball ... >

### Executive Summary:

*Salem affiliated itself with a baseball heavyweight in the Boston Red Sox and the region's other team looks pretty healthy, too.*

Things are tough all over, everyone knows that, but at least on the surface, our region's minor league baseball teams believe they will escape the full brunt of the economic slowdown. The proof in the pudding of course will happen in April, when the Salem Red Sox open the gates for the first time this season: will fans still have the money in their pockets for baseball?

Salem Red Sox General Manager John Katz says the Carolina League Single-A baseball club, owned by the Fenway Sports Group, should escape some of the penny saving measures other franchises are resorting to. FSG is a subsidiary of New England Sports Ventures, which counts the Boston Red Sox among its holdings. FSG purchased the Salem club just over a year ago, then allowed an affiliation agreement with the Houston Astros to run its course.

### By Gene Marrano

Still, the Salem Sox (Yankee fans will have to get over it) are sensitive to the situation: "We actually lowered season ticket prices... as part of the brand launch," says Katz, who grew up in New England as a BoSox fan. In fact the season ticket price rollback (from \$385 to \$350) harkens back to 1995, the year Salem Memorial Baseball Stadium opened its doors.

In the St. Louis Cardinals organization for instance many farm teams will wear recycled uniforms, while others will purchase jerseys where logos can be pressed on—not sewn. That makes it less expensive to reuse uniforms later on—with different team logos if necessary.

Dan Smith



At Triple-A Round Rock (Texas) video entertainment on the outfield scoreboard will replace more labor-intensive on-field promotions, while other clubs will hire fewer game-day staffers, anticipating fewer sold ads on outfield walls and in programs. Some concession stands will offer less food for the same money, as reported by Michael S. Schmidt in his book *As Money Tightens, Scaling Back On Jobs and Fun*.

As for any curtailment of promotions in Salem, "It still remains to be seen," says Katz. Early preseason sales were running



**Salem Mayor Howard Packett, Sox GM John Katz, and FSG president Mike Dee at announcement of sale last year.**

Gene Marrano

ahead of last season's totals; the selling cycle for outfield wall ads—there are three rows of them in the City of Salem owned park—was taking a bit longer but Katz believes "that was to be expected. Across every industry there's a lot of uncertainty. People are waiting to see if we've hit the bottom."

Box seats are now \$9 for single games in Salem and general admission is \$7, but that's still less than going to a movie after 6 p.m. and there are often discount ticket nights. There's also a new buzz expected in the park due to the Red Sox connection—hundreds showed up earlier this year at Tanglewood Mall to have their picture taken with the 2004 World Series trophy and championship ring.

Down at the southern end of the New River

Valley the Pulaski Mariners will return to historic Calfee Park with short-season Appalachian League baseball in late June. Professional baseball has been an off and on fixture in Pulaski dating back to the 1940's, and various franchises have drawn from a regional base stretching to Wytheville, Galax and beyond.

Mariners baseball operations director Marty Gordon says his team is even more of a bargain than Salem: tickets are just \$4. "I don't think [the economy is] really affecting us." Ad sales and sponsorships remain strong says Gordon.

A hot dog and drink is still just \$2.50 at Calfee. Gordon says, "We're very inexpensive and we're going to keep it that way." The times would seem to dictate that as well. 

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Alison Weaver

## FEBRUARY 2009 > Contributor of the Month

Valley Business FRONT congratulates **Alison Weaver**, who receives the Publisher's Choice and Editor's Choice for our "Contributor of the Month" including a "One Who's in the FRONT" certificate and special gift.

Alison's work on the niche media cover story—with its accompanying stories that appeared only on our Web site, a first for FRONT—were wide-ranging, marvelously researched and clearly written. Alison is our first contributor to win the top performer award for two issues. In addition to the cover package, the prolific veteran also wrote outstanding pieces on a hospitalist at Lewis-Gale and a profile of CPA Melinda Chitwood.

If you missed it, you can see it online (February 09 issue) at vbFRONT.com



You want to be accredited because it is a mark of dedication to education and excellence.

—Annie Counts



Rod Belcher

## Accreditation director's career has grown with college >

### Executive Summary:

*Annie Counts' job with National College has nothing to do with teaching students, but they'd be at a loss without her.*

### By Rod Belcher

Sometimes, it is the jobs that people think the least about that make the biggest impact. Those who attend National College's Roanoke campus may not know it, but Annie Counts has been working to ensure the quality of their education for over 20 years.

While Counts' career with National College has been outside the classroom, the Director of Compliance and Accreditation for the 100-year-old business college says she has a great sense of accomplishment and

fulfillment, having helped so many students to reach their business career goals.

"What I do is behind the scenes," Counts says, "but the education and the support of the students is what we are all about here."

What Counts does, behind the scenes, is manage the accreditation requirements of the college. This includes traveling to and auditing National's 24 campuses in five states, to ensure that every institution is up to speed on the vast and ever-changing number of requirements to become and remain an accredited school. To do this, she regularly deals with six different state agencies and the Accrediting Council for Independent Colleges and Schools (ACICS), the national agency that Counts has spent most of her career at National working with hand in hand.

Counts began her career with National on its Bluefield, Va., campus in 1987, as an admissions representative. She moved to the Roanoke campus in 1991 to take up the role of campus director. In 1995 she began her current position. Counts has been a commissioner for ACICS for eight years, on

their board of directors for four years and recently completed a term as chairwoman for the organization.

"I got my start initially with ACICS, when I was asked to be a peer evaluator," she explains. "I traveled as part of an evaluation team and visited other college campuses, doing evaluations."

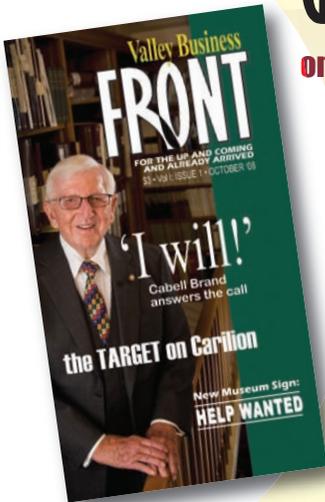
Says college president Frank Longacre, "Without a doubt, considering the multiple positions Annie has held with the college, she knows more about how National College operates than any other staff person. Her knowledge is a tremendous benefit because she quickly identifies how a pending administrative decision will affect the students, and works to ensure necessary decisions are made without adverse affect on the students."

Counts says the time spent at other colleges gave her insight into the processes and procedures of her own campuses at National.

"Accreditation is something you ask for," she says. "You want to be accredited because it is a mark of dedication to education and excellence. There are a lot of processes and procedure that have to be developed, maintained and documented to achieve that. My job is help our campuses reach their goals and answer their questions."

While Counts says the traveling involved in her work can be stressful at times, she enjoys the constant change of what she does.

"Things are pretty exciting here right now. We're opening new campuses in Stow and Youngstown, Ohio. When I started with the college, it had 13 campuses in two states," she recalls. "It's been very gratifying to see the college grow over the years. At graduation, to see students you know, you remember when they first came through the doors here, reaching their goals and earning their degree—that's a great feeling." 



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Alan O'Beirne: "I have to think very carefully."

Becky Hepler

## Teaching and learning—virtually >

### Executive summary:

*Teachers in the Roanoke and New River Valleys are finding that virtual interaction with their students is every bit as good as the real thing.*

By Becky Hepler

Imagine being a teacher with no bus duty, no extracurricular duties, and a dress code that only applies from the waist up. That's the life for Roanoker Tom Landon—who teaches Advanced Placement (AP) Psychology and AP Human Geography—and three other teachers from the New River Valley.

They're in the employ of the State Department of Education's Virtual Virginia ([www.virtualvirginia.org](http://www.virtualvirginia.org)) the state's latest effort at distance/virtual learning that offers AP and foreign language courses to the state's middle and high school students.

Landon has shuttled between public television and public education several times and he was concerned when he took the Virtual Virginia job that it would be isolated and lonely and that he would miss the

contact with the students. He found just the opposite.

The more intimate feel of individual e-mails encourages even the reluctant so that more students take part and Landon is getting to know his students individually and at a greater depth. "I'm not teaching 5 classes of 28 students," he says. "It's more like a hundred classes of one. I personally know many more of my students than I would in a traditional bricks-and-mortar classroom." His colleagues agree with him on this point.

Brian Mott, AP government teacher who now lives in Floyd, worked in northern



Becky Hepler

Amy Gabriel: "We're preparing them for college."



Becky Hepler

**Brian Mott:** “The most challenging job I’ve ever had”

Virginia schools while pursuing a Masters in Online Education at George Mason University. When he moved south to get his doctorate from Virginia Tech, he thought the Virtual Virginia job was the perfect position, putting in practice all he’d been studying and offering up resources to students who might not have the opportunity to take AP classes.

He takes offense, though, at people who think it’s a pie job. “It’s the most challenging job I’ve ever had,” he says. “You have these technology-savvy students, but you have to move them beyond Facebook and establish an academic setting quickly and then make them feel part of it with lots of immediate feedback.”

With cell phone, e-mail and all the ways of

communicating, Mott acknowledges it’s a whole new level of access. “After school now means Sunday afternoons,” he ruefully chuckles.

Alan O’Beirne of Blacksburg teaches Latin and the virtual process, he believes, makes him a better teacher. “I have to think very carefully about what I’m presenting and whether it is clear enough for the students to understand,” he says. “Luckily, Latin is read more than spoken and so it’s really made for an on-line environment.”

Amy Gabriel taught nine years in Spotsylvania County and as a rookie in the on-line course business, she appreciates the mentorship and all the training that the Department of Education provides.

She sees improvement in her professional skills: “It’s not just the content area my students are learning, but also communications and interaction skills. We’re preparing them for college where many classes are taught on-line.”

Landon says, “You get into education because you love teaching and this is pure teaching, unimpeded by the chores of keeping order.” 

---

## Taking flight at Liberty >

### Executive summary:

*The Lynchburg university’s new aeronautics program is packing them in, even with its relatively high price.*

**By Lori White**

Despite a challenging economy combined with an expensive and demanding program, the Liberty University School of Aeronautics (LUSOA) is showing astounding growth since its 2002 initiation. Beginning with a modest

enrollment of 33 students in 2002, the number has climbed steadily to 254 in 2008—an 800 percent rate of increase.

Considering the expense of the program—around \$34,000 for private training, instrument rating and commercial training, and then additional costs for tuition, room and board—plus the difficulty of the workload, which includes 18 credit hour semesters, plus additional airport time—this increase in enrollment is incredible.

One has to wonder, what’s the draw?

After all, virtually anyone, explains Dave Young, dean of the LUSOA, can take private flying lessons and become certified to fly if that is his desire. “We are not in the business of teaching recreational flyers, though,” he adds. It’s about individual attention. “We don’t see

students as a number," Young says. "We see them as a kid that we're mentoring, to be mature adults, spiritually..."

The program's faith-based qualifications give it a distinction that set it apart from its peers and its instructors have a combined total flight time of over 55,000 hours and over 300 total years of flying. Department Chairman Ernie Rogers says that many flight schools have a "trade school" atmosphere. "At LU you're getting the full college experience."

The curriculum, designed by Rogers, has programs in fixed wing and helicopter flight and aircraft mechanics. The school is looking forward to the gradual addition of such programs as air traffic controller, aviation management, aeronautical engineering, and flight attendant training. Once graduated, a student will be certified by the FAA and able to fly commercially or privately, be it for the military, various corporations, or missionary interests.

Roughly 30 percent of the enrollment is preparing to go into mission flying, which can be hazardous. Missions pilots, according to Tim Hahn, an instructor, are "lifelines to the missionaries who are serving in the bush. Pilots have to be equipped for rugged terrain, unpredictable weather...a lot of risks."

The newest addition is the helicopter flight program, added just five months ago. Tim Tillman, helicopter flight instructor, says that "it has eliminated a great deal of the normal, ducks-in-a-row, working-out-the-kinks that go with starting up any sort of new program."

He is training six students in helicopter flight, who will need a minimum of 40 hours of flight time. This aspect of the program, like several others, is in its early stages—working toward gaining a 141 certificate and acquiring an instrument-equipped copter—but, as the last six years have shown decisively, if LU can dream it, it can achieve it. 

**Student gets instruction on the control panel**

“ ”

Pilots are "lifelines to the missionaries who are serving in the bush. Pilots have to be equipped for rugged terrain, unpredictable weather... a lot of risks."

—Tim Hahn

**Helicopter pilot Tim Tillman:** "It has eliminated a great deal of the normal, ducks-in-a-row, working-out-the-kinks that go with starting up any sort of new program."



Lori White

**Ernie Rogers:** "You're getting the full college experience."



Lori White



Lori White



**Doug Waters: "It's a pinch-me experience."**

Dan Smith

## Hanging out at the Taubman >

Doug Waters says it's like a bowling team and maybe it is in the sense that there's this undeniable camaraderie. This is a group of gray-haired guys working together as much for the social interaction as for the Taubman Museum of Art.

### Executive Summary:

*A group of retired men have proved quite valuable to the Taubman Museum, which needed somebody to hang its art collection.*

Their job is preparing exhibitions. That often means hanging valuable, delicate artwork to the artist's specifications and when it was suggested that the engineers among these volunteers might be a bit overqualified, the quick reply was, "Don't count on it."

**By Dan Smith**

The group includes Ralph Thomas (retired from APEX Industries); Jim DiVirgilio (retired from the health care financial industry who recently moved to Roanoke from Maine); Dick Mason (a retired Sears project coordinator); Dave Smith (a retired project manager for HSMM architects/engineers); Martin Bratcher (retired engineer for

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Alleghany Power) and Waters (a retired banker, among other things).

They formed their little association when the Taubman personnel began their move from Center in the Square to the new museum a few months ago. "They needed manpower to prepare the collection for the move," says Waters. The recruitment effort was successful and with the volunteers, all the art was hung.

"We were handling 6,000-year-old Italian Renaissance vases," says Waters. "That was the point I realized 'we're not in Kansas' with this project. It was a pinch-me experience."

And, of course, there was the male bonding, taking place in an art museum—which really doesn't resemble a bowling alley. "This is not just about what we do," says Waters. "It's about who you're doing it with. It's a bunch of people who are fun, who have a lot in common." 



Ralph Thomas and Jim DiVirgilio do a little painting

Dan Smith



Dick Mason, Dave Smith and Martin Bratcher work on a saw at the Taubman

Dan Smith

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# A Mill Mountain comeback >

## My View

By **Dan Smith**  
Editor

Blog: [ [fromtheeditr.blogspot.com](http://fromtheeditr.blogspot.com) ]

**Executive Summary:** *Mill Mountain Theatre's board of directors seems to finally have the future in focus. That could be good news for all of us, but it is essential to the business community's health.*

Jack Avis isn't certain what to call it: "It's the honeymoon or the purgatory stage," he says. That's quite a difference, but it fully represents where Mill Mountain Theatre's future rests at this moment.

Roanoke's only professional/equity live theater will be closed for nearly a year as it attempts to pull in some financial support, to close old accounts, to determine exactly what it is and how that fits in with the community. MMT had, frankly, lost its way in recent years and dwindling support—the economy aside—underscored that. There was not the feeling during the Patrick Benton administration that the theater was the strong part of the community it had been. Benton was the artistic and executive director brought in to do wondrous things. He didn't. The productions were stale and little-attended, he fired a popular children's theater director and MMT felt apart for the first time in memory.

Now, the board of directors—which, admittedly, had not been as involved during the Benton years as it had been in the past—is trying to clean up a mess of Bush proportions. It is trying to avoid bankruptcy with very little money, appease season ticket holders who have no plays to attend, pay vendors it can pay and talk the rest into making donations. It's an extremely difficult position in the best of times and MMT now has to deal with a faltering economy and the gorilla in the room, the new Taubman Museum of Art, whose financial needs are huge.

Board President Jack Avis (Avis Construction) and member Cynthia Lawrence (Design Marketing) talked candidly in February about the future of Mill Mountain Theatre and admitted that "what happened needed to happen." Lawrence says that the original plan was to keep MMT open through April and close only two of this season's plays, but circumstances resulted in the abrupt announcement to close in January (with "Driving Miss Daisy" finishing its run Sunday and the rooms going dark).

MMT is working out a deal to retain a core of three employees who've shown loyalty, creativity and a set of necessary skills. It has been "working with people holding debt," says Avis, and attempting to placate disgruntled season ticket holders—people who could be instrumental in a comeback.



continued Page 64

## Bringing in the big guns >

By **Tom Field**  
**Publisher**

## On Tap from the Pub

Blog: [ [ontapfrompub.blogspot.com](http://ontapfrompub.blogspot.com) ]

I've been thinking lately how nice it would be to have a bouncer. A tough guy. Muscle-head. Private security. Bodyguard. A "Big Rob."

For those of you who don't live in a house of obsessed teenage girls, Big Rob is the bodyguard for squeaky boy band Jonas Brothers. He's the guy they call when that threatening 13-year old girl gets her hand too close to Kevin-Nick-Joe-Bob's hair (or whatever his name is). Big Rob swoops in and rubs out the trespassing perimeter-breaker. Well, "swoops in" is not the best description. It's more Godzilla-like than that.

In any case, there are many times I would call on Big Rob. Take today, for example. Big Rob could get the Virginia Employment Commission for me. We've been trying for the past three days to get a simple answer for a tax question. Big Rob could go to the post office for me. He could get the answer for me when someone doesn't get our magazine. And if not, he could ensure it was delivered. Personally.

Oh, Big Rob, where art thou? Thousands of us small business operators are crying out your name, each and every day.

But wait. It occurs to me I do have a Big Rob. Only for me, my bodyguard is working in disguise. He doesn't always look like a 300-pound bouncer. He's incognito. Isn't that fun to say? In-cog-neat-o.

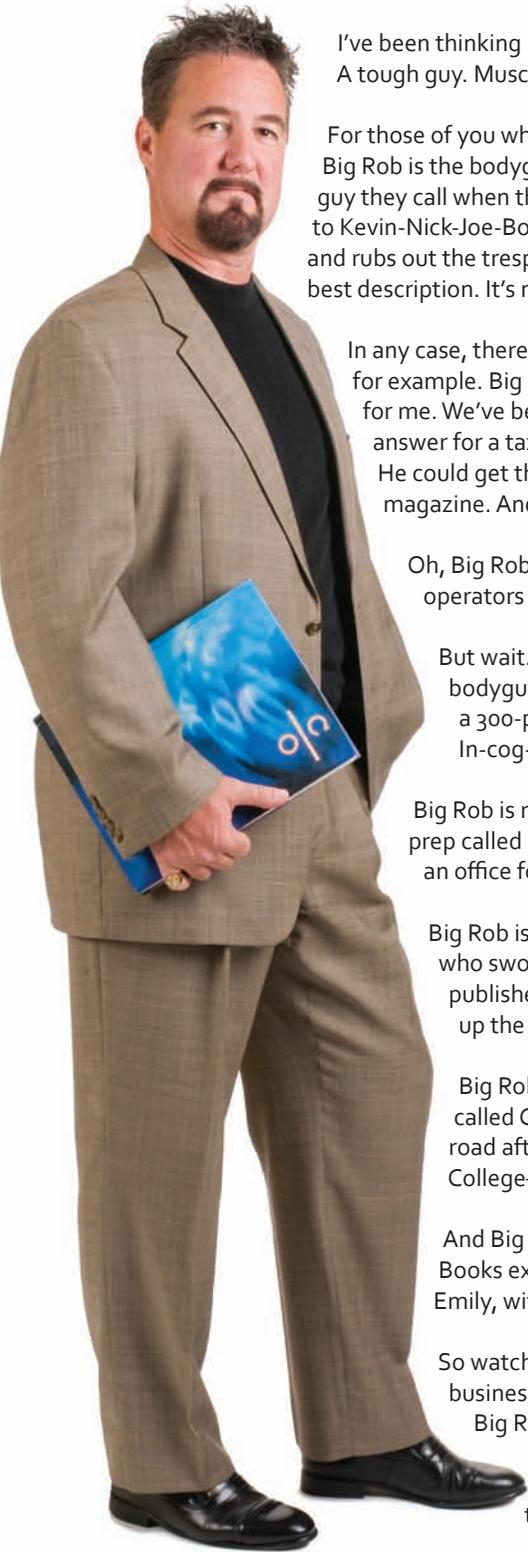
Big Rob is really a teddy bear, British-inspired-hairstyle looking prep called Ed Walker—who really does swoop in—to provide an office for us right at the early days of setting up our business.

Big Rob is really a suave sport-jacket-wearing Mike Maddox—who swoops in to provide a loaner car—when a desperate lone publisher/creative director suddenly finds his jalopy has given up the ghost right before a critical appointment.

Big Rob is really the geek-techie-figure-it-out tag team duo called Glen Bratton and Jacob Jackson—who swoop down the road after their IT jobs at Hollins University and Roanoke College—to fix a network problem. On demand. That very day.

And Big Rob is really one Kitty Alba, a number-crunching Quick-Books expert—who swoops in to assist our office administrator, Emily, with a system strong enough to confound a CPA.

So watch out, all you threatening perimeter-violators to small business owner/operators everywhere. There is an army of Big Robs out there. By the power of sheer American perserverance and entrepreneurial determination we summon them. If you attempt to thwart our efforts, they'll rub you out. Often, when you least expect it. 



## Smith / My View

from Page 62

The board has had a number of long, involved meetings about the future and from the conversation with us, it appears its members are fully open to suggestion.

Already, MMT has put together task forces on resources and tasks and an advisory board with, as Lawrence points out, "a mix of skill sets" that can be of benefit to the theater over the long haul. Business is heavily represented, since its support is vital. Board members are talking to members of the business community, hoping to elicit financial support and volunteers.

For years, MMT was a nationally-recognized innovator in small-city theater. It was studied, copied and deeply admired. It was—and is—the only artform in the Roanoke Valley that has reached that exalted status. The new art museum aspires to that level of respect, but it is new and, though its architecture has received good reviews and its collection is admirable, it has yet to achieve the full appreciation the theater has had for years. Frankly, that takes time and consistent success.

MMT's makeover comes at a time of declining contributions to the arts and attendance that is down across the board. The mix is also out of kilter at Mill Mountain, which had 40 percent seat purchases and 60 percent corporate sponsorship during the most recent season. That's an exact flop from what is anticipated and what is desired. People simply stopped coming and business has had to take up the slack—which didn't happen to the degree necessary to keep the theater open.

Avis and Lawrence point to the strong desire to make the arts community in this region much more of a cooperative, supportive effort. Arts executive directors have met monthly for years and these two board members would like to see board members from the organizations emulate that meeting. They'd like to see egos checked at the door and would anticipate participants would take part on an equal basis.

Much of this is relatively new-think for this region, but it makes considerable sense. When Susan Jennings was head of the Arts Council of the Blue Ridge and Kay Strickland ran the transportation museum, they were constantly urging the arts community to combine forces. It happened sporadically, but never with the full effect it could have had if it had been the success they envisioned.

Now would be a good time to try that again for the sake of everybody. The business community would do well to support this effort and the resurgence of Mill Mountain Theatre specifically. A healthy, vibrant arts community has helped make this region desirable for those opening businesses and that community must remain alive if we are to benefit from its impact.

### Correction

*Leisure Publishing's contract with Virginia Tourism Corporation was recently renewed for a period through the 2013 editions of the Virginia is For Lovers Travel Guide and other publications. Leisure has had the contract since 1999, except for two years, 2003*

*and 2004. It was erroneously reported in My View's February column that the contract had been lost. My apology for the error based on incorrect information.* 



Letters

Dear Editor,

I have just finished reading the January issue of Valley Business FRONT and I have to tell you how much I love your publication. It has a friendly feel. Its not stodgy, or puffed up, but very interesting and appealing to read. I enjoyed your article on the top restaurants, trends section, as well as the fact that you include the businesses in the New River Valley area.

I am so pleased you decided to enter this venture. When I was told you were starting this venture I was hesitant. I thought oh, just another business magazine. I am so happy my reservations were unfounded. I wish you many many years of success.

Linda Coulter  
Successful Thinking  
Hypnosis Center  
Radford

Dear Editor,

I thought [W&L journalism professor] Doug Cumming's reviews of the local publications [February cover story, "Niche Itch"] were outstanding and dead on. He obviously gave each one a lot of thought..

Rex Bowman  
Times-Dispatch  
Western Virginia

*Send letters to news@vbFRONT.com or any FRONT contact of your choosing (page 6). Submissions may be edited. You can see, read, print any current or back issue online at www.vbFRONT.com*

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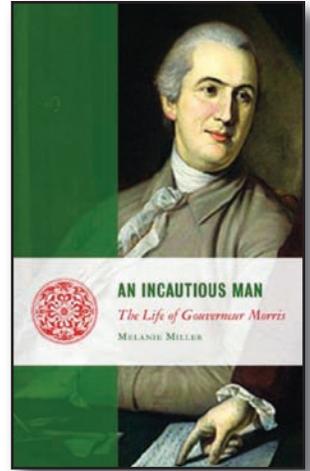


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## Books @ the FRONT >

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



### *A fascinating life*

Until I read Melanie Randolph Miller's, concise biography, *An Incautious Man: The Life of Gouverneur Morris*, (ISI Books, \$25), I knew almost nothing of Gouverneur Morris, a New York lawyer and Founding Father. One of George Washington's "surrogate sons," he played an important role in the American Revolution and was one of the chief drafters of our Constitution. He replaced Thomas Jefferson as the American ambassador to France, and played fascinating and dramatic roles during the French Revolution and the bloody Terror (he even managed to share a mistress with Talleyrand). Morris later served in the U.S. Senate, and was a principal developer of the Erie Canal.

Morris' Virginia ties include modeling (despite his wooden leg) while he was in France for the famous Houdon sculpture of George Washington which stands in the rotunda of our capitol in Richmond, and his marriage late in life to the mysterious Anne Randolph of Virginia (of whom several books have been written recently).

A good read about a man to whom history has not always been kind.

—Bill Hackworth, Roanoke City Attorney

### *Doubtless*

In her magnificent *The River of Doubt: Theodore Roosevelt's Darkest Journey*

(Random House, \$25), former National Geographic editor and writer Candice Millard has created a world so terrifying and impossible that the outcome seems in doubt even to those of us who know it.

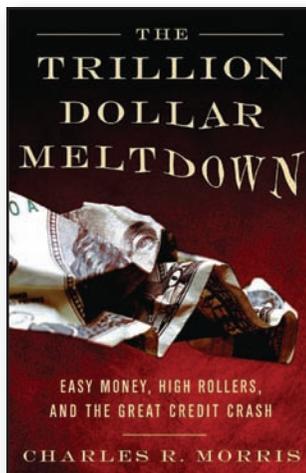
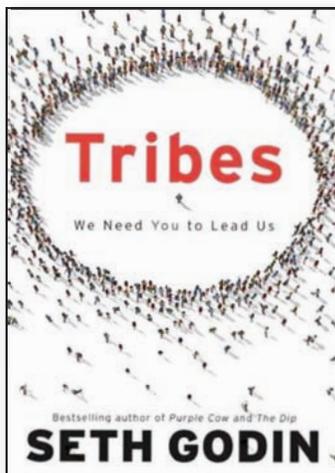
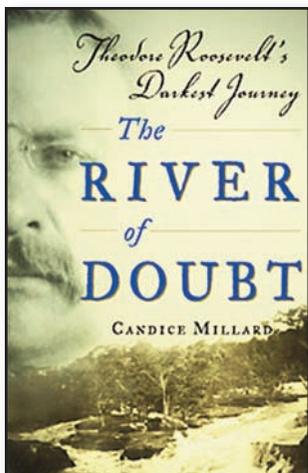
How Roosevelt's group of veteran outdoorsmen (including his noble son, Kermit and the admirable Candido Rondon, the Brazilian expedition leader) navigated this hellish environment of the Amazon basin as he sought to shake the pain of his presidential defeat in the 1912 election is not just a rip-shorin' tale of men vs. nature, it is a study in anthropology, geology, zoology, politics, environmental interconnection and psychology so detailed and so marvelously written that it is spellbinding from the first page. Millard actually traveled Roosevelt's route in researching the book.

It has been several months since I have been locked up by a book so completely that I simply could not wait to get back to it. This is the kind of book that keeps me searching, reading through all the mediocre ones. It's a gem.

—Dan Smith, FRONT Editor

### *Tribal marketing*

As many of my friends and business associates know, I've become a new media geek in recent years. Through my various online networks, I found Seth Godin, became a Squidoo addict and read his 2007 book



*Meatball Sundae*. Last fall Seth created a prelaunch for *Tribes, We Need You to Lead Us* (Portfolio, \$19.95), with a (by invitation only) Ning Social Networking group, Twitter challenges and all sorts of hype. All well thought-out marketing for a truly inspired work which is *Tribes*.

In *Tribes*, Godin demystifies the new marketing paradigm, using blogging, social networks and increased comfort levels instead of the club over the head method. *Tribes* introduces individuals who are creating community and taking decisive action in a specific niche, whether it's to raise awareness of an issue, sell a product or service or to improve individual or global quality of life. *Tribes* allows readers to ease into the change and understand why creating a tribe around you can make life easier and make money. *Tribes* provides guidelines for action, inviting you into the process to find your own tribe to lead.

—Bonnie Cranmer, writer, *Copper Hill*

## Why it happened

A whole crop of business books have popped up that try to explain the financial mess that this country finds itself in but the one that I find to be the most credible and complete is *The Trillion Dollar Meltdown* (Public Affairs, \$22.95) by Charles R. Morris. Morris is a macro-thinker, a lawyer by education, a former banker and was a principal in a technology company in the 1990s that wrote

programs to run the derivative trading for banks and investment houses. Morris writes that when he was involved with the technology company, he reviewed the math models being used for programming. He came to realize that they were unsustainable and began keeping notes, which eventually became the basis for this book.

Morris is an especially graceful writer and takes the reader through an economic primer, beginning with the post-World War II Keynesianism that imploded in the 1970s. Paul Volker at the Federal Reserve cleaned up the mess in "one of the great episodes of American public service." Morris observes that this opened the way for a new excess: the Chicago School of Economics and the Fed of Alan Greenspan. He explains Wall Street's arcane instruments and peppers his commentary with humorous truths. ("As a general rule, only the very smartest people can make truly catastrophic mistakes.") He exposes today's mess by tracing the 1980s leveraged buyout boom, the 2000s private-equity trend, the "scams" of the savings-and-loan crisis and "the staggering fatuity of portfolio insurance."

*The Trillion Dollar Meltdown* is a smart layperson's guide. The pull-out chart in which Morris predicts the true costs of our economic unraveling will make the hair stand up on the back of your neck. Read it and then think about what impact the U.S. Government's "bail-out" package for Wall Street and Detroit will have.

—Cynthia Lawrence, *Design Marketing*



photos: Dan Smith

At the grand re-opening of the updated Jackson Park Library in Roanoke in January, Richmond Times-Dispatch Western Virginia reporter and two-time Pulitzer Prize nominee Rex Bowman (with hat) interacted those who listened to his reading of his new book *Blue Ridge Chronicles*. Bowman posed for a photo with Pearl Fu (the photographer is River Laker), chatted with Mike Jorulin and lectured the crowd. Artist Polly Branch, meanwhile, drew a sketch of Bowman as he talked.



photos: Dan Smith



Franklin Community Bank President Larry Heaton towers over Access PR's John Carlin, who also takes a turn behind the camera for the first time since he left WSLSTV for his new gig. They were at the opening of the Spectrum-renovated 100-year-old Morris Building in downtown Rocky

Mount. Smith Mountain Lake Developer Ron Willard was among those in attendance and Spectrum's John Garland chatted with some of the attending women.

# FRONT 'N ABOUT



photos: Dan Smith

Diane Rose of East Salem Elementary School talks to Sarah Palastro at the Salem Civic Center (top left) as teaching job applicants awaited their turn in a huge job fair for educators in February. The rooms nearly overflowed with the hopeful and school systems from all over the region were represented. Montgomery County found a long line for its booth and much of the New River Valley had its own room (bottom).



A crowd gathered at the St. Luke's/Odd Fellows Hall in downtown Blacksburg in early February for the groundbreaking for the rehabilitation of the more than 100-year-old building that will become Blacksburg's first museum. The building, which for many years served as a gathering place for African-Americans, will become an African-American museum and its first exhibition, scheduled this spring, will be Civil War to Civil Rights. Building Specialists of Roanoke is doing the rehab and is building an office across the street.



David Perry

Sam Lionberger III: "I saw where people in our business get jazzed about making things."

## A 'geek squad guy' with 20 crews >

### Executive Summary:

*Sam Lionberger III is working to put his own unique mark on the family business, something he didn't want to do when he first started.*

### By David Perry

Dr. Sam Lionberger III found his early end at the intersection where keg parties meet covalent bonds.

"I went to Virginia Tech to be a veterinarian, but I pledged a fraternity the same semester I took organic chem," says Sam Lionberger III, president of Lionberger Construction Company.

Instead, the third-generation chief of the Roanoke-based general contractor switched to finance and management, and chose a path in the family business. He started work on a Lionberger job site while a junior in college and he was hooked, even though he had some initial misgivings.

The younger Lionberger saw his father, Sam Lionberger Jr. (now 68 and CEO of the company), putting in some very long hours

and wasn't sure the construction business was for him.

"I saw him gone on Saturdays. I saw him gone late at night," says Lionberger III. But once he saw a building rise where once only blueprints stood, Lionberger III knew he made the right choice.

"I saw where people in our business get jazzed about making things. At the end of the day, you physically see what you've done," he says.

Lionberger III says it's been rewarding, yet trying at times, working with mom, Rindy, and his father, who were both inducted into the Business Hall of Fame for Junior Achievement of Southwestern Virginia last fall.

"It's fun and it's challenging working with your parents," Lionberger III says. "I felt sometimes the three of us couldn't agree and it was easy to play one against the other."

Lionberger III says the people he encounters across multiple fields of endeavor are what make the job fun. "It's neat to be around successful entrepreneurs," he says.

That human contact is gratifying: "Our bricks and sticks are no different than our friendly competitors. The way we try to differentiate ourselves is service." Current projects include an expansion of the central Goodwill Industries facility Roanoke and the new aquatic center in Christiansburg.

# EXECUTIVE PROFILE

On the home front, Lionberger III has given up Monday Night Football to spend more time with his wife, Vicki, and their two daughters, Meggan 14, and Gretchen, 12.

Lionberger III is also active in community and professional circles, serving as a board member of the Associated General Contractors of Virginia, and past chairman and current board member of Trust, a Roanoke shelter for folks in crisis. Lionberger III's most recent involvement is with Valley Character, an organization dedicated to promoting better behavior among youth—and their parents.

Lionberger III was appalled by what he saw at his kids' soccer and hockey games. "The lack of sportsmanship at the parents' level was incredible. That's what hooked me into Valley Character," where he serves on the board of directors.

Despite the economic downturn, Lionberger III says business is good. But he's not sure about the effects of an economic stimulus package coming from Congress. "We're in vertical construction. We're not really into roads and bridges and all that stuff," he says. But, he adds, "All of us in our industry are looking at more and more green technologies."

That and embracing new technologies are what Lionberger III sees as the challenges ahead for the company. "There are some real changes afoot in how designers

## In Brief

<b>Name:</b>	Samuel Lewis Lionberger III
<b>Age:</b>	43
<b>Company:</b>	Lionberger Construction Company
<b>Location:</b>	Roanoke
<b>Type of business:</b>	general contracting
<b>Title:</b>	President
<b>History:</b>	"Born, bred and be dead" in the Roanoke Valley, Lionberger III graduated from Salem High School and then from Virginia Tech in 1988 with a business degree, having joined the family company as a junior. Active in the state contractor's association, a local homeless shelter, and Valley Character, Lionberger III sees the need for his industry to "embrace green" and minimize problems by getting technology onto the job site.

communicate to us. Now it's done in two-dimensional drawings. It's moving more toward 3-D and using the computer on the job site for modeling and predicting conflicts." The challenge is getting that technical skill into the field.

"We can have a geek squad guy, but I've got 20 crews," says Lionberger III. 

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# Career FRONT

## FINANCIAL FRONT

### Accounting

**Michael Bell** is a new partner with Anderson & Reid in Roanoke.

### Banking

**Sandra Meador** is new with Prosperity Mortgage at Smith Mountain Lake.



Dolin

### Insurance

Scott Insurance has announced the election of **Steve Dolin** of its Lynchburg office to the position of vice president. He is a bond specialist.

## LEGAL FRONT



Cohan

### Law Firms

**David N. Cohan**, an attorney with the Virginia law firm of Gentry Locke Rakes & Moore in Roanoke, has been selected to serve a three-year term on the Intellectual Property & Information Technology Section

Council of the Virginia Bar Association.



Brothers

Spilman Thomas & Battle of Roanoke has named **Carter R. Brothers** a member of the firm. He will practice in estate planning and administration, taxation, bond finance, and corporate law.



McCoy

**Carolyn L. McCoy**, a Certified Trust and Financial Advisor and Certified IRA Services Professional has joined the King Law Group in Roanoke as a trust administrator.



Bagby

**Thomas R. Bagby**, Chairman of Woods Rogers, has been selected to serve on the Board of Governors of the Virginia Bar Association. Bagby also serves as the chairman of the VBA Labor Relations and Employment Law



King

Section. **B. Webb King**, a principal at Woods Rogers, has been named secretary/treasurer of the Young Lawyers division of the VBA.

## WELLNESS FRONT



Ryder

### Counseling

**Kathryn Ryder**, a community living clinician with New River Valley Community Services, has earned the distinction of Licensed Professional Counselor.

### Education

**Sandra DeWitt** of Carilion Clinic has earned an executive coaching certification from Georgetown University in D.C.



Lambert

### Mental health

**Michelle Lambert** has been promoted to crisis program supervisor and case manager at New Horizons in Blacksburg a residential crisis stabilization program operated by New River Valley Community Services.

## DEVELOPMENT FRONT



Callahan

### Associations

**Shawn Callahan** of Metwood Building Solutions in Boones Mill is the 55th president of the Roanoke Regional Home Builders Association. Other officers are: **Brent Fortenberry**, Bench Mark Builders, VP, Roanoke; **Neal Frank-Rempel** of Zia Construction & Remodeling in Roanoke, secretary; **M. Beth Ruffing** of First Citizens Bank in Roanoke, secretary; **Donna Moses** of Chase in Roanoke, treasurer; and

## Have a career announcement?

Send announcements to [news@vbFRONT.com](mailto:news@vbFRONT.com). Photos should be color, 300dpi. A contact / source must be provided. Inclusions are not guaranteed and all submissions are subject to editing.

members at large **Jimmy Butler** of First Citizens Bank in Roanoke; **Frank Caldwell** of Caldwell White Associates in Roanoke; **Kit Hale** of MKB in Roanoke; and **Mark Henrickson** of Henmark Inc. in Salem.



Hardwick

*Economic Development*

**Nanci Hardwick**, CEO of Schultz-Creehan in Blacksburg, has been named to the board of the New River Valley

Economic Development Alliance.

The Board of Directors for the Roanoke Regional Partnership has elected the following officers for 2009: **Dr. Edward G. Murphy**, Carilion, president; **Bittle Porterfield** of Rice Management, vice president; **Gerald Burgess**, Botetourt County, secretary; and **Richard Huff**, Franklin County, treasurer. Directors for 2009 are: **Michael W. Altizer**, Roanoke County; **Don A. Assaid**, Botetourt

County; **Stephen A. Bennett**, Alleghany County; **Kevin Boggess**, Salem; **David A. Bowers**, Roanoke; **Jennifer Braaten**, Ferrum College; **Darlene L. Burcham**, Roanoke; **R. Daniel Carson Jr.**, AEP; **John Chambliss**, Roanoke County; **Stephanie R. Clark**, Covington; **John V. Doane**, Covington; **Randy Foley**, Salem; **Nancy Oliver Gray**, Hollins University; **Bradley E. Grose**, Vinton; **Teresa A. Hammond**, Alleghany Highlands Chamber;

**Janie Hopkins**, Franklin County Chamber; **Victor Iannello**, Synchrony; **Debbie Kavitz**, Salem-Roanoke County Chamber; **Christopher S. Lawrence**, Vinton; **Robert C. Lawson Jr.**, SunTrust (retired); **Hal Mabe**, Vinton; **Michael C. Maxey**, Roanoke College; **Daniel C. Naff Jr.**, Botetourt County; **G. Michael Pace Jr.**, Gentry Locke Rakes & Moore; **Melinda Payne**, City of Salem; **Robert Sandel**, VWCC; **Carol M. Seavor**, Jefferson

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# Career FRONT

College; **Cindy Shelor**, John T. Morgan Roofing; **Charles W. Steger**, Virginia Tech; **John R. Strutner**, Alleghany County; **Richard R. Teaff**, Dabney Lancaster CC; **Charles Wagner**, Franklin County; **Joyce Vaughn**, Roanoke Regional Chamber; and **John B. Williamson III** of Roanoke Gas. **Beth Doughty** continues as executive director.



Eshelman

**Pete Eshelman** has joined the Roanoke Regional Partnership as director of outdoor branding. Eshelman is responsible for promoting the Roanoke region's outdoor recreation opportunities.



Crigger

## Real Estate

**Dawn Crigger**, director of park Services of the Virginia Tech Corporate Research Center, has completed coursework and examinations offered through the Institute of Real Estate Management to attain the Certified Property Management Designation.

**Vera Achino** of Gwyn & Harmon Realtors in Roanoke has been awarded an accredited buyer's representative designation from the Real Estate Buyer's Agent Council.

**Sharon Smith** of RE/MAX All Points Realtors has been awarded an accredited buyer's representative designation by the Real Estate Buyer's Council.

**Janie Whitlow** of Roanoke's the Real Estate Group has won the community service award from the Roanoke Valley Association of Realtors.



Clark

**Vickie Clarke** of Long & Foster's Roanoke South office has been awarded the Graduate, Realtor Institute (designation by the Virginia Association of Realtors).

## Technology

Luna Innovations Incorporated has named **Barry Polakowski** VP of secure computing and communications.

## RETAIL FRONT

### Auto Parts

Advance Auto Parts in Roanoke has named **Kevin Dempsey** vice chairman of global sourcing.

## EDUCATION FRONT



Gardner

### Chambers

**Vicki Gardner**, executive director of the Smith Mountain Lake Chamber of Commerce, has graduated from Institute for Organization Management, a leadership training program.

### Colleges

The Virginia Western Community College Educational Foundation has announced officers for its 2009 Board of Directors: president, **Russell H. Ellis**, Rusty's Best Corporation; VP, **James W. Arend**, retired; secretary, **Edwin C. Hall**, Hall Associates, Inc; treasurer, **Douglas R. Wright**, Richfield Retirement Community. The Foundation has added new board members: **Jason Bingham**, Trane; **Marilyn S. Burrows**,

Cox Communications; **Harold M. McLeod III**, Wachovia Bank; **Neil D. Wilkin**, Optical Cable Corporation.

The Edward Via College of Osteopathic Medicine has named **Joy Palmer** a member of the medical faculty.

**Jennifer Brothers** is the new coordinator of the Violence Against Women program at the Jefferson College of Health Science.

Radford University has named **Elizabeth Jamison** director of its MBA program.



Blair

**Kimberly P. Blair** has been named director of development for the College of Architecture and Urban Studies at Virginia Tech. Blair was at Roanoke College for 15 years, most recently as the director of development.



Lewis

### Schools

**Tim Lewis** has been named the executive director of the Joy Ranch Children's Home in Christiansburg.

## Seminars

CEO **Vinod Chachra** of VTLs Inc. in Blacksburg will speak on Re-Inventing the Integrated Library System and the Library Automation Industry at the American Library Association mid-winter meeting in Denver in February. VTLs Librarian **John Espley** will also speak at several sessions.

## CULTURE FRONT



**Stockburger**

### Non-Profits

Former board chairwoman **Kathy Stockburger** has won the F. Wiley Hubbell Award for outstanding

volunteer service at the United Way of Roanoke Valley. The new board of directors includes:

**Rev. Bill Lee** of Loudon Avenue Christian Church, chairman; **Michael Dittrich**, community volunteer, vice chairman and **Kerri Thornton** of Carilion Clinic community impact chairwoman. **Dan Carson** of Appalachian Power is the 2009 campaign chairman and **Mike Maxey** of Roanoke College is finance chairman. **Barry Henderson** of SunTrust Bank, outgoing board chair, becomes the board development chairman. New board members are: **Dana Ackley** of EQ Leader; **Jean Glontz**, community volunteer; **Kevin Holt** of Gentry Locke Rakes & Moore; **Lora Katz** of Clark Nexsen; **Keith Oreson** of Advance Auto Parts; and **Alan Seibert** of Salem City Schools.

**Anton Schaeffer** of Balzer & Associates in Roanoke has earned the designation of professional engineer.

**Alan Downie** of Roanoke's Hughes Associates Architects has achieved LEED certification.

## OTHER FRONTS



**Bolling**

### Funeral Services

Flora Funeral Service has named **Glen Bolling** to the staff of the Rocky Mount firm. Bolling is a licensed funeral director and native of Franklin County.

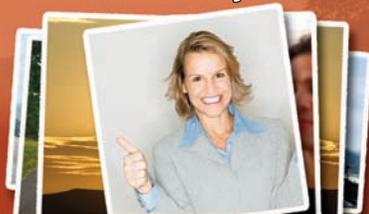
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Dan Smith photo: Shenandoah Life is an icon in Roanoke

## Shenandoah Life in receivership

One of Roanoke's iconic companies, **Shenandoah Life**, founded in 1914, has been placed in receivership and faces the spectre of a potential shutdown. The financial crisis was precipitated, at least in part, by bad investments in Fannie Mae and Freddie Mac. Shenandoah suffered a \$61.5 million loss during the first nine months of 2008 (it had earned \$4.7 million during that period a year before).

The company had hoped a looming merger with American United Insurance Holding Company, announced in November, would salvage it. Receivership, managed by the Virginia Commissioner of Insurance with the power to overrule Shenandoah Life's executives, changes that. The company will pay a hierarchy of investors, starting with policy holders and wage earners at the top and bond and share owners near the bottom.

Closing the company is a possibility, according to officials. Shenandoah Life reportedly has 230,000 outstanding policies. CEO Robert Clark has resigned.

## Closings

**Ukrop's Super Market** in Roanoke, whose future in the Star City has been a hot topic of discussion for the past two months, has determined that closing its pharmacy will help cut costs and put the store on better financial footing.

## Layoffs

**TMD Friction Group** has scheduled the closing of its Dublin plant for May 31, killing 140 jobs in the process. The decline in auto sales is cited as the reason. TMD Friction makes brake pads and linings. The plant was built (as BBA Group) in 1992.

Roanoke-based **Advance Auto Parts**, an automotive aftermarket retailer of parts, batteries, accessories, and maintenance items, has signed an agreement to outsource the its over-the-road private fleet to **UPS Freight** and **Schneider National**. Advance says the outsourcing will allow it to focus resources on achieving its key strategies, improve its ability to manage transportation and reduce costs. About 270 people across seven distribution centers will lose their jobs. In Roanoke, approximately 45 full-time drivers and supporting hourly positions will be eliminated in June 2009. UPS Freight and Schneider may hire some of the employees.

**Dollar General** is cutting 75 positions at its distribution facility in

South Boston. The company says it plans to "fundamentally changing" the way it supports retail stores and serves customers. Most affected workers are leaving through retirement or voluntarily quitting to work for another company. Despite cuts at its distribution center, Dollar General says it plans to add 4,000 new jobs in 35 states as new retail locations are opened.

**Gala Industries** of Botetourt County has laid off approximately 30 workers, according to published reports. Officials would not comment on the job cuts. Gala manufactures pellet production systems for the plastics industry.

**Smithfield Foods**, one of Virginia's major employers, plans to close six factories—one in Smithfield and others out of state—and cut 1,800 jobs in an effort to operate more efficiently, executives say.

## Reopenings

**The Swim Shop** on Electric Road in Roanoke County, which specializes in swimsuits and accessories, has reopened under new ownership and a new location. The new owners are Victoria Blake and Tracy Williamson.

## Renovation in RM

**Spectrum Design** of Roanoke is behind the renovation of the 100-year-old N. Morris Building in downtown Rocky Mount a \$1 million preservation that



Dan Smith photo: Spectrum President John Gardner talks about renovating the Morris Building in Rocky Mount

took advantage of historic tax credits for much of the cost. "Cities and businesses everywhere are faced with the same challenge of needing to move forward in an economic decline," says Spectrum President John Garland. "Historic tax credits are one way to ease some of that burden and we hope the N. Morris Building will serve as an example for future projects, and a cost-effective rent solution for area businesses."

Spectrum has become something of a specialist in historic preservation. It restored all the facades, original wood floors, pressed metal ceilings and woodwork in the 9,000 square foot building. It also retained the original light fixtures with scalloped cast iron end caps. All three floors were restored and Spectrum added a rooftop observation deck.

## AECOM moves offices

Roanoke-based **AECOM**, formerly HSMM AECOM, has moved to new offices in the Wachovia Tower downtown, relocating approximately 160 design employees from an office building in Old Southwest.

### *Earns Navy contract*

High-tech research and development engineering firm **Schultz-Creehan** of Blacksburg has been awarded a contract with global security and technology company Northrop Grumman Corporation. Schultz-Creehan and Virginia Tech will address specific challenges associated with high temperatures on Naval landing pads to improve their sustainability. During its initial phase, Schultz-Creehan will be involved with a research and testing process to identify candidate composite materials for the landing pads which can tolerate extreme exhaust conditions.

### *TechSquared moves*

**Tech Squared**, an IT company, has completed its move to a 17,000 square foot building in Roanoke on Salem Avenue near Schaeffer's Crossing. The firm's new offices will occupy a suite on the first floor of the building and it will lease first and second floor office spaces throughout the building. **Synergy Recycling**, which ensures the proper disposal of electronic products and other materials, has leased space.

### *Top NRV builder*

The New River Valley Home Builder's Association has named Highlander Construction & Development of Radford its Builder of the Year. Highlander is a mid-sized company specializing in single family and multi-family

residential construction and development. It operates primarily in the New River Valley. Highlander provides business and organizational consulting for companies related to the construction industry. James Oliver is president.

### *Hotel project delayed*

Construction of the **Cambria Suites Hotel** adjacent to the Reserve Avenue Carilion Clinic additions has stopped again. The delay—at least the second; the first lasted nearly a year—is blamed on developer Telemark Hotel Group changing architects, requesting Roanoke City incentives, facing hurdles in financing and disagreements with contractors.

### *Patent issued*



**ADMMicro Inc.** of Roanoke has been granted a patent for an energy management system and method to monitor and control multiple sub-loads. The patent covers ADMMicro's combination panel, which features both the energy control module and the submetering monitoring module on the same board. The panel is unique in the industry both in the detail of its monitoring and control capabilities as well as its space-saving footprint.

### *Partnership's impact*

The **Roanoke Regional Partnership's** recently-

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released annual report reveals the creation of \$102 million in investment in real estate and equipment and more than 330 jobs at McAirlaid's, Westport Corporation, Maple Leaf Bakery, Arkay Packaging, Tread Corporation, and TMEIC GE.

The Partnership launched a program focused on asset development. Retail attraction is an added responsibility and began in 2008 with comprehensive market studies on the greater Roanoke market as well as 14 submarkets from Covington to Smith Mountain Lake. "The potential and nature of this retail market are misunderstood by retailers and developers outside this region," says Executive Director Beth Doughty.

### *Luna's earnings low*

Roanoke-based **Luna Innovations'** revenues of \$36.9 million for 2008 are lower than the company expected and the company "is taking steps to control spending," CEO Kent Murphy says. Growth projections for this year are "modest."

### *Team leader*

Marion Ehrich of the biomedical

sciences/pathobiology department of the **Virginia-Maryland Regional College of Veterinary Medicine** at Virginia Tech is leading a team that has been awarded almost \$1 million from the National Institutes of Health to explore the development of a nanotechnology-based approach for protecting people from the deadly effects of nerve gases like Sarin, VX, and others that can be used as agents of terror.

### *Fine considered*

Unauthorized sediment discharges into the Roanoke River has **Boone Homes** of Roanoke in a pickle with the Department of Environmental Quality, which is considering whether to exact a \$27,300 fine from the developer. Boone reported the violation. A decision will not come before April, according to reports.

### *Ex-Tech president dies*

**William Edward Lavery**, the 12th president of Virginia Tech and a Blacksburg resident since 1966, died Feb. 16 at 78. Lavery brought stability to the university following the years of explosive growth under President T. Marshall Hahn Jr. But, he ushered in rapid growth

# FRONT Notes

in other areas, complementing Hahn's successes. He emphasized research, and expenditures in support of research totaled more than \$70.2 million by fiscal year 1987, moving the university into the top 50 research institutions in the nation.

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## Leading Connectors

Jeanine Stewart of Hollins University and John Provo of Virginia Tech have been selected by the City of Roanoke to help prepare local leaders as **Creative Connectors**, promoting desirability and sustainability. They will facilitate a two-day seminar March 30 and 31 to launch the Creative Communities Leadership Program in Roanoke.

The 12-month initiative will be spearheaded by a team of Creative 30 area leaders chosen from a diverse array of backgrounds. The team will work with the community to build sustainable projects.

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## New Tech program

**Virginia Tech's Pamplin College of Business** is offering a three-week non-credit

program for non-business students at Virginia Tech this summer. Business Applications Summer Experience will be offered May 18-June 5 on campus. Its topics include accounting, economics, entrepreneurship, finance, leadership and management, marketing, and personal finance.

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## Directing fund

Botetourt County native **Meghan Williamson**, former Waynesboro economic development director, has been named interim executive director of Staunton's Community Fund, a creative small business loan company. The fund provides technical assistance, business plan development and training, consulting services and financing and its loans support working capital, inventory, marketing, expansions and start-up costs. In less than a year of lending, the fund has helped seven small businesses start or expand, creating 12 equivalent jobs. Williamson is a Botetourt County native and daughter of Roanoke Gas executive John Williamson.

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## Credit unions merge

**Big Island 1013 Federal Credit Union** has merged with **Beacon Credit Union**. The 47-year-old Big Island 1013 has been serving the communities of Big Island and Buena Vista and brings two additional branches, along with approximately 2,000 members, to Beacon Credit Union's existing 15,000 members. This growth also allows Beacon to offer more than 25 local ATM locations to their new members.

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## CEO leaving hospital

**Mark Rader**, Pulaski Community Hospital's 42-year-old CEO, has been promoted to the same job in HCA's Albany, Ga., facility.

**Carilion Clinic** has reached an agreement with **Lewis-Gale Medical Center** to operate a mobile imaging unit near Lewis-Gale. Carilion's facility will be in a parking lot at Precision Nuclear of Virginia. It will access a drug the company makes, which is used with cardiac diagnostic imaging.

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## High ranking

Roanoke-based **ETS Dental**, a recruiting and

placement firms for dentistry, has been ranked 76 out of 1,100 MRINetwork worldwide affiliates, placing the firm in the top eight percent for 2008. During the month of December, the firm was ranked 39 in the world.

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## Seeks to move

**Carilion Clinic** has filed an application with Virginia's Health Commissioner to move two of its operating rooms from an outpatient center in Roanoke to Roanoke Community Hospital. The clinic is seeking to efficiently use vacant space at the hospital.

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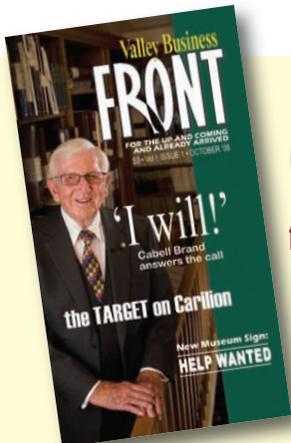
## Cardiologist group

**Heart of Virginia**, a group of three cardiologists, is a new independent practice in Roanoke County. Drs. Frank England, Terrance May and Alan McLuckie have formed the practice. They had been with Consultants in Cardiology, which is becoming part of Carilion Clinic.

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## Asphalt plant OK

**Adams Construction Company** got the approval it sought from the Roanoke County Planning Commission



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# Calendar

## New River Valley Home Builders Association Home Expo

March 13-15  
4 – 8pm (Fri); 9am – 8pm (Sat);  
Noon – 5pm (Sun)  
Christiansburg Recreation Center  
linda.witt@suntrust.com

## Employment Seminar by Sands Anderson Marks & Miller

March 24, 9 a.m.-3 p.m.  
Skelton Inn & Conference Center at Virginia Tech  
Admission \$99, \$79 for chamber members, SHRM members.  
Contact: 804-783-6781  
marketing@sandsanderson.com

## Flourishing in Tough Economic Times

March 27, 8:00 – 10:00am  
Taubman Museum of Art  
scott.burton@coxmedia.com

## Roanoke Regional Chamber Business After Hours

March 31, 5-7:30 p.m.  
Vinton War Memorial  
\$5 members, \$15 non-members

## VT KnowledgeWorks Entrepreneurship Summit

April 2, 8:30am to 6pm  
\$50 / \$25 for students  
The Inn at Virginia Tech and Skelton Conference Center  
Blacksburg, VA  
Register at  
www.vtknowledgeworks.com

## Roanoke Regional Chamber of Commerce

April 16, Noon – 4pm (public);  
5 – 7pm (VIP Night)  
Roanoke Civic Center / Special Events Center  
Contact:  
chungate@roanokechamber.org

## NCTC Technology & Toast

April 23, 7:15-9 a.m.  
Holiday Inn-University, Blacksburg  
Information: www.thetechnologycouncil.com/Toast

## Smith Mountain Lake EXPO

April 24, noon-6 p.m.  
Downtown Moneta  
Call Jim Shauberger,  
540-721-1203

## Rotary Club of Roanoke Valley

Contact: 540-776-2583

## Kiwanis Club of Roanoke

Contact: 540-344-1766

## Cosmopolitan Club of Roanoke

Contact: 540-772-2778

## American Business Women

Contact: 540-443-9832

## Roanoke Toastmasters

540-342-3161

## Valley Easy Speakers

540-389-3707

## Blue Hills Toastmasters

540-983-9260

## Talk of the Town

540-562-4276

## Franklin County Toastmasters

540-484-5537

## Christiansburg Toastmasters

540-231-6771

## Blacksburg Toastmasters

540-231-6771

## Virginia Tech Toastmasters

540-231-6771

in early February for a special use permit allowing the construction of an asphalt plant in Glenvar. Residents of the area were united against the request, but the commission voted 3-1 in favor of approval.

### Bus service added

**Smart Way** has added another morning run between Roanoke and Blacksburg on its buses. The bus leaves Campbell Court at 7:20 a.m. Monday-Friday and arrives at Virginia Tech at 8:40. It arrives

back in Roanoke at 10:10.

### Top dealer

**Homestead Materials Handling Company**, which has locations in Roanoke, Lynchburg, Verona and Glade Spring, has been named a Clark Material Handling Company Dealer of Excellence for 2008.

### High ranking

JD Power and Associates' 2009

Electric Utility Business Customer Satisfaction Study has named **Appalachian Power** the third highest ranking utility in the eastern United States for customer satisfaction among business customers. A total of 24 companies appeared in the east region ranking.

### 3 new clients

**Neathawk Dubuque & Packett** has announced the addition of three new clients in the Roanoke area:  
**Roanoke Regional**

**Airport Commission, Virginia Western Community College Foundation and Roanoke City Public Schools.** ND&P will handle their marketing accounts through a competitive bid process. Combined billings for all three accounts will exceed \$100,000.

*Compiled by Dan Smith*

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