

What makes
a building
Great?

Valley Business

FRONT

FOR THE UP AND COMING
AND ALREADY ARRIVED

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**Train Whistles
—AND—
Whistle Blowers**

the busy
Salem
CIVIC Center

VT's MBA

**BEST FRONTLIST
BUILDINGS**

**Workin' @ tha'
CARWASH**

**Red Hot Mama
Clutter-Killer**

**The New 'Old
Folks' Home**

**Who's Pulling Off
PUBLIC ART
STUNTS?**

John Garland,
Spectrum Design

NEW FACE AT VALLEY BANK

Yvette Kahn Ewers



Twenty five years ago, I arrived in my adopted state of Virginia from Santa Fe, New Mexico. The Roanoke Valley greeted me with open arms and I was intrigued by the sincere hospitality of it's people.

I vowed to continue this tradition and learn more about the community. I feel privileged to have served on several boards and have been an active member of numerous organizations throughout the Roanoke Valley. I embrace this Valley's way of life both on a personal and business level.

My career experiences have allowed me to acquire and develop the necessary skills, knowledge, and abilities to professionally guide my customer through a real estate transaction.

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WELCOME to the FRONT

The legalese at the beginning of the novel, the disclaimer at the end of the movie, the warning screen at the beginning of a television infomercial—they all say the same thing: We're not standing behind what you're about to witness, or what you just witnessed. At least as an institution we're not to be held liable for it. The opinions expressed are not those of the station, the publisher, the company.

And so it is with the FRONT. There's a big difference between our news and profiles and stories within the pages of this magazine—and our opinions, reviews and editorials. We try to make that obvious.

There's even a bigger difference between the magazine and our blogs. We don't put the disclaimer and warning screen up, because most people these days understand the role of a blog. But perhaps we should. "Cancel my subscription!" cries are few and far between (one so far); but undoubtedly the reader who "doth protest" is responding to a blog. And though we don't stand behind editorials as an institution (they're often contradictory, after all), we most assuredly stand behind them as individuals. William Blake said a man who refuses to consider other opinions "is like standing in water and breeds reptiles of the mind." We can't say it any better.

Tom Field

Dan Smith

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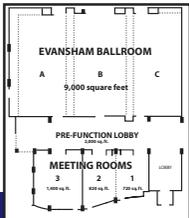
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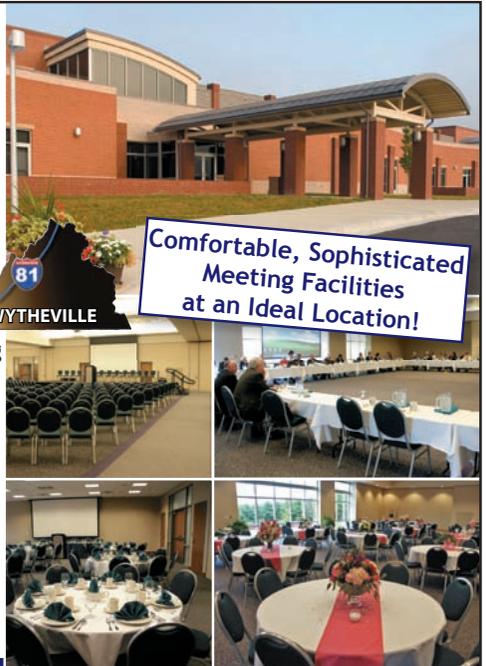
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Valley Business FRONT

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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."

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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.

“When bodies are in public spaces, it’s political”

— Page 82

BEST BUILDINGS

The good commercial building >

Executive Summary: *Buildings come in all shapes, sizes and materials, fit to their purpose these days. And the opinions about what makes a great building are as diverse as the buildings themselves. Here are some of those opinions.*

By Dan Smith

There are a lot of different ways to approach the construction of a commercial building—and a lot of different ways not to. Today's trendy facade might be tomorrow's boring cliché. Today's important new material could be tomorrow's landfill excess. Today's safety feature could be tomorrow's expansion impediment.

The hottest trend in construction these days is environmentalism and it comes in many forms, ranging from rooftop greenery to bamboo walls and floors to milk-based paint, hyper-efficient solar cooling and heating systems, unexpected uses for recycled materials and a myriad of other materials and methods that lead to special environmental certifications.

So what's a good builder to think about all this? Our FRONTList15: Best Buildings (see sidebar) list asked an array of people in the building trades to rate the region's top buildings, and what they came up with was a mixture of old and new, renovated and original, environmentally sound and not especially concerned in that area. What the buildings have in common is that they are interesting, full of use and exciting to work in.

We asked a group of people in building (architects, engineers, contractors, real estate professionals, developers, educators) to answer a simple question: "What goes into a good building?" Here's what they came up with:

Randall Stout, architect, Los Angeles (designed the Taubman Museum of Art in Roanoke): The building should be part of the solution when it comes to environmental stewardship. It should generate its own energy from clean renewable resources and create a zero-carbon footprint.

The building should integrate natural daylight, views, indoor air quality, color, materials and detailing that make it an enjoyable and healthy place to be and work. The building plan and engineering design should accommodate evolving uses. Flexibility and durability lead to long term viability and wise investment of resources and capital. The building should



Randall Stout

respond to its micro-environment (wind, weather, sun), its built (cultural) context and its natural surroundings.

The building should be of materials, engineering and fabrication methods that honestly express the capabilities of contemporary society. This is a statement about optimism, as opposed to nostalgia.

Lora Katz, Clark Nexsen Architects, Roanoke:

A good commercial building is the same as any good piece of architecture. It is more than a functional response to a building program, but it elicits a positive awareness from the people using or viewing it. The massing must be appropriate for the context and the site; the proportions of the building elements need to be thoughtful and rational; the attention to detail must carry through the design concept from the exterior to the interior and be reinforced by the site plan, landscaping and interior finishes and furnishings. Extremely important is the need to minimize the impact of the building on the environment.

Tye Campbell, president of SFCS, Roanoke: Great public buildings provide a seamless connection to the community, adjacent buildings, and the outdoors. They do not try to dominate; but rather enhance the environment while creating space for enjoyment and shelter. A well-designed public building defines outdoor space, creates shelter, and evokes emotion. It is timeless, not trendy, and reaches for design excellence without showing off. The use of solid, durable, and everlasting materials that are familiar and significant to the region are essential.

The building should be respectful of the existing community heritage and vernacular so it gives a familiar feel that encourages use by all.

Eldon Karr, Appalachian Architects (and one of the professionals behind Design '79): With any building, a primary design criteria is to serve the functional needs of its users in a safe, comfortable and efficient way. With a great majority of commercial buildings, because they are generally built on properties with higher land values and correspondingly denser development, these projects must be immediately responsive to their impact upon their neighbors and immediate environment.

A good commercial building should complement, supplement and/or enhance the activities of its neighbors. It should be designed with ease of maintenance and low operating costs as high priorities. It should be designed with the highest



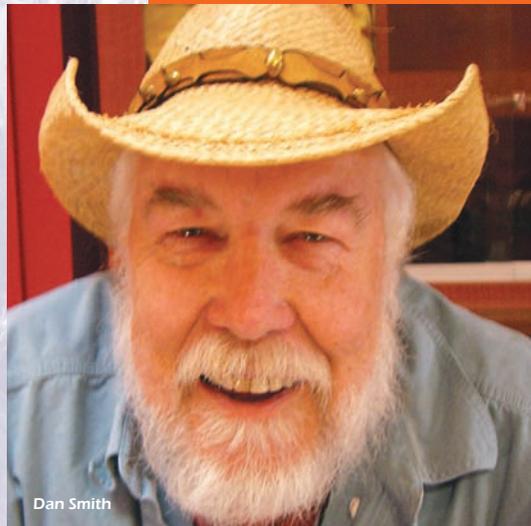
Dan Smith

Lora Katz



In the not-too-distant future, a quality commercial building will produce at least some of the energy it consumes.

—Richard Rife



Dan Smith

Eldon Karr

flexibility to allow future change in use, while balanced with current functional needs.

And, it should leave a low carbon footprint, if not generate a positive oxygen producing asset to its environment through the use of gardens, sun-powered atriums, green roofs, etc.

John Garland, Spectrum Design, Roanoke: There must be thoughtful programming of the necessary spaces with the future building owners and users. An experienced team of architects and engineers, who know how their design concepts affect each other, will result in a building that is



John Garland



Mike Branch



Ed Hall

no larger than it needs to be, while effectively and efficiently meeting the occupant's needs.

When you couple this efficient footprint with an energy-saving building envelope, simple, fuel-conserving and effective building systems, and the utilization of sustainable building principles, you can have a building to be proud of.

Alison Blanton, Hill Studio, Roanoke: I think a good commercial building leaves behind a legacy. It tells a story about who the people and businesses were that played a role in the development of the city. Boxley left behind such a legacy with the Patrick Henry Hotel and the Boxley Building. Norfolk & Western [later Norfolk Southern] did the same and continued that tradition with the building of its current office building.

Billy and Mike Branch, Branch Management, Roanoke: A good building from a landlord's point of view: The roof doesn't leak. The heating and cooling and ventilation works to everyone's satisfaction. The design and construction allows for modifications to accommodate various users and uses without breaking the bank or adding complexity to heating, cooling, ventilation systems. The design and construction are timeless, as perceived by the market. The heating and cooling and ventilation systems are accessible and easily maintained. Data, communications and safety systems are up to date. No more than three colors on the exterior.



We recently had the rare opportunity to be our own client ... and these key points were reinforced heavily throughout the process.

—Tim Groover

COVER STORY

Ed Hall, Hall Associates (Realtor), Roanoke: Tenants expect and want location, good access, efficient HVAC system, and access to high speed communication systems.

Bob Fetzer, Building Specialists, Roanoke: A good building looks good, feels good and takes advantage of its environment. It should improve its users' workday experiences and even provide a sense of uplift.

This includes integrating sustainable principles, easy access, good lighting, and a strong connection between inside and outside. The building should reflect the ideals of the company

photos: Dan Smith, Lori White



Bob Fetzer



Richard Rife



Tim Groover

and be a unique and memorable symbol. Workers and visitors should enjoy their experience each day and be provided with opportunities to take a break and enjoy something beautiful—a distant view of the mountains, artwork, or the sculptural details of the building itself. The building should incorporate durable materials and promote low energy and maintenance costs.

Richard Rife, Rife + Wood Architects, Roanoke: Quality commercial buildings should be viewed as long-term investments by their owners. They should communicate a positive image for the businesses they house and be economical to maintain and operate. We think it is important that a commercial building be timeless in its architectural design so it does not become dated a few years after completion.

Another important factor is a building's "remodel-ability" so that it can be remodeled easily and economically over its lifetime to suit changing functional needs. In the not-too-distant future, a quality commercial building will produce at least some of the energy it consumes.

Tim Groover, Wiley & Wilson, Lynchburg: Consistently I hear that clients are looking for functionality, such that the people who use the building become highly engaged in their respective activities resulting in increased productivity. Also, appropriate image; sustainability as an integral part of the building; adaptability so the building can easily accommodate changes; value.





David Bandy

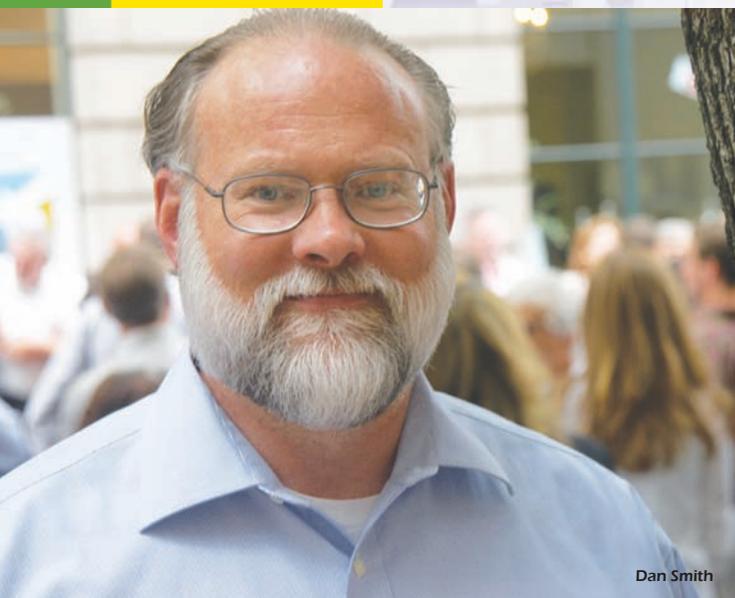
We recently had the rare opportunity to be our own client when we designed our new offices and these key points were reinforced heavily throughout the process.

Gregg Lewis, SmithLewis Architecture, Salem: Good buildings require leadership. Regardless of design, budget and schedule one cannot develop a good building without a client who is honest, thoughtful, calm and confident.

Too much of the built environment reflects our throw-away culture. At some point, we will embrace the idea that the way we consume material and energy resources in this country needs to change.

Clif Coleman, Coleman-Adams Construction, Lynchburg: The commercial building has to be built with a design that will stand the test of time in style as well as durability. It has to be built as environmentally friendly as possible. It has to be built economically—not cheaply, inexpensively, or wastefully, but practically.

The most important quality is that regardless of the design or budget, it has to be built with quality. Our industry is in need of more truly skilled craftsmen who really care about their work. There are many good craftsmen still out there, but we're all getting older—who will replace us?



Dan Smith

Rob Glenn



Lori White

Clif Coleman

Rob Glenn, The Issues Management Group, Roanoke: The building façade, particularly with our historic buildings downtown, is critical. It has been interesting to note how quickly people forget that a dilapidated façade was there for many years, but when the restoration is first completed, it is definitely something everyone notices.

Stan Breakell, Breakell Inc., Roanoke: A good commercial building includes the following: it has a sustainable site, preferably (in an urban setting) near community and public transport. It has water efficiency and energy efficiency and is a healthy building with proper ventilation. It is innovative and inspiring, functional, expandable and flexible enough to meet changing needs.

David Bandy, Spectrum Design: Each building shows a strong solution to the program needs. They fulfill the expectations of what they are supposed to do in a clear way that makes them user friendly. Each reveals a strong concept that was followed thru in a precise manner that serves to make the original idea only stronger.

Each building is beautiful in scale, material use, detailing (god is in the details not the devil, who only causes chaos). Buildings can be timeless but they should clearly reveal the time and thinking when they where built. The building should enhance the site and reflect site characteristics and the local environment. A good building makes you stop, think and ponder. 



Dan Smith

Stan Breakell

““”

A statement about optimism, as opposed to nostalgia.

—Randall Stout



The Taubman Museum of Art

Dan Smith

Executive Summary:

The best buildings in the region don't reflect the current trend of environmentalism, unless you consider that lasting a long time is environmentally sound.

By Dan Smith

Taubman's at the top, but not by much; You'll never guess who's second >

Far more surprising than the fact that the Taubman Museum of Art in Roanoke was named the winner of the first FRONTList15: Best Buildings in the Region is that it didn't win by much. Not much at all. As little as possible, in fact.

And it didn't even beat a noble, elegant office building in the process. Second place went to a mausoleum; a home for dead people. It was a stunning finish to the pedestrians among us, but in the community of engineers, designers, contractors, developers and real estate professionals who voted on this list, it was no surprise at all. Belvedere Gardens Mausoleum at Sherwood Memorial Park in Salem has been held in high esteem since it was constructed in 2004, following a design by what is now SMBW (Scribner Messer Brady Wade at the time) of Richmond.

The Top 5 in our list of 15, in fact, was bunched very closely, hardly a hair's breadth between them and each has strong admiration in the building community. The updated Hancock Building, the Roanoke Higher Education Center and the environmentally futuristic Claude Moore Center in Roanoke round out the top 5. The Moore Center is the only blatantly environmentally conscious building on the entire list, though some of the buildings have solid credentials in that area.

Perhaps the biggest winner of this entire exercise is Roanoke architectural and engineering company Spectrum Design, which had something to do with the rehabilitation of a full third of the list's buildings: Hancock, Higher Ed Center, Link Museum, Hotel Roanoke & Conference Center and Roanoke's Fire Station No. 1.



Belvedere Gardens Mausoleum at Sherwood Memorial Park



The Hancock Memorial Park

photos: Dan Smith

Here's a look at the 15 and what voters had to say about them:

1. The Taubman Museum of Art,

Roanoke (2008, Randall Stout architect). Eldon Karr of Appalachian Architects, writes, "I find I cannot avoid addressing this building as among the five 'best' buildings in the area. The aesthetic radicalism of the structure immediately evokes dialogue. It almost demands response, on a scale that many are offended by. There are many questions: Is it environmentally correct? Is it sustainable? Is it green? Is it technically masterful? Is it complementary or supplementary to downtown? Is it a distraction or scar on downtown?"

"The answer I am swayed by is, indeed, this radical aesthetic intrusion injects the kind of adrenaline into the community that re-energizes dialog within the community and also provides the community with a fresh perspective of itself. It does seem to promote an expansion of our communal thinking about our built environment and I have seen that that can be a very productive experience for everyone."

Says Jack Davis of Virginia Tech: "It is noteworthy from a commodity standpoint in that it is an example of a city purchasing a design to draw attention and market itself in a modern contemporary manner. It lacks the timeless quality of the Belvedere Gardens but it has quickly replaced the Wachovia (Dominion) Tower as the next generation's symbol of Roanoke."

Ben McCreary at Clark Nexsen in Roanoke says the Taubman is "daring and modern. This building is successful in its decidedly un-Roanoke style. Its massing and location, tucked under the overpass on the fringe of downtown, lend it a pedestrian scale. It increases our appreciation of the historic character and qualities of the city because it is so different." Clark Nexsen's Lora Katz says of the Taubman, "The natural light is well integrated, the galleries functional, the form noteworthy and the interior detailing well executed."

2. Belvedere Gardens Mausoleum at Sherwood Memorial Park,

Salem (2004, SMBW architects). Jack Davis of Tech has the mausoleum first on his list: "Probably the finest design and architectural execution in our area ... This design is exemplary

FRONTList15: Best Buildings

1. **Taubman Museum**, Randall Stout, 2008
2. **Belvedere Gardens Mausoleum at Sherwood Mem. Park**, SMBW, 2004
3. **Hancock Building**, dates from 1893; was S.H. Heironimus in 1915 and N.W. Pugh & Company in 1926. Re-designed by Grand Piano in 1965. Jeffrey M. Loinette and Spectrum Engineering updated it in 2007
4. **Roanoke Higher Education Center**, 1931, Paul Hayes of the office of Louis Phillippe Smith (his first work); updated Spectrum Design, 2000
5. **Claude Moore Center** (Strand Theatre/Ebony Club), 1922-23, Albert F. Brooks and C. Tiffany Tolliver. Updated by SmithLewis Architecture, 2007
6. **Jefferson Center**, designed by H. Coursey Richards 1924; updated Jefferson Center Foundation in 1993
7. **Liberty Trust Building**, built as three-story Ferguson Building in 1910; upper floors added 1925. Designed by William Stoddard, 1901

continued to Page 17



Tom Field



Dan Smith

Roanoke Higher Education Center

Claude Moore Center

The Voters:

- Bob Fetzer**, Building Specialists
- Jack Davis**, Virginia Tech
- David Bandy**, Spectrum Design
- Jack Avis**, Avis Construction
- Eldon Karr**, Appalachian Architects
- Stan Breakell**, Breakell Inc.
- Ben McCreary**, Clark Nexsen
- David Hill**, Hill Studios
- Gregg Lewis**, SmithLewis Architecture
- Ben Motley**, RRMM
- John Garland**, Spectrum Engineering Group from SFCS
- Ed Hall**, Hall Associates
- Alison Blanton**, Hill Studios

in its incorporation of the landscape and careful architectural detailing. It is sophisticated, timeless, appropriately understated and respectful." So does Katz: "Sherwood Memorial Gardens Mausoleum is amazing. The detailing, use of materials and integration to the site are all immaculate."

3. The Hancock,

Roanoke (1893, updated 2007 Spectrum Engineering). A selector who requested anonymity wrote, "Removing the 1960s brick façade that covered up the wonderful terra cotta was one of the best things that has occurred construction wise in downtown Roanoke. Taking an unoccupied building and turning into living space for over 100 family units is an indescribably good economic engine for downtown Roanoke." Ed Hall of Hall Associates, wrote, "The Hancock Building and Higher Education Center are great examples of Art Deco that has not been destroyed with great new uses."

4. Roanoke Higher Education Center,

Roanoke (1931, updated 2000 by Spectrum Design). Bob Fetzer of Building Specialists writes, "Re-use of a landmark building that incorporates modern technology in an older skin. The idea of windows that open and a structure made from locally manufactured materials went out of style for some time, but is once again favored. The adjacent parking deck is also nicely detailed. The complex has helped revitalize an entire neighborhood."

Ben Motley of RRMM writes, "The new entrance plaza and new entry facade not only made the complex much more

The Jefferson Center

Liberty Trust



functional, but also struck a strong and effective balance between providing a progressive new look and contextual sensitivity to the existing building's rich details."

5. Claude Moore Center,

Roanoke (Strand Theatre/Ebony Club), 1922-23 (updated 2007 by SmithLewis Architecture). It is a building that "serves the community good," says Stan Breakell of Breakell Inc. McCreary says it is "the first LEED Gold certified building in Roanoke. It is a well thought-out and well designed historic rehabilitation that gives new life to a neglected structure. Reinforces the notion that buildings can be and should be more than boxes we inhabit; buildings should inspire us and be tools to help us live responsibly on the planet."

6. The Jefferson Center,

Roanoke (1924, updated by the Jefferson Center Foundation 1993). Writes Bob Fetzter: "Re-use of an historic facility that meant a lot to the community in tradition; beautiful and carefully detailed finishes; widely acclaimed acoustics in the Shaftman Performance Hall; flexible and elegant meeting space in Fitzpatrick Hall." Jefferson High graduate Carr writes, "From an uncluttered architectural historian's perspective, this building was a remarkably well-designed building in the Jacobean Style of English Renaissance Architecture. It is due this recognition, not only for the original design itself, but for the careful restoration and adaptive re-use the building has undergone in recent years."

7. Liberty Trust,

Roanoke 1910 (William Stoddard architect). Several votes, no comments.

8. Link Museum,

Roanoke (1908 as Norfolk & Western train station; re-designed by Raymond Loewy 1949 and by Spectrum Design 2003). Bob Fetzter writes: "One of the few buildings designed by

Link Museum

Roanoke
Main Library

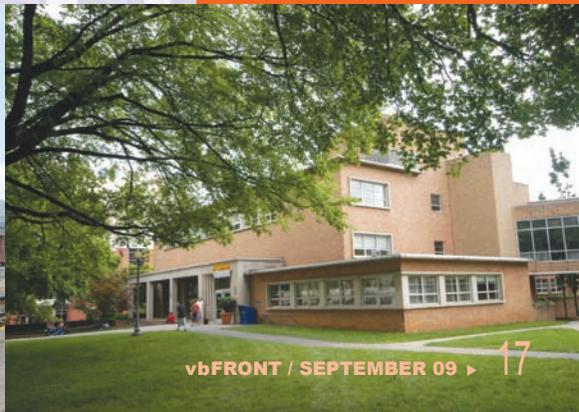
FRONTList15: Best Buildings

continued from Page 15

8. **Link Museum**, built in 1908 and redesigned in 1949 by Raymond Loewy; updated Spectrum Design, 2003.
9. **Roanoke Main Library**, designed by Frantz and Addkinson under consulting architect A.M. Githens and built in 1952. Round addition dates to 1982.
10. **Vinton War Memorial**, opened in 1948; Rife + Wood, updated 2008
11. **Hotel Roanoke & Conference Center**, HSMM original in 1882; burned and was restored in 1899; renovations in 1938, 1947, 1955; Spectrum renovation 1995
12. **Novozymes Biologicals HQ**, Craig Balzer, Balzer Associates Architects, 2002
13. **Fire Station No. 1**, designed Higgins & Bates of Lynchburg, built by Barbour Construction, 1908; Spectrum Design with Cole and Russell (consultant) updated 2006
14. **Torgerson Hall at VT**, SFCS and Esocoff & Associates, 2000
15. **Jefferson Electric**, Robert McClanahan Allen, 1929

continued to Page 19

all bottom photos: Dan Smith





Architects Richard Rife and Jeff Wood at Vinton War Memorial



all photos: Dan Smith

Hotel Roanoke & Conference Center

world-renowned industrial designer Raymond Loewy who is best known for design of streamlined trains, the Lucky Strike cigarette pack, the Coca-Cola bottle, Greyhound bus and its company logo, and spacecraft interiors. It is one of the few buildings in Roanoke representing the 'Streamline Moderne' style." Gregg Lewis of SmithLewis, writes, "great reuse, beautifully executed."

9. Roanoke Main Library,

Roanoke (1952 by Frantz and Addkinson under A.M. Githens). Stan Breakell writes: "Sited well, excellent northern light for proper reading. A great example of the style of the era."

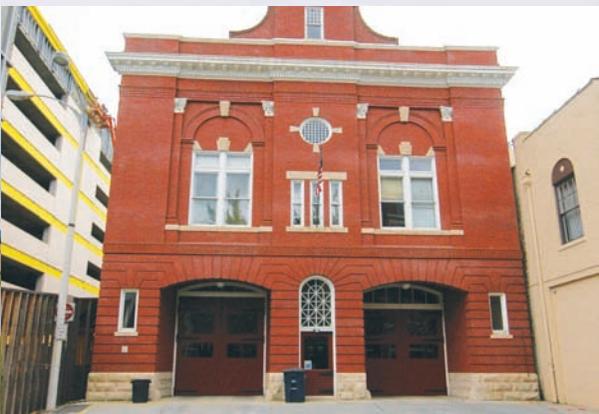
10. Vinton War Memorial,

Vinton (1948, architect unknown; updated Rife + Wood 2008). David Hill of Hill Studios writes, "The War Memorial is a best building because of its use. Today, designers fashion expensive minimalist wind-swept plazas as memorials. We are invited to visit these memorials to feel the sense of emptiness that perhaps inspired the designer. For most of us the emptiness is really empty. The Vinton War Memorial is a living community center hosting all types of community-building events. The sacrifices of war are memorialized in every event at the War Memorial, which is a resonating statement of current and lost veterans' contribution to American culture."

11. Hotel Roanoke & Conference Center,

Roanoke (1882 by HSMM; burned and was restored in 1899;

Roanoke Fire Station No. 1



And the worst ...

Our panel of experts also selected a group of buildings in the region they believe are lacking and we discuss them on our blog, morefront.blogspot.com, along with two other stories. One architect laments the passing of the grain elevators on Jefferson Street and we note that two buildings are conspicuous by their absence from the Best Buildings list.

Novozymes Biologicals Headquarters



renovations in 1938, 1947, 1955; Spectrum renovation 1995). Breakell writes, "Great integration of old and new; pedestrian bridge works. Example of how Virginia Department of Housing and Rehabilitation wants things to go: restore the old, do not attempt to fake the new to match the old. New interior spaces work well and are well appointed."

12. Novozymes Biologicals Headquarters,

Roanoke County, (2002, Craig Balzer of Balzer Associates in Roanoke). Nominations, no comments, but the building was likely selected because it is specialized and built for R&D. Novozymes expanded with no difficulty almost as soon as it occupied the building.

13. Roanoke Fire Station No. 1,

Roanoke (1908, Higgins & Bates updated 2006 Spectrum Design with Cole and Russell). Writes Ben Motley, "It is just one of those buildings you hope never has to go away. Real brick arches, clear symbol of times gone by. A nice contrast in its setting." John Garland of Spectrum writes, "Architecture that cannot be affordably reproduced. Needs to find a new viable use and home for an occupant that will stimulate economic activity on this end of the City Market." A group entry from SFCS writes, "Classic fire station design ... Elegant period design with details such as a copper cupola, bell tower, and fire station doors. We were sad to see this building not continue as a working fire station."

14. Torgerson Hall at Virginia Tech,

Blacksburg (2000, SFCS and Esocoff & Associates). Several nominations, no comments.

15. Jefferson Electric

Roanoke (1929, Robert McClanahan Allen). Several nominations, no comments. This building is most noted for the affecting brass sailing ship above the doorway on Franklin Road. 

Architect Tye Campbell at
Torgerson Hall at Virginia Tech

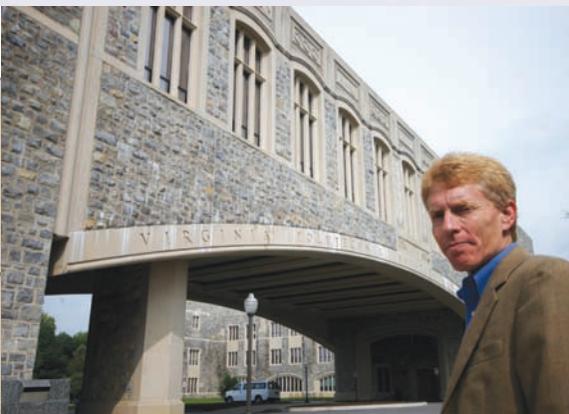
Jefferson Electric

FRONTList15: Best Buildings

continued from Page 17

Honorable Mention: Hollins Library; Salem Stadium; Lanford Brothers office addition; Roanoke N&W Shops; Johnson & Johnson; State & City Building; Via Hardware; Tekoa Boys School (Christiansburg); Boxley Building; Commonwealth Building; Swartz Building; St. Alban's; Heironimus; Claytor Clinic; Verizon Building; First National Exchange Bank (McClanahan St., Roanoke); Cancer Center of Southwestern Virginia; Roanoke Academy of Math and Science; Center in the Square; Studio Roanoke; Fork in the Alley.

(Erica Taylor of the Roanoke City Planning Department provided the information on Roanoke's historic buildings.)





Multi-tasking can be a headache—literally >

Workers claim to feel more frazzled and stressed than ever before. In the workplace, interruptions by phone calls, e-mails, colleagues, visitors and meetings are continual. With advanced technologies, multi-tasking has become the typical manner in which many of us complete our work.

Research on multi-tasking from the University of Michigan's Brain, Cognition and Action Laboratory shows that it increases stress, diminishes perceived control and causes physical discomforts such as stomach aches, headaches or other ailments in individuals. Additional studies conducted by Eric Horvitz, a Microsoft research scientist, found that multi-tasking actually decreases productivity rather than enhancing it.

Some simple steps are listed below to help us survive and thrive in a multi-tasking world. By following these steps, each work day may be less stressful and more productive.

Business Etiquette

By Donna Dilley

Executive Summary:

If you're doing several tasks at once, the probability is that you're not doing any of them very well, not to mention what you're doing to yourself.

- Create a "To-Do List" every day and work on the most important items on the list first. Set aside the first hour of the day to concentrate on the most important item.
- Check your e-mail on a set schedule. Turn off the alerts that tell you when you get an e-mail. Because of the time it takes our brains to switch from task to task, it is not efficient to answer every e-mail as it comes in. The most efficient method to handle e-mail is to schedule two or three times a day to routinely check and respond to e-mails
- Admit that multi-tasking is the least efficient and least accurate way to accomplish your work
- Remember that you control your work and your work does not control you. Become more efficient and less stressed by focusing on one task at a time

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Life happens. Deal with it one episode at a time >

Dear Getting a Grip: *My employer just doesn't understand how much I have on my plate right now. My mother-in-law has cancer, my son has turned into a soccer star so we're constantly traveling to his games and the plumber botched a repair job so we're washing dishes in the bathtub. I've had some negative performance reviews and I keep trying to tell my boss that things will get better. Why can't he take the "this too shall pass" attitude that I do?*

Dear Bathtub: Because this too shall *not* pass. No matter what life has put on your plate that seems too much to stomach, as soon as you force it down or dump it in the potted plant when no one is looking, life will serve up another heaping helping of itself. Life's like that.

What makes for positive performance reviews is not how soon you can make what has happened go away, nor how much of life you can keep from happening (or attempt to), but how you handle what does happen. Because it will keep happening.

Acquiring skills to cope with challenges, or even to triumph during them, is difficult in times of high stress like you're under. Nonetheless, now is the time to begin. Learning requires trial-and-error experimentation. We all make errors. With negative performance reviews under your belt, your boss will either appreciate your efforts or fire you for being too much on his plate. Either way, you'll have readied yourself for positive performance reviews with your current employer or your new one.

Getting a Grip: Simply becoming aware that today's challenges will be replaced by tomorrow's can be fortifying. The crisis reaction of "Oh, no, life has happened again!" eases into the productive response of "Ah, here's life again." If life is a feast, an overfull plate can seem overwhelming. A few utensils can help us fork up bites we can chew, even savor. 



Workplace Advice

By Anne Giles Clelland

Executive Summary:

Need to start "Getting a Grip" on a personal problem at work?

E-mail your question to grip@handshake20.com.

Read the FRONT online **vbFRONT.com**

Also get more stories and pictures at morefront.blogspot.com



The art of mixing patterns >

Occasionally we grow bored with appropriate professional attire and need a wardrobe change. Fine-tuning a man's image by combining a patterned shirt and tie with a subtly patterned or textured suit can update a wardrobe staple and add panache. The key is to balance pattern sizes and colors in a visually pleasing way.

Just as in artwork, an ensemble's color, line, form, and pattern can be attractive or repellent to observers. A visually pleasing outfit doesn't just happen. Colors must either complement each other or harmonize to have appeal. Patterns must balance each other when worn together. When mixing patterns in a shirt, tie and suit combination, consider these guidelines:

- Choose a tie with a pattern containing the dominant color of the shirt pattern or a few colors in the shirt.
- If the shirt pattern is understated or small, choose a tie with a strong or large pattern.
- If the shirt pattern is strong or large, choose an understated or small tie pattern.
- If the suit is boldly patterned, keep the shirt and tie smaller patterned and subtler in color.
- If the suit has an understated pattern, the shirt or tie can be more dominant.
- By allowing one piece of the outfit to dominate, the other pieces don't fight for attention, resulting in a visually pleasing outfit.
- When the shirt and suit are understated in color and texture, the tie can be accented with a boldly patterned pocket square.

Business Dress

By Kathy Surace

Executive Summary:

Clowns get away with those outrageous pattern mixes, but you're not a clown. Don't look like one.

Most men are uncertain of where to begin to add pattern to their wardrobe, so they settle for unimaginative combinations. That is why menswear departments are awash with solid neutral shirts, pants and suits. Even the patterns that are available are often neutral and reminiscent of last year.

If you are clueless about where to start, but want to try matching up patterned shirts and ties, try this Web site: shirtsandties.org/TieMatchingGame. This matching game will boost your confidence. Play with pattern and color in the wardrobe you already own. Update it by adding interesting shirt and tie combinations. Visit local clothiers for ideas on creating a snazzier professional look.

The fashion media appears bored with the tried-and-true professional wardrobe. It suggests casual designs for an updated workplace wardrobe. However, traditional professional dress still offers tools for a polished appearance. With a little effort, a man can create an interesting ensemble that attracts attention and validates his professional credibility. 



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Babcock & Wilcox (subsidiary of MDR) >

Compiled by Deborah Nason

Overview:

McDermott International, Inc. is the parent company of The Babcock & Wilcox Company. B&W's corporate headquarters are located in Lynchburg. McDermott operates in three business segments:

- Government Operations** – This segment, which includes BWX Technologies Inc., Babcock & Wilcox Nuclear Operations Group Inc., and Babcock & Wilcox Technical Services Group (all with HQ in Lynchburg), supplies nuclear components and provides services within the nuclear weapons complex of the U.S. Department of Energy.
- Power Generation Systems** – This segment, which includes Babcock & Wilcox Power Generation Group, Inc., and Babcock & Wilcox Nuclear Power Generation Group Inc. (Lynchburg HQ), supplies fossil-fired boilers, commercial nuclear steam generators and components, environmental equipment and components, and related services to worldwide customers.
- Offshore Oil and Gas Construction** – This segment includes JRMSA, and J. Ray McDermott Holdings LLC, which supplies services to offshore oil and gas field developments worldwide.

Source: [mcdermott.com] [babcock.com]

Market Commentary

- Babcock & Wilcox in Lynchburg is seeking federal approval for a new Campbell County facility to create medical isotopes that would be used in procedures that detect cancer and heart disease, among disorders. [This facility would address] ... a potential looming shortage of the isotopes used thousands of times daily in medical procedures ... B&W hopes to provide half the nation's supply... [Source: VBFront]
- A new Lynchburg-based Babcock & Wilcox operating group will lead the development and deployment of a nuclear reactor design that company officials believe will speed the development of nuclear power sources in the U.S. ... The company expects its B&W mPower Reactor to be cheaper and more quickly built than larger reactors on the market ... The B&W mPower Reactor would have a scalable, modular design, allowing utilities to add electrical generation capacity in increments of 125 megawatts. Many other reactors on the market today produce either much less or much more electricity. Areva's Evolutionary Power Reactor, for example, is rated at 1,600 megawatts ... B&W could add 500 manufacturing and engineering jobs at its locations in Virginia, Ohio and Indiana to help deploy the reactor. [Source: newsadvance.com]

- The Nuclear Regulatory Commission has sent a special inspection team to assess an incident involving uranium at Babcock & Wilcox's operation in Lynchburg ... The commission says a saw used to cut fuel components discharged oil containing a small amount of highly enriched uranium into a container. The commission says the incident prompted the company to go into alert status for five hours. An alert is the lowest emergency classification for operations such as the one in Lynchburg ... The operation handles highly enriched uranium used in nuclear fuel. [Source: msnbc.msn.com]

Total Executive Compensation

Name	Title	Amount
J.A. Fees	CEO	\$3,791,807
B.W. Wilkinson	Former CEO	\$5,637,231
M.S. Taff	SVP, CFO	\$1,681,753
B.C. Bethards	Pres, CEO B&W	\$2,013,442
R.A. Deason	Pres, CEO, J. Ray McDermott	\$2,161,640
J.T. Nesser, III	EVP, COO, J. Ray McDermott	\$2,248,800

Board of Directors

Name	Primary Company	Age
Ronald C. Cambre	Retired, Newmont Mining Corporation	70
John A. Fees	McDermott International	51
Thomas Schievelbein	Retired, Northrop Grumman	55
Oliver Kingsley	Retired, Exelon Corporation	66
Roger Brown	Retired, Smith International, Inc.	64
Robert Goldman	Independent financial consultant	67
John Bookout	Kohlberg Kravis Roberts & Co.	55
Richard Mies	Retired Admiral, United States Navy	64
Stephen Hanks	Retired, URS Corporation	58
D. Bradley McWilliams	Retired, Cooper Industries Ltd.	67

Institutional Stock Ownership

There is significant interest in MDR by institutional investors. The 84.43% of the shares outstanding that they control represents a greater percentage of ownership than at almost any other company in the Engineering & Construction industry. [Source: businessweek.com]

Major Non-institutional Stockholders

Name	Shares held
Bruce Wilkinson	685,832
John T. Nesser, III	363,110
Frances Kalman	256,554
John A. Fees	169,986
Robert A. Deason	117,244

Sources

[finance.yahoo.com] / [hoovers.com]
 [investing.businessweek.com] / [reuters.com]
 [newsadvance.com] / [mcdermott.com]
 [msnbc.msn.com]

Note

This article is meant for information purposes only and is not intended as an investment guide.



Cardinal Glass' Tom Harkema

Bobbi Hoffman

A bailout you can see through >

Executive Summary:

In a struggling economy, President Obama's stimulus bill has helped a Vinton glass company weather the dearth of new construction.

By Bobbi Hoffman

Cardinal IG (insulating glass) Company in Vinton doesn't make glass, and it doesn't make windows.

The company buys sheets of glass and performs a precise coating process that adheres layers of silver to the glass. That results in energy efficiency, while allowing the maximum possible light to pass through. Cardinal sells the coated, dual-pane glass to major manufacturers like Marvin, Pella and Anderson, who place it into wooden sashes for windows and doors.

Plant manager Tom Harkema estimates that Cardinal IG supplies 85 percent of the

glass for the high-end, wood-window market. Harkema, 45, left Cardinal Glass Industries' headquarters in Fargo, N.D., to open the Vinton plant in 2004.

Why Vinton? "We have an agreement with the Integrity division of Marvin [Windows and Glass] that we will put a plant in a close-enough vicinity that we can service them within four hours," says Harkema. "So if they need something, we have to be able to build it and get it to them within four hours."

Tax credits for improving energy efficiency originated with the 2005 Energy Policy Act, which provided a credit of 10 percent of improvement costs, up to \$500. In 2008, the Emergency Economic Stabilization Act (also known as the "bailout bill") reinstated and tripled the tax credits for 2009, with an increase to 30 percent of cost, up to \$1,500.

President Obama's stimulus package extends the tax credits through 2010 and also sets performance requirements for energy efficiency. Known as 30/30, the new guidelines require that windows have both a U-Value (the measure of a window's ability



**got direct mail
on the brain?**

to keep heat inside) and an SHGC (solar heat gain coefficient, which measures the ability to keep heat out) of 0.30 or less.

When the new guidelines went into effect, Cardinal IG was the only company producing glass that met the criteria. "We were the first to have a triple silver coating," Harkema explains.

Cardinal's LoE₃-366® (pronounced "low E cubed 366") gave the company its head start. The first number, three, means it has three layers of silver; the 66 means it allows 66 percent light transmittance from the outside.

While other companies played catch-up, Cardinal filled the void in the market created by the tax credit. With the housing market in free fall, the timing couldn't have been better. Ninety-five percent of Cardinal's regular market is new construction, which was at a standstill.

"It kept us at near-2008 sales pace. In January, it fell like a rock; the sales went to nothing. We actually let some people go in January and February. Then this happened, and it allowed us to hire those folks back," says Harkema.

"This 30/30 stimulus has allowed us to continue at our production rates until the summer business season starts. Even though it's not going to be a very good business season, this was enough to keep us on an even keel."

The 244,000 square foot Vinton plant was designed to grow to 500,000 feet, but expansion isn't in the works any time soon.

"I think, for the most part, it's run its course," Harkema says. "The best thing that could happen for us would be for the whole market to pick up." 

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“ ”

In this economy the assumptions based on how things have been may not carry forward.

—Bill Brennan,
Altman Weil

Webster Day (sitting) and Olin Melchionna: “It’s better.”

Dan Smith

Tiptoeing through the merger minefield >

Executive Summary:

When Spilman, Thomas & Battle of West Virginia absorbed an old-line Roanoke law firm, it was not a given that this would be a smooth transition. But guess what ...

By Rob Johnson

The transition from business owner to employee is well known among the ranks of entrepreneurs and executives alike. When you sell the company and stay, things are bound to change.

From the sign on the door to who signs the pay checks, culture and procedure are forever altered under new ownership. It happens in nearly every kind of business from dry cleaners to restaurants. While there’s security in access to deeper pockets, and lucrative potential for growth and profit provided by the new parent’s resources, there also lurks possible pain from loss of control and the pride of being where the buck stops.

Law firms are no exception. So, Roanoke

attorney Webster Day isn’t surprised when friends tiptoe to inquire about the aftermath of his firm’s absorption by a larger one from out of town in 2007. “People ask me how it’s going since the merger and they expect me to say, ‘It’s not like the old days.’ But it’s not like that, it’s better.”

Of course there have been changes since the former Melchionna, Day, Ammar & Black became a branch office of Spilman, Thomas & Battle, based in Charleston, W.V.

Yes, the sign above the door on the 11th floor of the BB&T Bank Building in downtown Roanoke proclaims the new ownership. And when a potential new client calls, the Roanoke outpost must first check with Charleston to make sure the home office, which practices business law from Pittsburgh to Winston-Salem, N.C., doesn’t already work for a competitor of the new client, thus creating a potential conflict of interest.

If the law firm’s allegiances aren’t compromised by the new relationship, Day says, the Roanoke branch of Spilman, Thomas & Battle is authorized to sign up new clients and establish fees. And so far, he says, no new clients have been turned away, nor old ones terminated, because of the overall firm’s long arms.

But achieving the current comfort level didn’t come overnight. Olin Melchionna, also

a longtime partner in the Roanoke firm, recalls that the combination was researched by both sides for 18 months before coming together in July 2007. "The first thing for us was the character of their people," says Melchionna.

The reputation of Spilman, Thomas & Battle was already well known among Melchionna Day's seven attorneys because the two firms had occasionally worked together on litigation for various clients in the past. But the quality of the larger firm's work raised another concern, says Melchionna: "Is there going to be a sticker shock for our clients?"

In fact, he says, the Roanoke branch's fees haven't been increased from the days it was independent. That's partly because the larger firm operates on a relatively small-town economic scale, similar to that of the Roanoke lawyers. "They have substantially lower overhead than a firm in cities like Philadelphia, Washington or Richmond," says Melchionna.

Still, before the deal went through, both firms required lengthy examinations of each other's financial records. The bottom line has become a potential sticking point in such mergers lately, says Bill Brennan, a principal at Altman Weill, a Pennsylvania consulting company that advises law firms. "Large firms are being more careful about taking on smaller ones—assuming their leases and hiring all their people. In the past the acquirers could plan based on the smaller firms' balance sheets, but in this economy

the assumptions based on how things have been may not carry forward."

The combination of Melchionna, Day, Ammar & Black and Spilman Thomas was researched and completed before the economic downturn, however. And Day says the united firms have obtained more work thanks to sharing specialties.

But what about the impact on the careers of partners and associates—lawyers who are on the payroll but without equity positions—of the firm being enfolded? The combination called for all four of Wetherington Melchionna's then four partners to be awarded the same status and to receive part ownership in the larger firm. Since the merger, another of the firm's associates has been named a partner in Spilman Thomas.

Overall, the Roanoke enterprise's ranks have been raised to 10 attorneys from seven. "And we're looking for more," says Day. No employees lost their jobs in the transition, he adds, and the non-attorney staff has increased to 12 from 10.

The larger firm's resources have made life easier for Day, who had been his office's computer technology go-to person. Now that informal responsibility has been assumed by Spilman Thomas's IT staff of five. He says he doesn't miss being asked to solve colleagues' computer glitches. "I can let the professionals do it."

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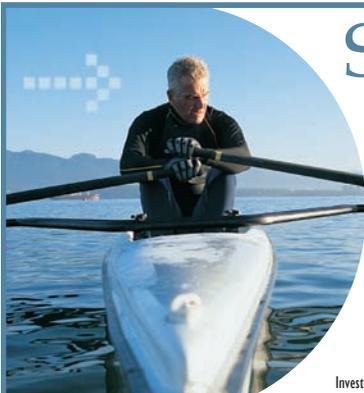
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It almost makes a kid look forward to going back to school. Almost.



This fall, Spectrum Design joins the “new” Northside High School in welcoming back its students.

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Gentry Locke's Doug Densmore

Dan Smith

Whistle-blowers must know their stuff >

Executive Summary:

In defending the Bank of Floyd, lawyer Doug Densmore says no real precedents were set; it was just a case of there being no case.

By Gene Marrano

In April the United States Supreme Court effectively ended the legal quest of a former Bank of Floyd executive who had claimed he was wrongly terminated for reporting irregularities. The court refused to take on the case of David Welch, who said he was fired after informing bank officials and state agencies about violations.

Welch was the Chief Financial Officer for Cardinal Bankshares Inc., which owns the Bank of Floyd. In a back and forth legal tussle Welch first won a ruling from a Department

of Labor administrative law judge when he asked to be reinstated, after citing the Sarbanes-Oxley Act of 2002.

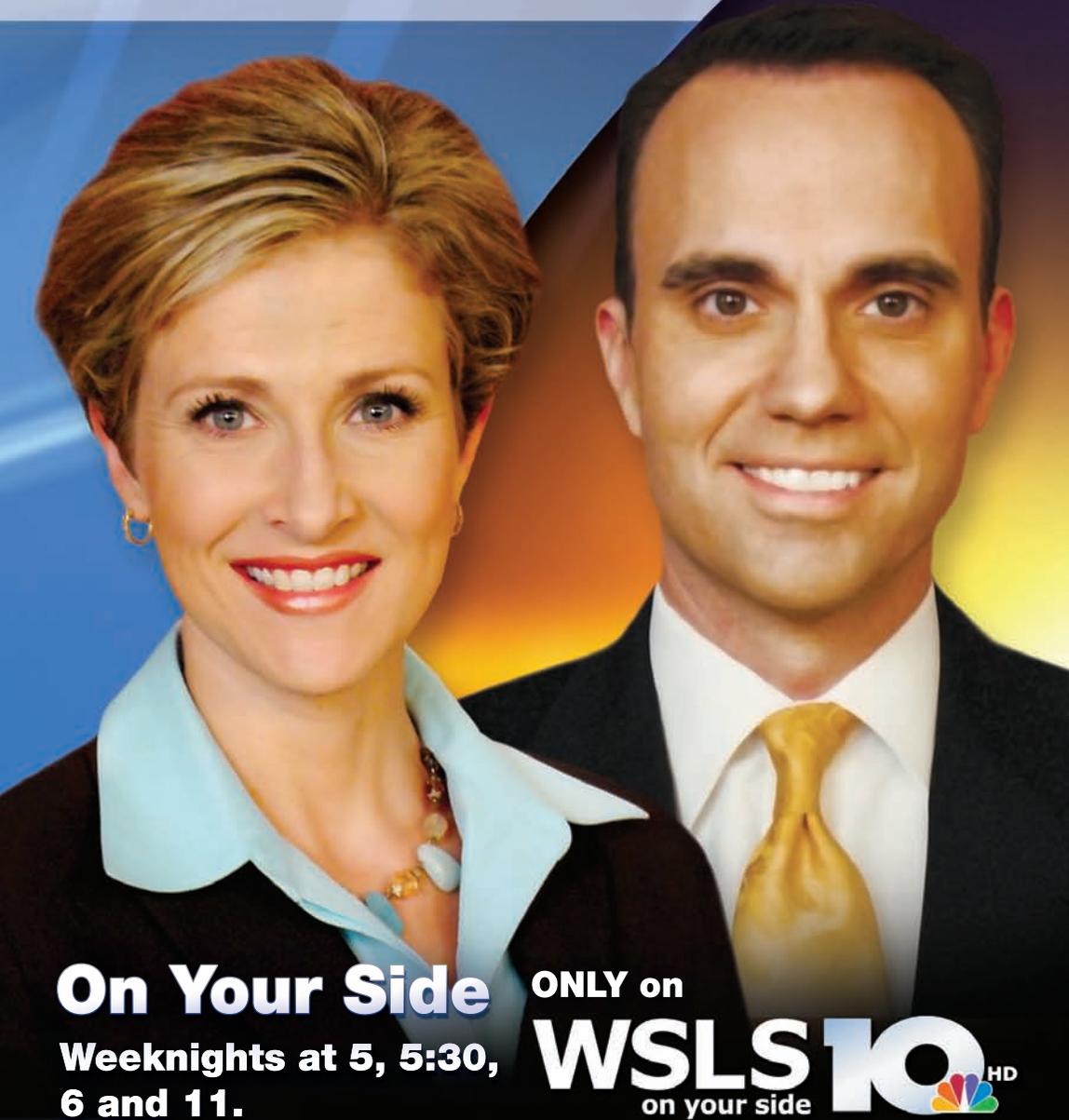
Sarbanes-Oxley was designed to give protection to so-called "whistle-blowers," who might call attention to problems inside a corporation. It came into existence after spectacular and costly business failures that included Enron, Adelphia and Tyco, instances where a whistle-blower on the inside who didn't fear for her job may have been able to prevent a public catastrophe.

The Bank of Floyd successfully appealed Welch's win in court and he was not reinstated to his post. Through subsequent appeals he was unsuccessful in regaining that whistle-blower status and the legal fight effectively ended at the Supreme Court this spring. Welch teaches college accounting in Ohio these days.

The general counsel for Cardinal Bankshares/Bank of Floyd was Doug Densmore, from Gentry Locke Rakes & Moore in Roanoke. He doesn't believe the

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Welch case will have a chilling effect for others that might seek the protection of Sarbanes-Oxley when they call their employers to task for wrongdoing. Instead Densmore thinks this case points out a “fundamental proposition ... if you want to be a whistle-blower you’ve got to be able to articulate to the court the legal basis on which you’re whistle-blowing.” He says the bank was investigated “numerous times,” without irregularities being uncovered.

“You just can’t complain about some trivial things and try to dress it up as a whistle-blower case,” says Densmore. “It’s a fundamental legal principle.”

Attorneys for the Bank of Floyd insist Welch refused to cooperate with the bank’s investigation of the complaint he had registered and Densmore says Welch never made the case for illegal conduct at the

bank: “There really wasn’t any issue of merit.”

Densmore thinks “aspects of Sarbanes-Oxley have merit,” while other parts of the act are problematic and create unnecessary expenses for corporations. Treating small and large businesses the same “puts an extraordinary burden,” on smaller companies, he says.

Densmore says Welch v. Cardinal Bankshares was one of the first whistle-blower cases Sarbanes-Oxley invoked. Detractors say the guidelines have introduced an overly complex set of regulatory guidelines that may hinder American competitiveness against foreign corporations.

Densmore thinks that those who invoke whistle-blower cases “had better be able at some point [to articulate] what you thought was the violation of the law—and what law.” 

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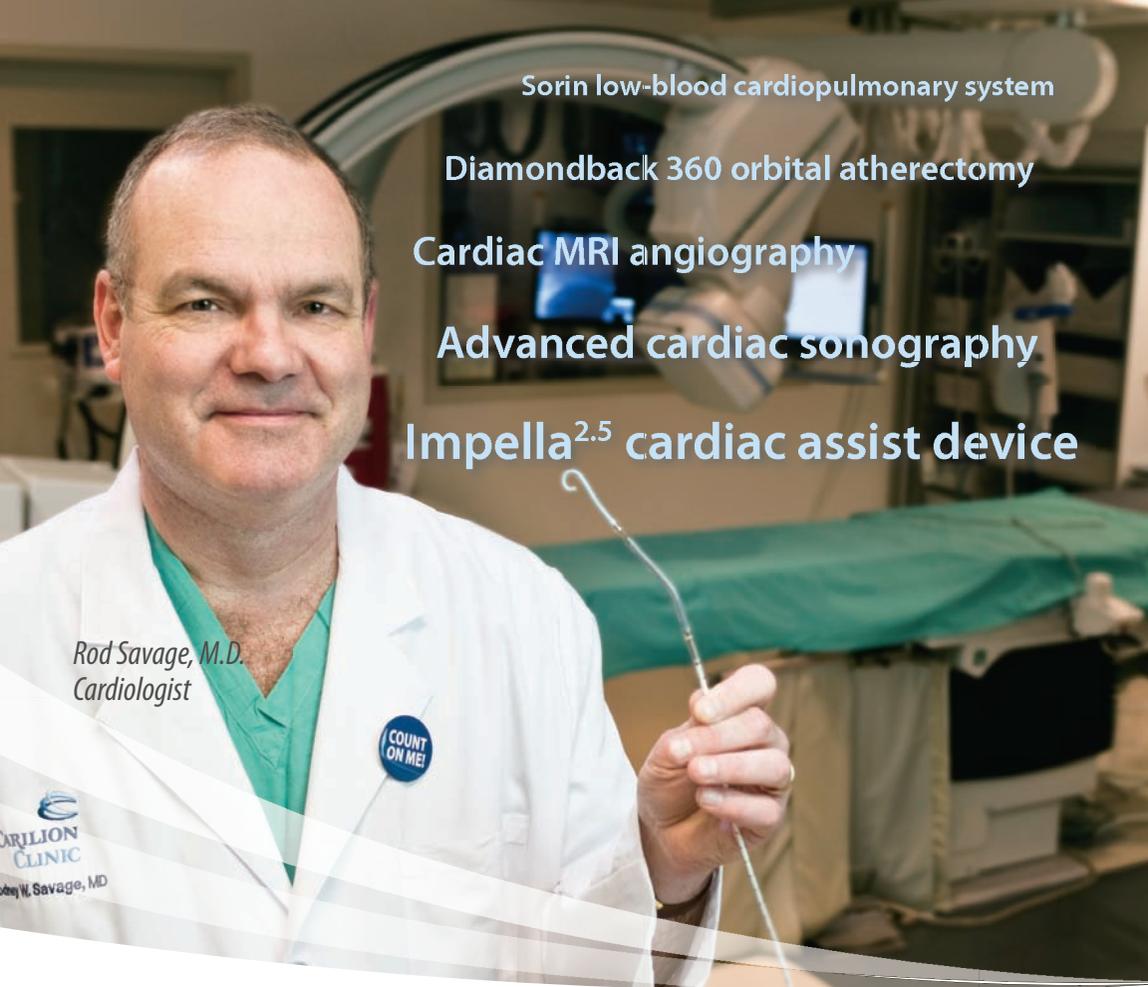
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**ROANOKE MEMORIAL
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The Red Hot Mama cure >

Executive Summary:

Menopause is funny. Unless it's your menopause and then it's something else entirely, something these professionals know all about.

By Rachael Garrity

Feisty as she may be, the 48-year-old female standing by the Kroger produce aisle, mopping her brow and insisting that, "No, it is *not* a hot flash, it's a power surge," may be all too ready to find an off switch (or maybe off ramp).

Enter the Red Hot Mamas, the largest nationwide menopause education program, founded in 1991 and now operating in 28 states. In Virginia, there are two such programs: one in Richmond and one at Carilion New River Valley Medical Center.

Mary Arnold, a Blacksburg native, is director of the Radford program, which presents 6 to 12 programs a year, some in the hospital and some in other community settings. Designed to serve the entire New River Valley, the sessions are open to women and their husbands or partners. Attendance averages between 15 and 25, and is driven largely by interest in a particular topic.

The August program, for example, was entitled "What's a Woman to Do? Summing Up the Benefits, Risks and New Options for Hormone Therapy During the Menopausal Transition," and featured Dr. Weldon Shaffer, an Ob/GYN in Radford. Arnold notes that the national organization provides a host of resources, including a list of suggested topics, which she uses as a basis for planning. Arnold changes that list, based on the availability of local health professionals and the interests of participating women.



Mary Arnold: "My job is to be a source of information and support, to coordinate care, and act as a point of communication."

Trained as a registered nurse, Arnold has held the title of Women's Health Navigator for the past five years. "For any female patient who is facing a high stress situation, my job is to be a source of information and support, to coordinate care, and act as a point of communication, which should minimize treatment delays as the patient works with various providers and treatment regimens," she explains.

She says she is never without her Blackberry, because it's a 24-hour commitment. "Interpreting instructions and analyses written in medical jargon, answering questions about what a physician says; these are the things I do. Good information means less fear, and if it's 3 a.m. when the need arises, so be it."

Beginning July 4, Arnold and Amy Epperley, who works in community health at Carilion, were to begin a weekly radio show, "We're Talking Health," to be aired from 8 to 9 a.m. Saturday on AM 710. 

New River Valley Cancer Care Center



Marsha Myers: "This is a great benefit to our local patients that they can once again have this service without having to drive long distances."

Tim Jackson

Cancer care close to home in NRV >

Executive Summary:

Pulaski Community Hospital's Cancer Care Center has chemotherapy again and can claim "comprehensive" as part of its care mission.

By Tim W. Jackson

The waiting room looks like that of most any other clinic or doctor's office. Impressionistic scenes of a beach and a small harbor are on the walls. Chairs and sofas are scattered about along with coffee tables that offer magazines: Southern Living, Bon Appétit, Sports Illustrated, Golf Digest, Living With Cancer ... what was that last one?

The New River Valley Cancer Care Center, part of the Pulaski Community Hospital, strives to be a comprehensive care center for cancer patients in and around the New River Valley.

Marsha Myers has been director of the center for 10 of its 12 years in existence and says the center provides a range of inpatient and outpatient services, including radiation therapy, chemotherapy, and surgery. Other services include patient/family support groups and screenings for the public.

After a consolidation of medical services by its chemotherapy provider a couple years ago, the center had been without chemotherapy services for almost two years. But Myers says she was thrilled that the center can once again offer chemotherapy to its patients.

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"Chemotherapy treatments can be anywhere from a couple hours to a half-day or more," she says. "This is a great benefit to our local patients that they can once again have this service without having to drive long distances."

The Pulaski center is an approved cancer program accredited by the Commission on Cancer. And Myers says that it's important for an accredited program to exist in the NRV. "New cancer patients will average 100 appointments in their first year," Myers says.

"Those patients need a huge support system," she says. "Because we are here, our patients can stay in the community rather than having to go someplace such as the University of Virginia or Wake Forest. They and their friends and family who are helping to take care of them don't have to be displaced. The patients can maintain a job. We think it's very important that they

can have as normal a life as possible." Myers says the average length of time for an appointment is about 30 minutes.

The center averages about 450 new patients per year and offers about 10,000 radiation treatments annually. "Cancer is a disease that affects an older population more, and this is an aging community," Myers says. "I expect that our services will continue to be needed at even a higher rate as we look to the future."

That future will include about \$4.5 million in upgrades and additional equipment. "We get a ton of referrals from UVa. and Wake Forest, which makes us feel good about where we are," Myers says. "And with the new projects that we have coming up, our quality of service will go up even more. We want the people in this area to look to the Cancer Care Center with confidence and as a place they can depend on that's close to home." 



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Dr. Chris Thomson at the Beijing Olympics

Hey, broadcasters get sick, too >

Executive Summary:

Centra's Dr. Chris Thomson had the task of keeping NBC's Olympics broadcast team healthy ... and it led to another, perhaps more important, collaboration.

By Linda Nardin

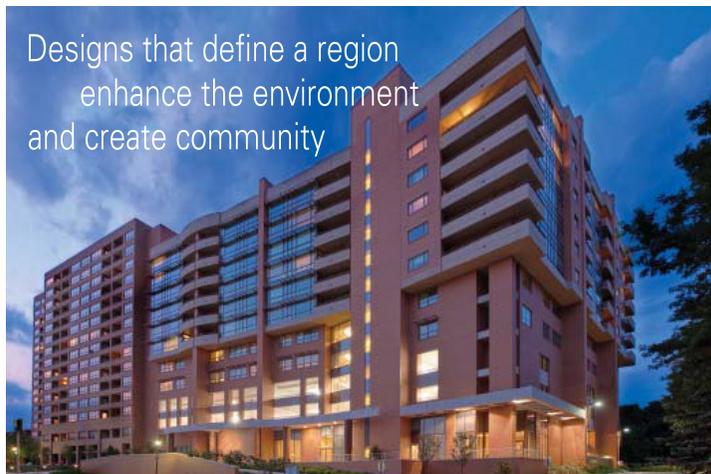
Last summer, like a billion other people, you were in front of your television amazed at Michael Phelps' seemingly impossible feat of capturing eight gold medals at the Beijing Olympic Games.

Dr. Chris Thomson, 41, associate medical director of Centra Lynchburg General Hospital's Department of Emergency Care and its director of the facility's Med Flight helicopter unit, was stationed close to the Water Cube where Phelps triumphed. Thomson tended the medical needs of more than 3,000 people, all NBC network broadcast staffers.

Thomson spent August 2008 in China as one of a dozen doctors selected by NBC for the medical assignment. The group's clinic was in the International Broadcast Center.

Simply by chance Thomson was paired with Dr. Jianming Song as his roommate—a Chinese-born physician now living in Portland, Oregon who practices emergency medicine and maintains a general practice

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on the Oregon coast. During their stay, Song also invited his guest to meet his extended family in China and Thomson received a rare insider's view of The Middle Kingdom. "It was fascinating in that I learned that the new-found economic freedom touched off by the Olympics has had a major impact on national medicine. It's allowing private hospitals to emerge—something in which the state-run government has no experience.

When the Olympic Games ended and the doctors returned to their respective home bases, Song set about the task of creating an American medical delegation to return and explore ways to assist his Chinese colleagues in better understanding the business side of medicine. Thomson was invited to participate, specifically to lecture on emergency care. The group flew back to Beijing this past May.

The journey back to Asia this spring amplified his interest in the contrasting aspects of Eastern and Western medicine. He says traditional practices like "coining" (applying vacuum-heated jars to a patient's back for the removal of "evil tumors") are giving way to modern techniques such as electrical stimulation for neuropathy. "Truly, it's an



amazing mix of ancient medicine and the most modern techniques ... We spent time discussing the Western use of 'evidence-based outcomes' in medicine versus the current Eastern standards of physicians being measured only on their personal reputations."

Thomson says Chinese physicians express interest in the business basics of payment system logistics, as well as principles of profitability.

He'll return in May of next year to teach Chinese physicians curriculum in trauma—a medical issue that's on the rise caused by the advent of increasing automobile use in the country's ever-improving economy.

In the interim, Thomson is learning Chinese. "It's a big barrier I hope to overcome," he says. 

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Ed Wooding washes his cloths at home

Leigh Ann Roman

It's about pride in a job well done >

Executive Summary:

Woody Wooding comes from a family of people whose professional concern was other people's cars and they all learned to treat those cars with TLC.

By Leigh Ann Roman

Professional car care is in Ed Wooding's blood.

It started before he was born when his father, William Henry Wooding, opened an

auto body shop in 1946 in his hometown of Covington. It continued when Wooding's brother, Norwood Wooding, opened an auto body shop in Roanoke more than 20 years ago.

"I grew up in a body shop. Everything I know about cars my daddy or my brother taught me," says 59-year-old Wooding, who opened Wooding's Professional Car Care on Brandon Avenue in Roanoke in 2002.

After working for years in his brother's shop, Ed, who goes by "Woody," brought a wealth of knowledge about auto bodies and paint, in particular, to his car wash and detailing shop. Woody likes his property spotless: "I've always been that way—a clean freak," he says.

Wooding, who employs one person besides himself, sets a high standard for the way a

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car is washed. "I'll do your car like it's my own," he says. He uses one bucket for the top half of the car, one bucket for the bottom and another for the wheels and tires, so that he is using the cleanest water possible. Instead of washing with a wash bonnet, which holds dirt, he uses towels that he washes at home and stores in plastic bags to keep clean.

His business offers interior and exterior cleaning for cars, small trucks, and full-sized trucks and vans. He also will wash and wax or buff and wax those vehicles and can provide complete detailing. A motorcyclist and Harley-Davidson owner, Woody also does motorcycle detailing.

Longtime customer J.D. Burks has been going to Woody's shop since it opened. "The car is done when promised and done well,"

Burks says. "If there is something you aren't satisfied with, Ed will take care of it."

Woody is sensitive to what he's dealing with here: "People pay \$40,000, \$50,000 or \$100,000 for their cars. Why would you let anybody you don't know touch your car?"

Even during the recession Wooding has loyal, regular customers who come in weekly or every two weeks. Wooding estimates that his business has grown by about 10 percent each year until this last year when revenues remained stable but did not increase. He has only raised his prices once in seven years, that for exterior washes.

"My Daddy taught me to do the best you can do and don't promise somebody something you can't keep," Wooding says. "That is what base it on and it makes a difference." 

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Leah Kinder in a much neater play area

Dan Smith

Eliminating the 'noise' of clutter >

Executive Summary:

Leah Kinder has been organizing businesses and homes for a while now. Next step: Homeland Security.

By Kathy Surace

As owner of Life Uncluttered, which specializes in organizing homes and businesses, Leah Kinder lives and breathes organizing. When she steps into a space that needs order, she sees not the clutter, but the possibilities. Over the past two years Kinder's penchant

for organization has rescued countless homes and businesses from paralyzing clutter.

In September, National Preparedness Month, Leah drew on her talent for organization and offered a series of informational seminars on behalf of Homeland Security's READY Campaign. The program was initiated after 9/11 to help people realize the importance of being ready for an emergency, whether natural or man-made. The READY Campaign encourages every citizen to get involved, be informed, assemble an emergency supply kit, and make a family/business emergency plan.

As a member of the National Association of Professional Organizers (NAPO), Kinder felt drawn to volunteer as a coalition member representing NAPO and the READY Campaign in this region.



The play area 'Before'

According to Kinder, everyone should assemble a Grab and Go Kit, which includes vital documents and important papers stored in a fireproof box with a handle for emergency evacuation. All businesses and homes have similar important documents that will be needed to recover following a catastrophic event, making the kit a simple solution to a common concern.

However, Life Uncluttered offers more than

emergency readiness. Kinder's specialty is helping people purge unnecessary clutter, sort the important items they decide to keep, and organize it so they can conduct their life or business efficiently.

"Physical clutter creates visual noise," she says. De-cluttering a work or home space makes it easier to think, plan and get work done.

Having relocated three times in the past 19 years with her family, Leah understands the importance of staying organized and clutter free. Out of necessity, she adopted a system to store important documents so they can be accessed instantly, which she now shares with her clients.

In addition, she has 22 years of management, development, and sales experience. As a former director of operations at a Fortune 500 company, she was recognized for her

team management and organizational skills. The challenges she faced helped develop her expertise and her attention to detail.

In 2007 she founded Life Uncluttered—Sort, Purge, Organize! Since then she has helped businesses, schools and private clients organize their space to save time and money.

Kinder remains unfazed by clutter and chaos, no matter how big the job. Her calm and cheerful demeanor quickly reassures frustrated homeowners and business owners.

Indeed, the process of purging, sorting, and organizing with Kinder is often cathartic for her clients. Many report feeling lighter, physically and mentally. Kinder says, "They realize they have plenty and need very little."

Now, Leah wonders, how much noise is your space making? 

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Vernon Feather co-wrote a paper on nursing homes.

Dan Smith

Power to the (elderly) people! >

Executive Summary:

The eldercare industry has some serious problems about who's in charge of what. Culture Change wants to make sure the elderly get the first and last say.

By Tim Thornton

OK, so your daughter is a wonderful daughter, but occasionally she threatens you with this taunt: "Remember, I'll be choosing which nursing home you go to."

If Tye Campbell has his way, that threat may lose much of its power before you're nursing home ready. Campbell is an advocate of Culture Change, which has nothing to do with counter-culturalism and everything to do with giving power back to elders who live in nursing homes.

"It's really, number one, about giving the residents and their families back the control

continued to Page 50

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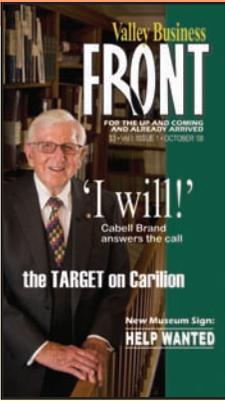
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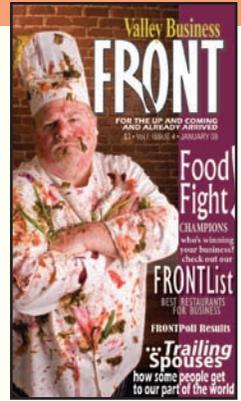
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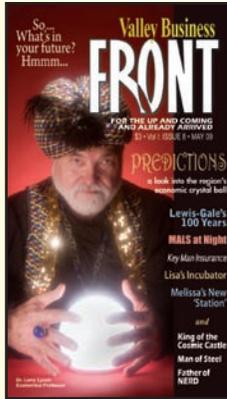
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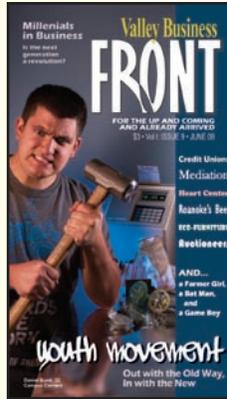
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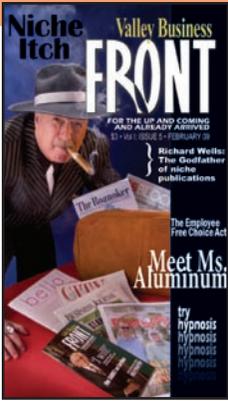


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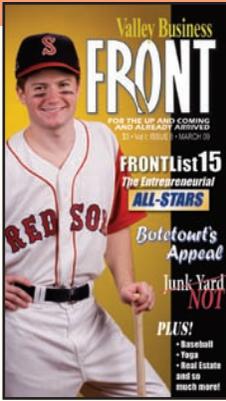
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Volume 1 is complete (October 2008-September 2009)

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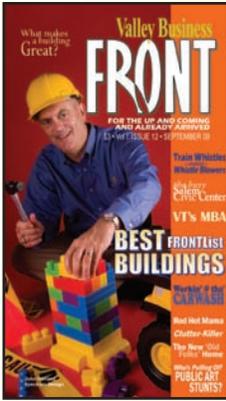
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Interiors of the Pennybyn at Maryfield facility feature entrance, living space and common area.

photos: Dan Smith

of their lives," says Campbell, senior vice president and director of engineering at SFCS, an architectural and engineering firm in Roanoke.

In a traditional nursing home, the schedule is regimented to accommodate the facility rather than the people who live there. Meals, medicines, bed times, even bath times come when the schedule says they should, not necessarily when residents want or need them.

"Everything all of a sudden becomes the pleasure of the facility or the staff, versus the pleasure of the family and the resident," Campbell says of the culture he's working to change. "And it's all about turning that model totally upside down."

The Pioneer Network, which has been working on this for more than a decade, says Culture Change is "based on person-directed values and practices where the voices of elders and those working with them are considered and respected."

Action Pact Inc., which helps nursing companies navigate Culture Change, is more succinct: it's "creating home inside a nursing home."

Campbell and his company design buildings that accommodate Culture Change, but without changes in corporate and individual attitudes, "environmental change is cosmetic, not transformational," Campbell and SFCS Vice President Vernon Feather wrote in 2005.

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The Deupree Cottages feature common living areas and attractive design.

Individuals working in nursing homes have to buy into the idea. The companies that employ them “must develop a servant leadership philosophy, giving control over to household teams who can fully support residents’ power, freedom, and their inherent right to make their own choices,” Campbell and Feather wrote.

“Everything builds from that,” Campbell says.

Instead of halls filled with gawking visitors and clattering carts, Culture Change gives people privacy, power and something as close as possible to the pace of life they desire. Common areas are brought to a human, rather than industrial scale. Front

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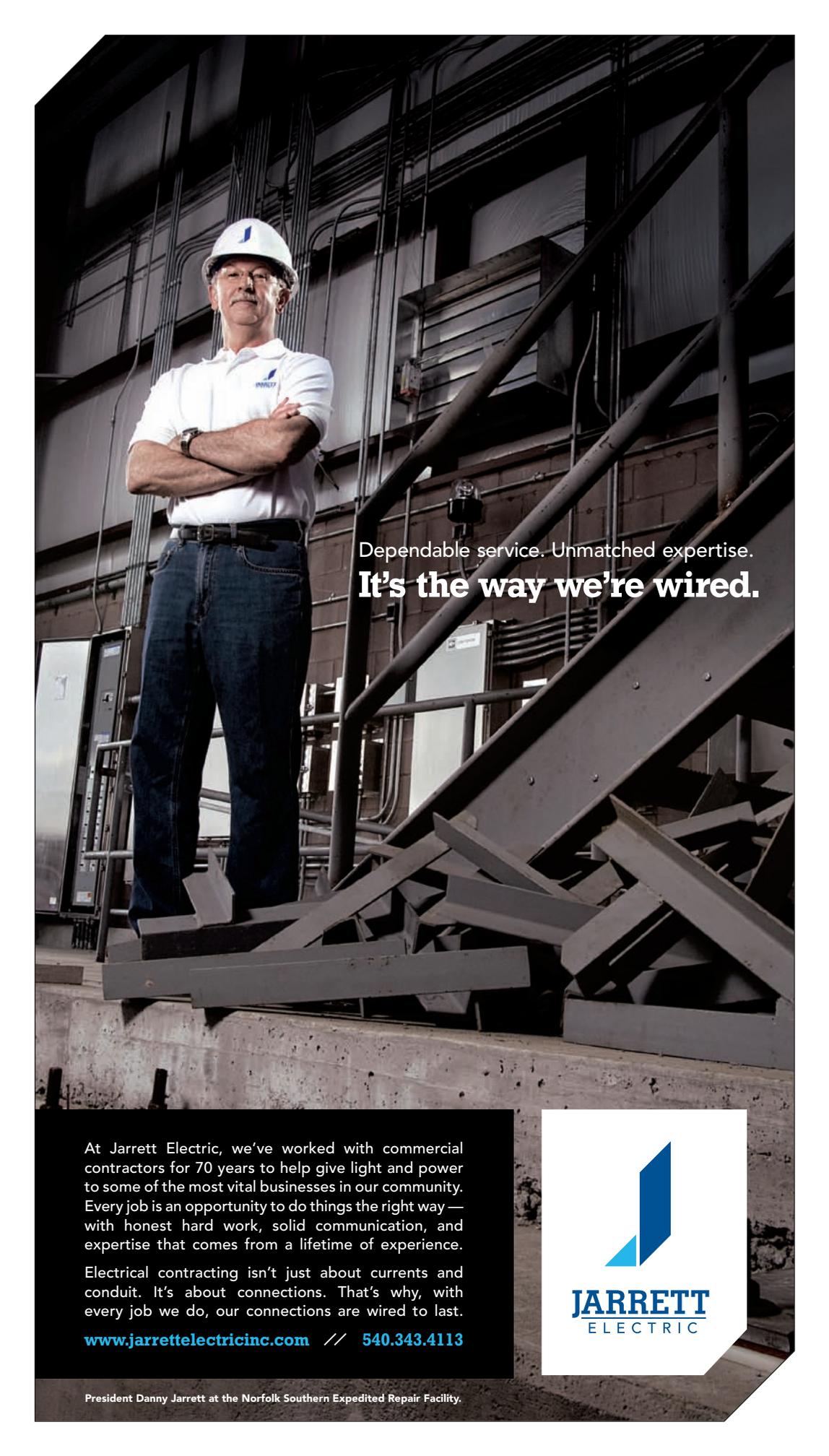


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A photograph of President Danny Jarrett standing in an industrial setting, likely a repair facility. He is wearing a white polo shirt with the Jarrett Electric logo, blue jeans, a white hard hat, and safety glasses. He has his arms crossed and is looking towards the camera. The background shows a complex network of pipes, conduits, and structural steel beams, with a staircase leading up to the right.

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President Danny Jarrett at the Norfolk Southern Expedited Repair Facility.

line caregivers are trained to be more than deliverers of trays and operators of mops.

While it's ideal to design a building from the ground up to accommodate Culture Change, modifications to old-style nursing homes can work. "It's not really about the building. It's about the organizational culture," Campbell says. "It takes a mindset change and that cultural shift to think about this in different ways."

He points to a "30-year-old, 125-bed, god-awful nursing home" in High Point, N.C., that's become a national model for making the new system work in renovated old buildings.

High Point may be the closest place to go see Culture Change in action. Virginia is lagging, Campbell says, not because of any innate

hide-boundedness, but because the Commonwealth saw a lot of new nursing homes built just before Culture Change began to change the culture.

But the idea's catching on. "We started doing this work with one or two clients," Campbell says. "Now, it's pretty much all of our clients that want to at least have the discussion."

Corporate bean counters can be happy because, according to Campbell, Culture Change—a human, caring sort of care—can be performed for no more cost than the traditional institutional/industrial version.

The rest of us can be happy because it may give our children one less thing to hold over our aging heads. 

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all photos: Monica Fritz

Locomotive at dispatch

Work Spaces

Bells, whistles and locomotives >

Executive Summary:

At the Norfolk Southern shops at Shaffers Crossing, trains come to have their lives extended.

By Monica Fritz

This is one corner of the world that is never quiet. Operating 24 hours a day, 7 days a week, 365 days a year, Norfolk Southern's Shaffers Crossing Shops are in constant motion. And with its vast layout, efficient work stations, and 350 dedicated workers, it operates like a—well, like a well-oiled locomotive.

The Locomotive Maintenance Facility at Shaffers Crossing, houses 107,000 square feet of work space under one roof. That of course does not include the grounds where service and inspections are also performed on the trains.

It is an open workspace whether inside or out. The facility has a heating and ventilation system to keep air flowing, concrete floors, and a high-pressure sodium lighting system that softly illuminates the indoor structure. However, with its open layout and doorways, workers are exposed to the elements all year. Senior General Foreman Steve Sides says, "There's an old saying that it doesn't rain in railroad" and he also adds that workers don't care much for the winter, either, because of the open-air nature of their work.

Sides was recruited by Norfolk Southern out of college where he majored in mechanical engineering. During the past seven years he has worked in Chattanooga, Elkhart, Ind.; Macon, Ga. and Cincinnati. It was not until recently that Sides returned to his native Roanoke for this position at Shaffers Crossing. His knowledge and expertise make him well-suited for the job.



Cars awaiting outbound trains



Locomotive (rear) on maintenance line



Turntable

This is a noisy place to work. Running locomotives are all around. With these great machines constantly arriving and departing, it can feel as if you're standing next to a never-ending train. Shouting over the roar of the engines to communicate becomes the norm. Bells and whistles signal activity, while the rhythmic sound of air brake systems fade into the background.

In the second-floor office space you'll find Shop Manager Bob Lynch smiling from behind his desk, partly because in 2008 the shop had a streak of one million man hours without injury. Lynch has just reached a milestone of 30 years at Shaffers Crossing. He says there was a time when injuries were accepted and men were killed: "It's just the way things were, but not anymore." Safety is heavily emphasized.

About 40 trains pass dispatch each day. The cabs are cleaned, while the body is inspected and maintained. When the locomotive passes primary inspection, it's sent to an area for outbound trains. If there's a problem or it's scheduled for programmed maintenance or Federal Railroad Administration (FRA) Inspection, it moves straight ahead to the

maintenance facility, which can hold up to 28 locomotives at a time.

There are 20 work stations, each with gases and fluids pumped directly to them, allowing workers to have these essentials within reach. Elevated rails, platforms and pits allow easy access for repair work. Locomotives are inspected here, a requirement every 92 days. Half the railroad's trains are inspected at Shaffers Crossing.

The last two bays have 50-ton single wheel drop tables, allowing workers to remove and replace 10,200-pound traction motor wheel assemblies, or engines. You'll also find overhead cranes that have 5- and 10-ton capacity nearby. Behind the maintenance facility stands the wheel-truing building where wheels are reshaped after extensive use.

The maintenance facility has stood in this part of Roanoke since 1984 and Shaffers Crossing has been at this location since the end of World War I when it was a 40-stall roundhouse with a 115-foot turntable that is still in use today. It is a piece of Roanoke history that keeps extending its life and the life of the trains that visit. 



Traction motor wheel assembly



Main alternator



Kroger Square in Bonsack is becoming the center of the community.

Dan Smith

It's a commercial real estate buyer's market >

Roanoke. Broker Millie Moore of Retail Real Estate was one of them, sipping a latte at the coffee house and providing her take on the state of the Roanoke Valley's retail market.

Executive Summary:

The Queen of Commercial Real Estate in the region, Millie Moore, says buy or lease now. Or else.

Moore says West Village, a newer retail center along busy 419 that hosts mainly small local shops and restaurants, is what Roanoke needs more of to ride out of a nationwide retail slump.

By Jay Conley

A steady stream of lunchtime patrons walked through the doors of the Daily Grind one recent weekday in the West Village shopping center that fronts Virginia 419 in

"As a leasing agent, I'm more concerned with bringing in some unique businesses," says Moore, broker for Retail Real Estate, who has more than two decades' experience in Roanoke's retail leasing market.

But the stumbling block for entrepreneurs

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Daleville Town Center makes a dramatic statement.

Dan Smith

has been a lack of financing during the recession. "Lenders are not lending to start-ups, and we know that's a national problem," says Moore. "What's killing us is they can't get the financing they need."

That has to change, says Moore, because it's going to be a long while before all of the region's vacant big box spaces are filled. She estimates there's in excess of a half million square feet of vacant large retail space throughout the Roanoke Valley alone, probably double that when you count the New River Valley and Lynchburg.

"We've had some big spaces that have sat on the market already for five years," says Moore, at Towers Shopping Center off

Colonial Avenue and at Crossroads Mall on Hershberger Road.

Though Towers recently attracted PETCO, a pet supply store, Moore says older shopping centers like Towers generally have to renovate their spaces and drop their rents to attract retailers, and that's an expensive undertaking.

"I can guarantee you PETCO got the deal of a lifetime," she says. "The competition for tenants like that is so great. They're going to go where they can get the best deal."

Moore says retailers are more interested in new shopping centers like the Kroger centers along U.S. 460 or the two new retail centers



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Orchard Marketplace is across the street from Daleville Town Center completing a large shopping area.

Dan Smith

being developed along the highly trafficked U.S. 220 corridor in Daleville. That's where the Daleville Town Center and Orchard Marketplace are banking retail will flourish. She says new retail moving there will be announced soon.

The mixed-use town center will incorporate retail and office space with residential development in hopes of creating a small town atmosphere.

"We already have one retail lease, and we're looking for a really great restaurant," says Moore, the center's leasing agent.

Across the street at Orchard Marketplace, an upscale Food Lion is due to open in a matter of weeks. A Carilion health center is also planned there.

Both developments that are under construction aim to draw patrons from under-served residents of Botetourt County,

Clifton Forge, New Castle and West Virginia. Even so, Moore acknowledges that lower consumer spending and recent job losses have dramatically slowed development.

"Under normal circumstances, I would have leased 80 percent of it by now," she says of Orchard Marketplace.

She believes locally-grown businesses can play a big role in Roanoke's retail rebound, if only they can find financial support. Local entrepreneurs like David Trinkle, whose success with Fork in the Alley, a South Roanoke restaurant, led to the recent opening of Fork in the City in downtown Roanoke.

"I would rather see a David Trinkle who has ... a concept in his head ... than I would see us bring in another chain," says Moore. "We need these local restaurants and we need people to support these local restaurants." 

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Ginger Mumpower and her partner John Moticha

moving from a building to a digital construction.

She's ready to go now, though, and her debut is scheduled this month as gingersjewelryonline.com, the latest manifestation of a 25-year-old business that was run so well its owner and founder is a former Roanoke Regional Chamber of Commerce Small Business Person of the Year.

The digital return of Ginger >

Executive Summary:

Ginger Mumpower has been out of sight for a while. No billboards, no TV, very little public presence. But she's back. And so's all that jewelry.

By Dan Smith

It has taken Ginger Mumpower a little longer to move her business into the 21st century than she thought it might. Actually, it's taken a lot longer. There were some things she didn't anticipate. Like the difficulty of

Trophies are marvelous to show, but they don't

help much when your concept changes, as Ginger's Jewelry has. "This was totally new to me," says Ginger Mumpower, whose visage is familiar to most of us because her face has been the image of the store for years ("I couldn't afford a model at first," she smiles, "so I did it myself"). There was, she says, "a lot to learn, a lot to do. My strength is that I know what I don't know." Computers would be near the top of that list.

It was fortuitous, then, that she ran into John Moticha, a retired Orvis Chief Operating Officer, who had spent most of his career as a controller. That means he knows organization. John was serving as an advisor at the Service Corps of Retired Executives (SCORE) in Roanoke, where Ginger was seeking advice. Just so happened—they learned—that their grandfathers were



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brothers. They decided to become partners in the new venture. "It was obviously meant to be," says Ginger. "He wanted to invest and I needed somebody with his skill set."

The retired Moticha "has the talent to take care of the books and the technical part. And he has vision," says Ginger. "He developed the systems that were foreign to me."

The basic model will be the same, says Ginger. That means that "we'll be affordable to students and others with little money and we'll also have one of a kind pieces to mark milestones. People have always said our product doesn't look like other people's products."

On the Web site, you'll be able to hear Ginger explain her own designs and give you background on the college line of bracelets and the Jackie Kennedy line of jewelry. She'll talk about some of her "transformer" designs, like the crucifix that folds out and the one that comes apart and makes three separate pieces.

And, says, Ginger, if you thought they were affordable before, look again. "We don't have the overhead we had with the building and all the employees" (about 35 at one time). She still owns the old Ginger's building (it is occupied on the first floor by Samuel's, a national chain, and she has the top floor).

Ginger says she has taken more than 18 months to get back into full swing because "I took a break. I needed it. I had job offers all



The Jackie Kennedy bracelet

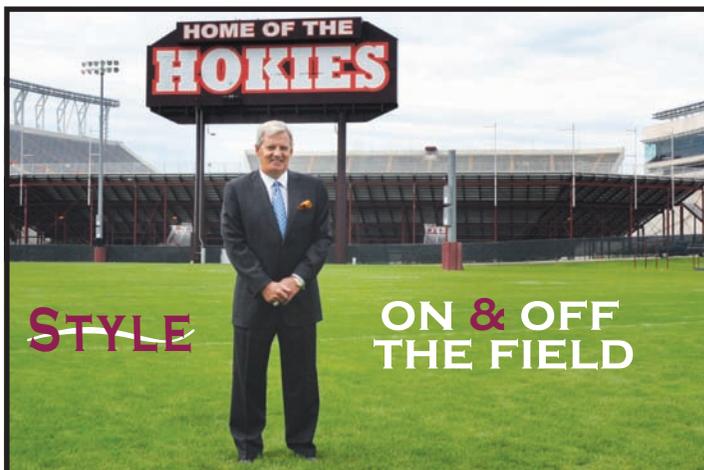
Dan Smith

over and seriously considered one in Boston and another in Florida, but I have a daughter who is a sophomore in high school and I didn't want to uproot her."

The online presence, says Ginger, will be less stressful, less pressure-packed. "I'll be able to work in jeans from the house," she says, smiling. "But more than that, I will get to know the customers again. That's how I started. It got to the point where the business was running me and I don't want that to happen again."

She says the economy is not so much a concern to her as it might be to people in other businesses. "People give luxury items with emotion and that's still there. It may even be intensified when times are difficult. Our range of pricing is such that we can serve just about any budget, anyway."

So if you've been missing that large, toothy smile, it's back. Only this time, you'll find it online. 



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David Perry

Mark Baldwin: "I'm able to bring that interest in various cultures into menu planning and recipe development."

Cheesecake lollipops and barbecue, oh, my! >

Executive Summary:

OK, so it's not going to win any design awards. That's not Blue Ridge Catering is about. It's about food that's so good it'll make you weep.

By David Perry

Chef Mark Baldwin is the secret weapon behind Blue Ridge Catering, a Salem Avenue kitchen that doesn't look like much from the street. The one-story brick building is decorated with wooden pallets blocking one door, trash dumpsters and a no parking sign that is more prominent than Mark's own modest shingle. But the working-class digs belie the gastronomical delights that Mark and his staff whip up within for Roanoke's weddings, luncheons and special events.

Mark has no formal training in the culinary arts. In fact, this local boy and 1996 Patrick Henry High School graduate received degrees in anthropology and sustainable development from Appalachian State University in 2001. Perfect background for a foodie.

Like many liberal studies majors, Mark found himself without a clear plan after college. In high school, he worked in the same building he now occupies when it was Jimmy's

Barbecue. Mark found himself there again post-baccalaureate, and when Jimmy died, Mark was suddenly running the business for Jimmy's family.

He kept Jimmy's afloat for about a year and a half, and then decided to start his own business in 2003, reaching out to Jimmy's customers and even keeping the same phone number. He still leases the building from the late owner's wife.

"I had some existing clients," he says. "I was able to grow at a comfortable pace and not jump in and get overwhelmed."

Thus, the social scientist became a chef, but he tries to mix in a little of his book learning, too. "I'm able to bring that interest in various cultures into menu planning and recipe development," says Mark.

Mark had to shake a perception that he was just a barbecue guy: "People would show up to a nice breakfast or brunch event and say, 'What—no barbecue?'"

At the top of his grocery list is a determination not to be typecast. He tries to "stay dynamic," he says, and to "not get into a mold: this is what you do, this is what you're known for."

Today, business is hotter than a habanera pepper, and Mark employs a staff of three to four full-timers and a rotation of 50 part-timers.

Through involvement in the International

Caterers Association, Mark has been able to form a strong network and keep fresh ideas pumping into the Roanoke Valley. His signature treat: cheesecake lollipops.

Sometimes, even the best new ideas are no match for plain old human error. Early on in the business, Mark catered his best friend's wedding—and forgot to cook the roast beef. More recently, Blue Ridge was asked to provide some airline catering for President Obama during the campaign. The hot meals were to be prepared in advance and packaged in tins for reheating on Obama's plane. Problem was, no one sent the tins. Mark and his staff got FedEx on the horn and ended up chasing the truck down to get POTUS his dinner.

Looking back, Mark says, "You learn a lot as you go, and how to do damage control." President Obama might agree. 

In Brief

Name:	Mark Baldwin
Age:	31
Company:	Blue Ridge Catering
Location:	Roanoke
Type of business:	Catering
Title:	Chef
History:	This Patrick Henry High School grad studied anthropology and sustainable development at Appalachian State. Fate put him in the kitchen at Jimmy's Barbecue. As the man behind Blue Ridge Catering, Mark puts a little of the local people and produce into all of his dishes.

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Gene Marrano

Carey Harveycutter at the Red Sox park: “This is so atypical that you have a community the size of Salem—25,000 people—that does this number of national championships.”

In Salem, it’s the city’s heartbeat >

Executive Summary:

At the Salem Civic Center complex, an entire city comes together to make things work as they should.

By Gene Marrano

If Carey Harveycutter needs it, there’s a pretty good probability somebody in Salem will find it for him. Harveycutter runs the city’s James I. Taliaferro Sports & Entertainment Complex that includes venues and events that have put Salem in the enviable position of being called “The Sports Capital of Virginia” by somebody besides itself.

From horse shows and one of Virginia’s largest fairs to championship football, from Rotary Club meetings and church services, to minor league baseball, tennis, softball and high school graduation ceremonies, the Salem Civic Center complex is one busy place, hosting several hundred events every year. It is run as a true center of civic activity and always has been.

In a small city like Salem it often takes the efforts of public employees in several departments to pull it all off—and Salem most often does, like clockwork.

At the center of much of that activity is Carey Harveycutter, a 41-year employee of the City of Salem and director of facilities for the past 26. He started as an “errand boy” at age 16. On his watch Salem Memorial Baseball Stadium/Lewis-Gale Field was built, the NCAA Division III Stagg Bowl football title game was lured to the Roanoke Valley and dozens of other

NCAA Division II and III championship events have been played here.

Some wind up at the Moyer softball complex or other venues where Salem Parks & Recreation takes the lead, but often Harveycutter is there to support them.

Salem City Manager Kevin Boggess acts as chairman of the steering committee for all NCAA events that take place—more than 50 championships since 1993. “It flows out from there. If we need additional help to get things done we’ve got the city manager’s blessing to go and call on department directors,” says Harveycutter.

When weather is a factor, Harveycutter draws from Salem’s streets and general maintenance department. For the annual horse show and the Salem Red Sox Carolina League baseball team, “We’re basically just a

landlord, renting them the facility and providing the grounds," says Harveycutter.

That means hauling dirt in and out for the horse show and re-leveling the infield at the Salem-owned baseball stadium. Between 50 and 75 city employees were involved in the summer horse show.

The transition every late June from horse show to the annual Salem Fair, the second largest in the state, is the most labor-intensive part of the year for the Civic Center. Harveycutter and John Saunders got the fair off the ground more than 20 years ago and it is now one of the biggest free admission fairs in the country.

"There's a lot of hats that you wear in all aspects," says Harveycutter. "We want it to be a good event, so the city has a good rapport with [groups] coming to town." That helps generate favorable media coverage and positive word of mouth, leading to more business.

At national conventions Harveycutter attends, Salem often attracts attention because of its well-documented successes. Harveycutter has spoken about the city's special niche at U.S. Olympic Association gatherings. ESPN, Fox Sports, CBS and USA Today have reported on Salem's prowess in hosting NCAA



The Salem Civic Center is at the heart of the sports complex.

Dan Smith

championships. The Salem Civic Center—perhaps unfortunately, unless you believe the observation that all publicity is good—was featured in the movie "Borat."

"This is so atypical that you have a community the size of Salem—25,000 people—that does this number of national championships," says Harveycutter. Not to mention AAU tournaments and sanctioned softball events. He's also eyeing an NCAA fall sports festival in 2010, which would feature a number of men's and women's championships.

Harveycutter estimates the overall economic impact at \$50 million-\$60 million dollars a year. There's plenty of teamwork on display in the City of Salem all year long—and much of it happens behind the scenes, not on the field. "Tremendous pride. We want to excel," says Harveycutter. "If you can't do it right, don't do it." 



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Ted and Meghan Achimasi: At the after-work study table:
“[Don’t] overlook the benefits of a classroom setting.”

Dan Smith

MBA desirable in tough market >

Executive Summary:

It was the “can’t miss” degree of the 1990s, so how’s it faring in the new century? Not bad. Not bad at all.

By Tim W. Jackson

When Ted and Meghan Achimasi thought about advancing their careers, a master’s degree in business administration immediately came to mind. But the choices were many. Would the expense of the degree pay off in the end? Did they have the time? Would an online degree better suit their needs?

Melanie Johnston, associate director for marketing and recruiting for Virginia Tech’s Pamplin College of Business, says Ted and Meghan are professionals who seem to speak directly to the target demographic Tech and other universities in the region

have for their professional MBA programs.

“Each professional has a unique story, and together they are representing the idea of companies investing in young professionals—the wife—and young professionals taking an aggressive stance to get ahead in an otherwise dry job market—the husband,” says Johnston.

Ted is a Naval Officer whose responsibility centers on leading sailors and maintaining technically sophisticated equipment. He is an ROTC instructor at Virginia Military Institute, where his primary duties include teaching and advising students pursuing commissions in the U.S. Navy.

Meghan works for Norfolk Southern and the idea of an MBA was recommended by her managers. Ted explains how they ended up at Virginia Tech: “The Virginia Tech Professional MBA program made sense since it fits my schedule and my location in Virginia,” he says. “I considered other MBA programs including online options, but [at Tech] I would be able to experience a classroom environment.”

Meghan expects the MBA to allow her to continue climbing the corporate ladder at Norfolk Southern, while Ted’s ambitions are

slightly less concrete. "Over the next five years I will either return to shipboard duty in mid-level management providing leadership for roughly 60 to 80 sailors, or I will seek employment in a corporate position," he says.

Heather Evans knew she wanted to eventually pursue an MBA prior to starting her undergraduate degree in business administration from The College of William & Mary.

"The overall aspects of finance, economics, operations, marketing, international business, organizational behavior, and entrepreneurship were of such interest," Evans says. "Having the broad base knowledge in all of these various areas would support my enthusiasm to either own my own business one day and/or become a professor."

Evans completed an MBA from Radford

University in 2006 and works in student affairs at RU.

A recent Business Week article reported, "With company recruiters becoming ever more selective, B-school admissions departments are taking a closer look at how easily candidates will be able to parlay their education into a job come graduation ... they're seeking out candidates who have developed a workable career plan along with polished interview skills and a killer resumé."

Ted Achimasi is a strong believer in not only an MBA, but a non-online MBA. "[Don't] overlook the benefits of a classroom setting," he says. "Building relationships with other students in the professional MBA program enriches the experience and you cannot underestimate the value of learning from your peers as well as your professors on a personal level." 



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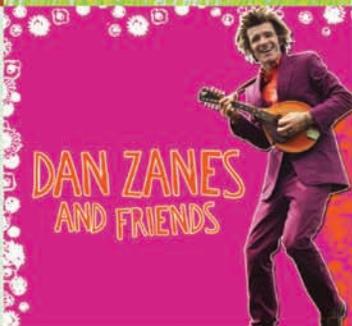
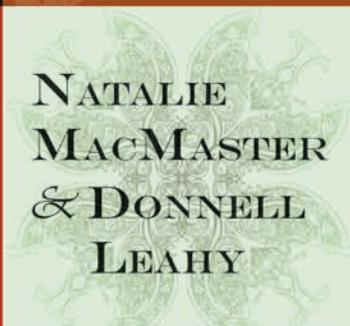
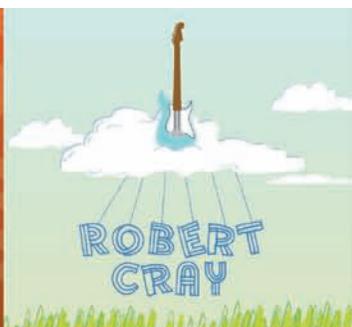
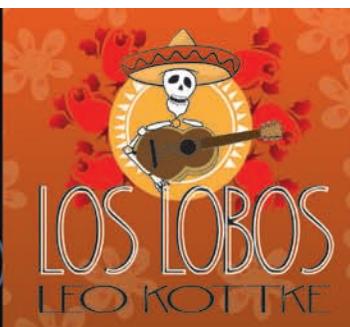
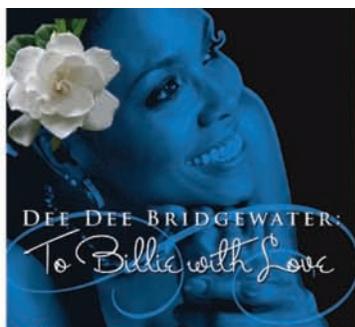
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O. Winston Link Museum: A different kind of train service >

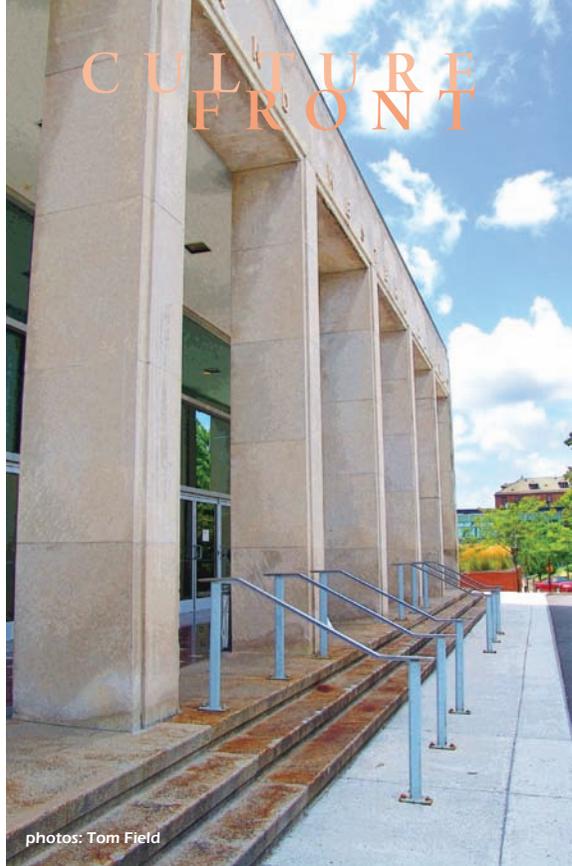
Executive Summary:

Raonoke's train museum is a great place to visit. But here's a novel idea: Why not rent it for your next event?

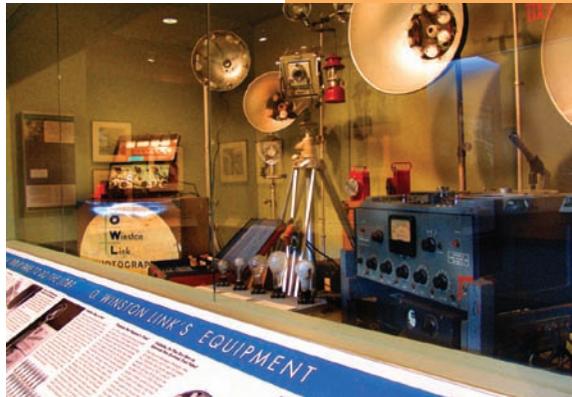
By Tom Field

Have you ever noticed how a museum can be a place of respite and solitude? Often a building is built especially for the thinking man, and many of us visit museums in other towns when we travel, to learn a bit of history, celebrate art quietly in our souls, contemplate great achievements, or wax philosophical. Occasionally, a bus will drop off a load of kids, and chattering can be heard echoing through the halls and wide open spaces.

There's another way a museum can come alive: You can rent it for your own group.



photos: Tom Field



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Rob Johnson's journalism career began in 1972 and has included a two-decade stint at The Wall Street Journal, reporting on such industries as energy, manufacturing and tourism. He was later business editor of The Roanoke Times, where his reporters garnered national and state awards in 2007. These days he contributes articles to The Wall Street Journal's periodic special reports on small business and retirement. [bobbyj7676@gmail.com]

Gene Marrano, a former sales and marketing executive in various manufacturing fields, is one of the most prolific journalists in the Roanoke Valley. He not only writes for several publications, but he has a television show ("Interview With Gene Marrano" on Cox Channel 9) and a radio show ("Studio Virginia," WVTF Public Radio). [gmarrano@cox.net]

Linda Nardin owns an advertising, marketing and PR consultancy at Smith Mountain Lake. Previously, she worked in business communications management roles for IBM, Pillsbury and Green Giant Company. [blueskypublicrelationsllc@yahoo.com]

David Perry, who works for the Western Virginia Land Trust, is an accomplished freelance writer. He is a native of Blacksburg and a James Madison University Graduate. His writing has appeared in Blue Ridge Country and the Roanoker, among other publications. [dave@davidperryonline.com]

Leigh Ann Roman is a veteran freelance writer based in Vinton. A recent transplant from Tennessee, she has worked as a staff reporter for The Tennessean newspaper in Nashville and for the Memphis Business Journal. She is married and has two children. [leighroman44@hotmail.com]

Dan Smith is editor and co-owner of Valley Business FRONT. A native of Asheville, N.C., he has been a journalist for more than four decades and has won many journalism awards (writing, photography and design), and several awards for Public Radio essays. He is married, has two grown children and a grandchild. [dsmith@vbFRONT.com]

Kathy Surace is FRONT Business Dress columnist, an image consultant and owner of Peacock Image in Roanoke. She was a fashion consultant for a major clothing chain for a number of years. [kssurace@aol.com]

Tim Thornton is a writer and prize-winning dulcimer player who lives in Montgomery County. He has won a number of journalism awards over the years, most recently from the Society of Environmental Journalists and the Southern Environmental Law Center for his stories about mountaintop removal coal mining, conservation easements and the New River while working for The Roanoke Times. [timothywthornton@gmail.com]

Nicholas Vaassen is a graphic designer with ten years experience, specializing in publications. Before joining Berryfield, Inc., and the Valley Business FRONT magazine assignment, his design projects included lifestyle, real estate, municipal, classified sales and cultural organization magazines in the Roanoke and southwestern Virginia markets. [nvaassen@berryfield.com]

Greg Vaughn is an award-winning Roanoke area photographer for more than 30 years whose work has appeared in local and international publications. [greg@gregvaughn-photography.com]



Lori White

AUGUST 2009 > Contributor of the Month

Valley Business FRONT congratulates **Lori White**, 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.

Lori is a solid writer and excellent photographer, and her double-duty performances deliver a product with consistency and professionalism on each assignment. In July, her features on Wiley & Wilson and New London Center along with Liberty University's campus safety system exemplify what the FRONT is all about.

If you missed Lori's stories (has a nice ring to it, huh?) you can go back and see both of them online at vbFRONT.com



Tom Field

Consider how unique a wedding reception, retirement party, class reunion, or company meeting would be at Roanoke's O. Winston Link Museum.

Your group can stroll through the galleries and exhibits in conjunction with dinners and music and presentations. You can even use the theatre. Rates range from \$200 to \$650, accommodating small

groups up to 400 people standing / 175 seated.

Who says Roanoke no longer offers train service to people? Visit the O. Winston Link Museum—or rent it. It could be your most memorable event.

Visit linkmuseum.org for more information or call the main office at 540-982-5465. 

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to Virginia Gov. Tim Kaine
\$45 per person by Sept. 4/\$50 after
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Sept. 13, 2009 4-7 pm Hollins University (540) 985-0000 westernvirginalandtrust.org

The evolution at MMT >

My View

By Dan Smith
Editor

BLOG: [fromtheeditr.blogspot.com]

Executive Summary: *Using solid business techniques and artistic vision, Mill Mountain Theatre's board is inching toward a comeback.*

Sarah Tune Doherty talks of Mill Mountain Theatre "evolving by the hour" and that may be a bit generous these days. It is often minute-to-minute as new information, new and adventurous theater models emerge, bills are paid and ideas are presented.

MMT, Roanoke's long-time professional theater, closed a few months ago to take its breath, pay some bills, re-evaluate its mission and make a thoughtful, concerted effort at re-inventing itself as a 21st Century theater. It began by forming two task forces: one for finances, one for the artistic. Like our congress, these specific committees hold occasional conferences with each other in an effort to make certain their goals are parallel and their methods are matching in a way that will result in an artistically exciting and financially stable theater.

Doherty, Cynthia Lawrence of Design Marketing, George Anderson of 2nd Presbyterian Church and Jack Avis of Avis Construction, members of the financial arm of MMT, sat down on the day we sent FRONT to the printer for an update and what I came away with was an impression of immense progress. That's the kind of progress that will be necessary on a continuing basis if MMT is to open fully in 2012, as the board hopes it will.

Meantime, there are tentative plans for small productions using, first the big main stage and then, when renovations at Center in the Square are fully underway, the smaller "black box" theater a block away and around back. All of this will be an effort to keep MMT in front of the public, to keep optimism and anticipation high for its return as—in Cynthia Lawrence's words, "a new model, a nationally-creative approach" to live theater. MMT's board and the committees are full of creative, visionary business people who know about changing models to meet the current market. That's the process taking place these days.

A consultant—John McCann of Blacksburg—has been brought in to help keep the efforts directed. Center in the Square, which is the landlord for MMT's facilities, is to undergo major renovations during the next two years (work has started at the back of the building, forcing the temporary relocation of the Arts Council of the Blue Ridge). Those renovations have caused MMT to think differently than it initially

continued to Page 74



New and Not So Improved >

By Tom Field
Publisher

On Tap from the Pub

BLOG: [ontapfrompub.blogspot.com]

Same day. Two different people. One big lesson.

First, I dropped in on Rod Belcher, just to say hi. Rod owns Cosmic Castle at Towers Mall in Roanoke. His game store was featured in our May 2009 issue, and he's also one of our writers and an accomplished freelancer in the state. Like two kids on a school bus talking about who would win a fight between two superheroes (funny how his fantastical store causes that) the conversation turned to the various strengths and advantages of warriors throughout the ages. Important stuff you really need to know. Eighteenth Century American Revolutionary Minute Men versus First Century Roman Legion. Samurai and Ninja fighters versus Vikings. Genghis Khan versus Napoleon. Scottish Highlanders versus Greek Spartans. Roller Derby Queens versus Sam's Wholesale Club Members on a Saturday.

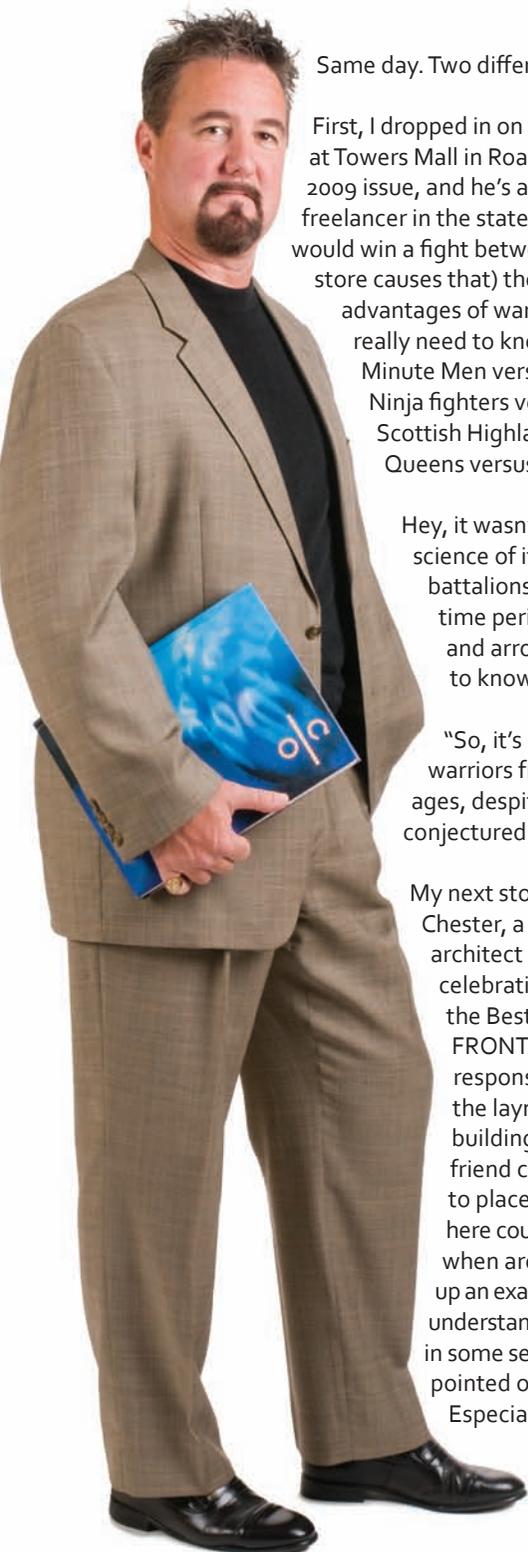
Hey, it wasn't kid-talk, just so you know. We considered the science of it all—from weaponry to tactics to the way battalions are directed and maneuvered in their respective time periods to the trajectory and performance of swords and arrows and ballistics. Important stuff you really need to know.

"So, it's not just conceivable, but highly probable that warriors from older ages could defeat warriors from newer ages, despite the advances in civilizations?" Rod and I conjectured. We both answered in the affirmative.

My next stop that day, was an impromptu visit with Martha Chester, a fellow Glenvar schools parent and LEED-certified architect with Hughes Associates Architects. The firm is celebrating its 25th Anniversary, and we chatted about the Best Buildings cover story (in this very issue of the FRONT). I noted how I was intrigued with the enthusiastic responses we were getting, and the difference between the layman's perspective on what constitutes a "good building" versus an architect's view. After my architect friend confessed that she wished designers were allowed to place signs in their buildings stating "this door placed here courtesy of the building code" on those many occasions when architects can't do what they really want, I brought up an example of a local renovation project. I told her I couldn't understand what that architect had in mind; but it was striking in some sense, and I didn't know if I liked it or hated it. Martha pointed out that one should always consider the roofline.

Especially if you are adding on to an existing structure, you must work with what is already there.

continued to Page 74



Smith / My View

from Page 72

had, taking into account the evolution of the facility. "Their schedule is fluid, which means our plan has to be fluid," says Avis.

Cynthia Lawrence insists that MMT fully intends to remain a professional, equity theater and has no notion of reverting to "community theater" status and, she says, "We are inextricably linked to that building."

This is not the first time MMT has been dark for a long period. It was down after its first home on Mill Mountain burned, then it was homeless again after it left the Grandin Theatre and before the Center in the Square facility was completed in the late 1970s. History matters and the boards are looking at that history.

Up front on the good news to this moment is that MMT, which has \$100,000 in operating debt, has that down to "\$5,000 or \$6,000," Avis says. The capital debt, which is a good bit more than that, is also "down substantially." The board has worked to "forgive, reduce, negotiate" the debt, says Lawrence, but, she adds, "we're not walking away from any of it. We're managing it." And, says Avis, the people holding those debts "have been very supportive."

Raising capital is a significant goal and "when we raise capital," says Avis, "it will go toward

future capital needs; we are committed to not having to borrow money."

The progress, says, George Anderson "is in the root system" and that, the board members agree, is where it must start. 

Field / On Tap

from Page 73

"So, if you're expanding or improving a building, either complement the elements that are already serving their function, or you're better off tearing down and starting over or moving to another property?" That's the message I got.

From their video gaming screens and CAD-generated blueprints, my two friends had learned the same lesson. There are new buildings and new warriors and new ways that are, well... fantastic. But there are also old buildings and old warriors and old ways that are still as effective today as they were *back in the day*.

Running a family, a relationship, a business, a country—it's probably the same thing. Any new plan has to work with what's already there. Or start over. Otherwise, you'll have an Ultimate Warrior like William Wallace the Scot storming a Best Building like the Coliseum in Rome.

And who knows how that will turn out. 



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Letters

Home-grown importance

Editor,

(The August FRONT is a) good issue. Ehab Salem ("At 4DD it's a replica world") and Jamal Milner ("The accidental businessman") at M3 are good guys. These types of companies—the ones that you typically highlight—are the real drivers of the region.

A few of us have been discussing the impact that small businesses have on the regional economy. When companies are attracted to a locale, the headlines are big about the new jobs. But, the reality is that job growth is mostly driven by smaller successful homegrown businesses. Unfortunately, this doesn't have the news appeal of a relocation/expansion story. The actual numbers support this small business

Sam English
CIE Partners
Roanoke

Similar experiences

Editor,

Thanks you for a wonderful article on "mission work" ("Mission Statement") for professionals in the region. It is interesting to see the similarities in experiences.

Dr. Tom Fame
Salem

From the blog

(The following is from a moreFRONT.blogspot.com posting announcing the resignation of Stuart Mease from the City of Roanoke. Mease has been a popular performer in the business arena for the city.)

The man is amazing. We'll have to keep an eye on where he goes next...and possibly buy stock in it! **Linda Pharis, Roanoke**

Stuart is amazing. Congrats, Stuart, on your new position but we will miss you. **Jill Elswick, Roanoke**

Stuart Mease is a tireless worker who will be greatly missed. He a big reason the city gets the positive press it receives. **Bob Glebe, WDBJ7 Mornin', Roanoke**

This sucks for the region. That's the selfish side in me. I wish Stuart nothing but the best. **Scott Martin, Franklin County Economic Development**

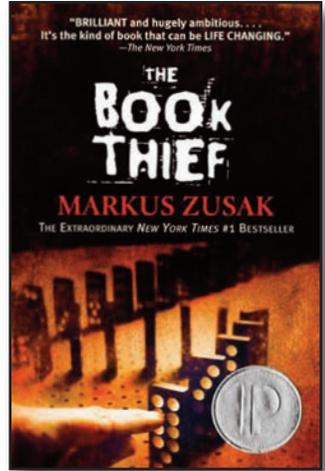
I agree with Scott: this sucks for the region. Best of luck to Stuart and a very hearty thank you for all the great work you've done for Roanoke City. **Todd Foutz, Roanoke**

Hate to see him go, but he will be amazing in private industry. **Lisa Ison, New Century Venture Center, Salem**

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

Books @ the FRONT >

Following are book recommendations from our publisher and business people in the Roanoke and New River Valleys who are inveterate readers. Each month, we ask or assign readers to submit 125 words about a book they've read lately. You're invited to take part.



Stealing a good read

The Book Thief by Markus Zusak (Knopf Young Readers, \$11.99 paperback) is a great read. This fictionalized account of a young girl named Liesel Meminger in Nazi Germany is exquisitely written from the perspective of Death. The word pictures, rich characters, and relationships become so real in its 550 pages that you don't want it to end.

Liesel sees her brother fall and die while with her mother on a train. After the burial in the snow of winter, she notices and steals her first book, which has fallen to the ground from a grave digger's pocket. With the help of a man who becomes her foster father, she learns to read. Her love for words and reading leads her to risky behavior when she's nearly discovered when stealing from a book burning.

—Joyce Waugh

Underground warriors

Playwright and scholar Anne Nelson stumbled upon an intriguing tale during an evening stroll through (re-unified) Berlin, and she shares that story with us as a saga for the exploits of courageous people who fought against Adolph Hitler from inside the government of Germany's Third Reich. The book is *Red Orchestra: The Story of the Berlin Underground and the Circle of Friends Who Resisted Hitler* (Random House, \$27).

As the history of Nazi Germany progresses from the demonology of Hitler to the currently

popular revelation of German citizens' resistance to tyranny, we are likely to see more books that tell us of brave people who resisted the maniacal plans of Hitler and his gang of evil doers. *Red Orchestra* is the story of German citizens and their American spouses and friends who worked for the leaders of the Third Reich. In positions of trust, these brave souls were able to misdirect and hamper Hitler's plans to annihilate Jews, perfect the "master race," and rule the world.

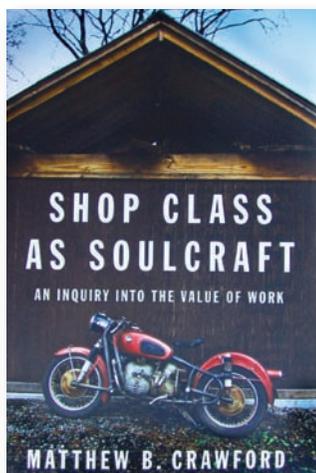
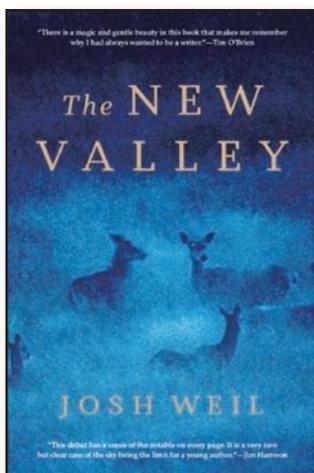
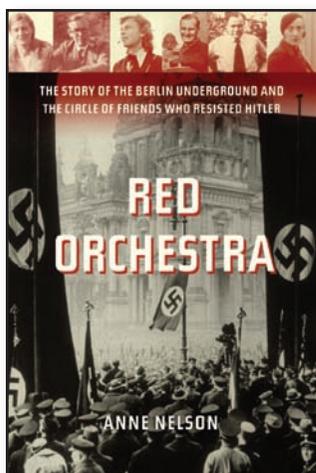
The story is inspiring to all who admire the people who are able to make the ultimate sacrifice while adhering to personal ethical principles.

—Michael L. Ramsey

Comparing masterpieces

Virginia-born Josh Weil's three novellas, gathered into one book under the title *The New Valley* (Grove Press, \$22), are the work of a profoundly talented writer who has, with breathtaking exactness, evoked the sometimes-desperate isolation of life in the backcountry. His precision is no accident: Weil's a native son of the Blue Ridge.

In scene after absorbing scene in this debut volume, Weil's characters soldier on in solitude, struggling with loss and alienation in a landscape of cow pastures and country stores that feels an awful lot like Giles County. The book is so good, the language so pregnant with suppressed emotion, the characters so true to mountain life, that the



novellas beg to be compared with the masterpieces of the novella form: *The Pedersen Kid* by William Gass and *The Long March* by William Styron. For my money, Weil's work is better.

—Rex Bowman

Manual competency

Upon reading Matthew B. Crawford's *Shop Class as Soulcraft: An Inquiry into the Value of Work* (Penguin Press, \$25.95) in one sitting, I feel like a flooded carburetor. I had to pick *this* book to review in three paragraphs? I had mistakenly assumed it was a self-help book. Owner of Shockoe Moto, a motorcycle repair shop just across the way in Richmond, Crawford—in addition to being in close proximity and releasing this book this year—might be an interesting chap, providing some pithy insights to how we value “meaningful work” I figured. My carburetor floodeth over.

If you're interested in societal progress, *Shop Class* is a must read. If you're involved in the local movement based on Richard Florida's “Creative Class” you won't like what this book has to say. Matt Crawford is Dilbert on intellectual steroids. He adeptly demonstrates the absurdism of white-collar work and the “perversities” and flawed thinking of managers and educators who believe knowledge-based capital is the solution to post-industrial society. “Real knowledge arises through confrontations with real things,” Crawford says. Rather than preach his message, he illustrates his proofs by describing real life

tasks, from writing abstracts for journals in his very own cubicle, to serving a position at an academic think tank, to rebuilding a motorcycle. Yes, he tells you each step.

Above all else, this book is a great observation. Despite the numerous references to philosophers, economists, contemporary HR and team-building policies (including a hefty 24 pages of notes), it's easy to listen to a guy who can smell the difference between a backfire caused by ignition from a backfire caused by a too-lean fuel mixture. A Tool-Time Philosopher who knows when to blow off a part with high-pressure air versus spraying WD-40 versus spraying athlete's foot powder (to make oil leaks more visible, if you didn't already know), Crawford's observations are like a well-oiled machine. The combination of shop talk (“old bikes don't flatter you, they educate you”) and sage suggestions (“if you do go to college, learn a trade in the summer...you're likely to be less damaged”) will probably make this book a classic. It's too bad the position of U.S. Secretary of Labor isn't a “real job,” requiring actual manual competency: Crawford would be perfect for it. *Shop Class* is brilliant (but not in an Einstein sort of way, M.C.—he knows what I mean).

—Tom Field

(**The reviewers:** Joyce Waugh is president of the Roanoke Regional Chamber of Commerce. Michael Ramsey is a freelance writer, among many things. Rex Bowman is a veteran journalist, twice nominated for the Pulitzer Prize. Tom Field is publisher of FRONT.)



photos: Dan Smith

A Birthday and a Handshake >

Handshake2.0 founder **Anne Clelland** talks to NCTC's **Cory Donovan** (left) July 28 on the occasion of the business' first birthday. Anne is also the Business Advice columnist for FRONT. In the other photo, **Nanci Hardwick** of Schultz-Creehan, **Kelly Queijo** of Handshake2.0 and **Tom Field** of Valley Business FRONT talked extensively about the pronunciation of Kelly's last name whose history and pronunciation often give Kelly something of interest to share.



photo: City of Salem

Salem's Greenway >

The morning of July 31 found **Salem City Council** members celebrating the groundbreaking of the Greenway Trail. Left to right: Mayor **Randy Foley**, **Bill Jones**, **Jane Johnson**, **Lisa Garst** and Vice-Mayor **John Givens**.

EarthCraft Opening >

Fralin & Waldron CEO **Karen Waldron** talks to a packed house at a new EarthCraft environmentally-sensitive home in the Daleville Town Center, introduced at the end of July as part of a larger development of homes and a commercial center. More than 300 units are planned for the center over the next 10 years.



photo: Dan Smith

Valley Business FRONT is FRONT'n About at many events each month. Check the blog links at www.vbFRONT.com for more coverage.

FRONT 'N ABOUT



photos: VCOM



The Many Shoes of VCOM >

The Edward Via **Virginia College of Osteopathic Medicine (VCOM)** gathered on July 22 in Blacksburg to donate, ship and store 35,000 pairs of shoes for Third World countries as part of its International Health and Appalachian Outreach program. **Loy Burch**, owner of Burch Enterprises (at left), who donated warehouse space for the shoes given to VCOM by Shoe Levelers,

oversees unloading of a shipment. Shoe lineup includes VCOM Medical Student **Jeff Gillis '12**, VCOM Medical Student **Andrew Lawson '12**, Premier Transfer President **John Phillips**, Premier Marketing Director **Jaime Clark**, Burch Enterprises **Loy Burch**, VCOM Dean **Dixie Tooke-Rawlins**, VCOM Board of Directors' Chair **John Rocovich**, Valley Business FRONT's **Jane Dalier**, VCOM Assistant VP of International and Appalachian Outreach **Dean Sutphin**.



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photo: Dan Smith

Social media meet-up >

Meetup2.0, a series of gatherings for social media advocates in the region, happens weekly at the Best Western in Roanoke. At this meeting Aug. 6, **Patsy Stewart** of Optimized Strategies (from left), **Tim Stacer** of VIR, **Sue England** of her own design company, consultant **Jennifer Leake** and freelance writer **Jill Elswick** prepare for the program. Problem: Twitter was down. Solution: use the telephone to talk to author Charlene Li of San Francisco, who wrote *Groundswell*.



photos: Dan Smith

Patrick Henry Sale >

Substitute Trustee **Bill Mason** reads the details of the Patrick Henry Hotel auction August 5 in downtown Roanoke. The hotel was sold to Potomac Realty of Delaware for \$2 million. Potomac was a lien holder of more than \$2 million on the hotel, whose owner had filed for bankruptcy. Potomac's representative at the auction, **Kristin Duffy**, talked to her client on the phone following the successful bid.



photos: Jane Dalier

Students with Backbone >

Students participate in a “Build that Vertebrae” lab, as part of a summer program at Virginia College of Osteopathic Medicine (VCOM), where the school introduces young people to the medical field, with an emphasis on the care of underserved patients.



photo: Jane Dalier

CRC Fosters Open House for M&P >

Virginia Tech’s football defensive coordinator **Bud Foster** signs an autograph for **Brenda Eanes** of Allstate Insurance at the July 22 opening celebration for **M&P Copy Printing and Business Services Center**. Hosted by the Corporate Research Center at Virginia Tech, Coach Foster was there to promote his Scholarship Program (LunchPailDefense.com) for high school seniors in the New River Valley.

New Carilion Center >

Carilion Franklin Memorial Hospital CEO **Bill Jacobsen** (green shirt) greeted visitors in front of the new Carilion Clinic Westlake center, which opened as a full-service facility (complete with helicopter pad) July 29. The center is a 10,000 square foot medical complex offering urgent care, imaging services, rotating physician specialists, and emergency helicopter and ambulance service.





David Perry

Beth Deel is posing “some questions about how we spend our time.”

Executive Summary:

It's difficult to keep up with all the businesses Beth Deel is involved in, but to her it all fits easily and comfortably. And it makes complete sense.

Head over heels 'artist-preneur' >

It made news on a typically slow news day in Roanoke: police arrested a young woman who refused to break character during a performance art event on the City Market.

By David Perry

“We sort of lucked out with the incident,” says Beth Deel, a local artist-preneur and one of the organizers of the “Must-See TV” show. “What that forced was a bigger conversation that has now ended up in a dialogue between the arts community, the city and the police.”

“”
A focal point of what we do is to create a thriving arts community. One of the ways we do that is to bring the larger community in and get them interested in what's going on.

—Beth Deel

Beth is co-owner of upUPperiscope inc., the umbrella company for a number of projects, including myScoper.com, an online events calendar; A Useful Paper, a printed piece featuring local events; and the Water Heater, the storefront just off the corner of Fifth St. and Elm Ave., where you can find everything from art openings to aerial dance classes to surrealist potlucks.

Must See TV caught at least one Roanoke police officer off-guard. “One of the reasons for the arrest, besides a massive amount of miscommunication, was that what we were doing is not familiar in this region,” she says. “When bodies are in public spaces, it's political. My primary role was to breed a familiarity with performing arts in public spaces.”

She says that during the planning stages, television emerged as a metaphor for how people use their leisure time. “The TV kept coming up in the conversation, so we chose to use that

EXECUTIVE PROFILE

as a surrogate for the conversation and to use it as a prop and a performance piece to pose some questions about how we spend our time.”

Beth has helped plan several similar events in the Star City, including the “Not-so-naked Bike Ride” on World Naked Bike Ride day, and “Super Soaker Sunday,” which went off without incident.

“That had kids, costumes, and people we'd never met before,” says Beth. “One guy put a tank in his truck and used gravity and pedal power to keep a continuous flow of water going.”

Beth says her goal with the performance art is to get people talking: “A focal point of what we do is to create a thriving arts community. One of the ways we do that is to bring the larger community in and get them interested in what's going on.”

Beth and her partner call the Water Heater, a self-proclaimed one-room arts district on 5th Street in Old Southwest, their home. At various times an antique dealership, an adult bookstore, and Roanoke's first food co-op, the Water Heater is upUPperiscope's headquarters and a multi-purpose fine arts venue.

“The idea was to provide an affordable space for dance, music and art to happen,” says Beth. Depending on the day, you may find artists practicing aerial dance, breakdance, Argentine tango, or Pilates. The Water Heater has also been host of small music performances and Hollins dance events.

In Brief

Name:	Beth Deel
Age:	36
Company:	upUPperiscope inc.
Location:	Roanoke
Type of business:	Intra-disciplinary and green design firm
Title:	Mini think tank and intra-disciplinary designer
History:	After graduating from Northside High School, Beth earned a BFA in painting from the Kansas City Art Institute and an MFA in dance from Hollins. She was one of the organizers behind the performance art event that caught John Law's attention, and also co-owns one of the region's most unusual businesses.

Beth says the building schedule is rapidly filling up. Starting in September, Beth and business partner Wendy Schuyler (who adorned the cover of the November 2008 issue of Valley Business FRONT) will offer 6-week beginner sessions in aerial dance two nights a week.

The common theme running through all of Beth's initiatives is keeping her work fun. “I think that sometimes we take ourselves way too seriously, and if you just embrace the inner child it really results in all kinds of good stuff.” 

A New Building for an Old Neighborhood



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Career FRONT

FINANCIAL FRONT

Accounting

Marc Evans has joined Goodman & Company in Roanoke as an accountant. **Kevin O'Rourke** has been named manager of the company's health care group.

Roanoke's Brown Edwards & Company has promoted **Harold Holstein** and **Timothy George** to directors.

Financial Planning

Cynthia Peetzold of Commonwealth Financial Planning in Roanoke has been named to the National Association of Personal Financial Planners.

Insurance

Lori Johnson has been named an account executive with nHealth in Roanoke.

Mortgage Banking

Valley Team Mortgage in Roanoke has hired **Hersel Lawson** as a mortgage planner.

LEGAL FRONT

Law Firms

Talfourd Kemper of Woods Rogers law firm in Roanoke has been selected vice chairman of the Board of Governors of the Virginia State Bar's Business Law Section.

The Roanoke law firm of WootenHart has added **Andrew Austin** as an associate and

named **Mollie Elder** of counsel.

Gentry Locke Rakes & Moore attorney **Charles Williams**, a senior partner in the Roanoke firm, has earned a LEED AP designation for new construction and major renovation.

WELLNESS FRONT



Bivins

Hospice

Good Samaritan Hospice in Roanoke has named **Dr. Don Bivins** medical director. It becomes the only hospice in the region offering a full-time medical director to oversee the medical component of patient care.

TECH/INDUSTRY FRONT

Energy

Mark Kittinger has been named national accounts manager for Roanoke-based ADMMicro Inc. Kittinger will be responsible for implementation of sales growth initiatives as well as client services.

Manufacturing

Roanoke County-based Synchrony has added sales people **Dennis Mueller**, **Omar Jimenez** and **John Rama**.

Steve Shelor has been named vice president of operations and general manager of Bedford's Sam Moore Furniture.



Wright

Shannon Wright has joined Schultz-Creehan in Blacksburg as a project manager.

Kim Stanley has been named vice president of operations for Cox Communications in Roanoke.

John York has been named inventory control manager and **Cherie Goodman** assistant controller at Brooks Food Group in Bedford.



Lumsden

Services

SERVPRO has named **Mary Lou Lumsden** business development coordinator in its Roanoke office.

DEVELOPMENT FRONT

Architects, Engineers

Sean Mallahan of Hurd & Obenchain in Roanoke has earned



Mallahan



Gibson

his professional engineering license.

Daniel Gibson of OWPR Inc. in Blacksburg has passed the examination required to become a licensed Electrical Engineer.

Nick Fuller has joined Engineering Design Systems Inc. (EDSI) in Roanoke as an AEC Applications Engineer specializing in Autodesk Revit software applications.



Melvin



Barnum

Have a career announcement?

Send announcements to 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.



Mitchem



Ward

Certifications

Nathan Melvin, John Barnum, Anthony Dwayne Mitchem and Patrick Ward of Clark Nexsen in Roanoke have earned LEED certification from the U.S. Green Building Council.



Shumate



Breakell



McClellan



Dooley



Harvey



Graham



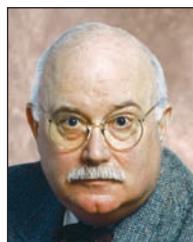
Cressman

Earle H. Shumate, an Architectural Designer at Hughes Associates Architects in Roanoke,

has earned LEED AP certification.

Breakell Inc. has had

six employees achieve LEED AP designations: **Stanley G. Breakell; Jeff McClellan; Barbara B. Dooley; Michelle Harvey; Jamie C. Graham; and Chip Cressman.**



Williams

Charles L. Williams, a senior partner with the law firm of Gentry Locke Rakes & Moore in Roanoke, has received the designation of LEED(R)-AP for New Construction and Major Renovation.

Real Estate

Shantel Doyle and James Morrissey Jr., leasing consultants of Foxridge and Hethwood

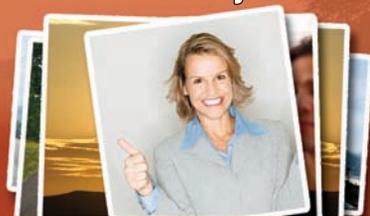
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Career FRONT



Amy Bonder VP of commercial effectiveness.

Direct Sales

Beth Coulter of Salem has become an independent consultant with Tastefully Simple Inc., a national direct-sales company featuring easy-to-prepare food products.

Doyle



Morrissey

Apartment Homes in Blacksburg, have earned the professional designation of National Apartment Leasing Professional (NALP) from the National Apartment Association (NAA).

Julie Kingery of Mountain to Lake Realty at Smith Mountain Lake has graduated from the Realtor Institute.



Garrison

Evan Garrison has joined Thalimer in Roanoke as a commercial sales and leasing associate.

RETAIL FRONT

Auto Parts

Advance Auto Parts in Roanoke has named



Marickovich

Colleges

Virginia Western Community College in Roanoke has hired **Patricia Marickovich** as an Infant and Toddler specialist at the college.



Waalkes

Ruth Waalkes, director of artistic initiatives at the University of Maryland, has been named executive director of the Center for the Arts at Virginia Tech.

The Virginia Tech Carilion School of Medicine and Research Institute (VTC) has named **Dr. Mark**



Greenawald

Greenawald the founding chairman of the Department of Family Medicine for the Virginia Tech Carilion School of Medicine. This new academic department within VTC is being developed under Carilion Clinic's Department of Primary Care and Regional Medicine. As part of his new role, Greenawald will also serve as associate chair for undergraduate medical education within the Department of Primary Care and Regional Medicine.



Ratliff

Chad S. Ratliff of The Ratliff Group and McCall Insurance in Rocky Mount has been appointed by the Virginia Board of Education to serve on the Virginia Advisory Committee for Career and Technical Education.

Hollins University has named **Kerry Edmonds** as vice president for finance and administration. She has executive oversight of business, financial, and administrative functions of the university.

CULTURE FRONT



Norton



Cothran

Non-Profits

Bethany Hall in Roanoke, a shelter for addicted women, has elected the following officers to its board: **Mike Norton**, Goodman & Company, president; **Hope Cothran**, Woods Rogers, vice president; **Renee Gilbert**, StellarOne, treasurer; **Angie Baughman**, Lionberger Construction, secretary. New board members also include: **Rebecca Cote**, LPC; **Leslie Matney**, District 15 Probation and Parole; and **Leah Russell**, Roanoke College.



Ross

The Historical Society of Western Virginia has named **Katrina Ross** development officer.

Angela Penn and **Dottie Avalon** of Total

Action Against Poverty in Roanoke have earned certifications as Housing Development Finance Professionals.

Naff of the chamber.

OTHER FRONTS

Organizations

Linda McMillan of Bank of Botetourt has been named president of the Botetourt County Chamber of Commerce. Other officers are first vice president **Larry Harris** of Lawrence Transportation, second VP **David Knicely** of First Citizens Bank, past president **Steve Powell** of Carmeuse Lime and Stone and secretary/treasurer **Dan**

Communications

Town of Blacksburg Community Relations Manager **Heather Browning** has been named president of Virginia Government Communicators.

Government

Giles County treasurer **Gerald Duncan** has been named president of the Treasurers Association of Virginia.

Bedford policeman **Todd Foreman** and Salem policeman **Joe Mills** have graduated from the FBI National Academy Program.

Roanoke County Assistant Administrator **John Chambliss** has retired after 36 years of service.

Kelly Mattingly, Public Works Director for the Town of Blacksburg, has accepted an 18-month appointment to help establish a new American Public Works Association (APWA) Center for Sustainability.



Braaten

Horticulture

Adam Braaten has become a certified master arborist. He works for Bartlett Tree Experts in Roanoke.

Hospitality

Elsie Rei Allen has been named general manager of Main Street Inn in Blacksburg.

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FRONT Notes

Valley Bank report

Valley Financial Corporation (Valley Bank) registered a profit loss for the second quarter, primarily because of dramatically increased loan reserves from \$1.4 million to \$8 million. Those reserves are to protect from potential real estate market losses. The company had a net loss of \$4.7 million, \$1 a share, and net earnings of \$688,000, 15 cents a share.

First Bank report

First Bancorp Inc., the parent company of First Bank & Trust Company which has banks throughout the region, has reported strong loan volume and income at mid-year. Total net loans outstanding grew \$81.6 million in the last 12 months with total assets increasing by \$68.3 million. Net income for the first six months ended June 20, 2009, and totaled \$6.9 million as compared to \$6 million on June 30, 2008.

Contract renewed

The Commonwealth of Virginia has renewed its dental insurance

contract with Roanoke-based **Delta Dental of Virginia**. Delta Dental will continue to provide insurance coverage for oral health care to more than 250,000 Virginia state employees and family members for an additional two years with an option to renew for an additional three years.

State approval

The **Virginia Tech Carilion School of Medicine and Research Institute** (VTC) has received approval from the State Council on Higher Education for Virginia (SCHEV) to operate a postsecondary institution in the Commonwealth of Virginia.



Mark Greenawald

Founding chairman named

Dr. Mark Greenawald has been named founding chairman of the **Department of**

Family Medicine at the Virginia Tech Carilion School of Medicine and Research Institute (VTC). Greenawald, who holds the rank of associate professor, will also serve as associate chairman for undergraduate medical education within Carilion Clinic's Department of Primary Care and Regional Medicine.

"Mark is a physician thought leader of the caliber we expect to graduate from VTC," says Cynda Ann Johnson, president and dean of the Virginia Tech Carilion School of Medicine. "His mentorship through the American Academy of Family Physicians Chief Resident Leadership Development Program to residency directors is at the front-line in teaching the next generation of physicians and is critical to keeping the practice of family medicine vital."

A graduate of Bucknell University and the University of Virginia School of Medicine, Greenawald served five years as a naval medical officer before he joined Carilion in 1995. He serves as the

education director for the Carilion Clinic Family Medicine Residency and is president of the Blue Ridge Academy of Family Physicians. This year he was named the family medicine residency inpatient attending of the year.

NRV donation

The New River Valley Health Foundation has donated \$62,500 to the **Free Clinic of the New River Valley** to be used to help fund programs and services including medical care, dental care and medications for the uninsured in the community.

Roanoke County award

The Virginia Association of Counties has recognized **Roanoke County** as a recipient of a 2009 Achievement Award in the Information Technology category for its submittal Innovation Without Funding. Roanoke County was one of 15 chosen to receive an award, which recognizes local government programs in awards criteria that include innovation, cooperation, and model practices.



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Achieves designation

Professional Network Services of Roanoke has achieved the AVAYA Small Medium Business Expert status. To achieve the "SMB Expert" rating, Avaya Business Partners' account executives and systems engineers must demonstrate proficiency in core areas that include customer support, technical knowledge and expertise, sales revenue and marketing support.

Printer expands

M&P Printing and Business Services has opened a new and expanded office located in the Virginia Tech Corporate Research Center at 2280 Kraft Drive. M&P Printing and Business Services serves the New River Valley and CRC tenants with printing, copying, shipping, custom promotional products, binding options, trade show materials and basic office supplies.

Commercial award

SPEAK Advertising Group in Blacksburg has been named a 2009 National Telly Award recipient for its recent television spot "One Little Word."

Profits are up

Rackspace Hosting Inc., which has a significant presence in Blacksburg, has announced a \$7 million profit during the quarter ending in June. That was a 66 percent increase over the same period a year ago.

Patrick Henry sold

Potomac Realty Capital of Delaware

has gone from lien holder to owner of the Patrick Henry Hotel following a \$2 million auction bid on the Roanoke City Courthouse steps. Potomac representative Kristin Duffy placed the only bid.

Duffy refused to say anything about her client, future plans or anything else. Potomac was the holder of a note that was in default. The owner of the hotel was Affirmative Equities of New York, which is in Chapter 11 bankruptcy, filed a little over half a year ago.

The Patrick Henry was recently valued at \$3.7 million. Potomac bought both the building and any debt associated with it. The 125-room Patrick Henry was built in 1925 and is an historic property.

Wellness award

Boxley of Roanoke has won the 2009 Wellness in the Workplace award from the Virginia Business Coalition on Health in the mid-size business category. Only three Virginia organizations were selected for the award given for exemplary wellness programs in the large, mid-size and small organization categories. Company CEO Ab Boxley started Boxley's wellness program "Get Healthy the Boxley Way!" with the same model he has used for the company's business model, continuous improvement.

Mease leaving city

Stuart Mease, who has been special projects director for Roanoke city since 2006, has left for a job with Rackspace

Have an announcement about your business?

Send announcements to news@vbFRONT.com
A contact / source must be provided. Inclusions are not guaranteed and all submissions are subject to editing.



Stuart Mease

Email and Apps in Blacksburg as its recruiting manager. Mease lives in Blacksburg. Mease never moved to Roanoke from Blacksburg where he worked before he took the job with the city. His loss comes as the city is still trying to replace his immediate supervisor, Brian Brown, who left as economic development director a few months ago to go with a security firm in Botetourt County. The department has seven employees.

One of Mease's primary charges was to recruit and retain young workers, something cities across the country have targeted as a priority. Mease often worked with NewVa Corridor Technology Council Director Cory Donovan in creating a kind of excitement about working in this area few had seen before.

Gets schools contract

Martin Bros. Contractors in Roanoke has been

awarded a \$32 million contract by the Roanoke County School Board for the renovations and additions to four county schools: Cave Spring Elementary, Green Valley Elementary, Mount Pleasant Elementary, and William Byrd High School. Earlier this year, Martin Bros. completed the renovation and addition of Northside High School that recently won the Clean Valley Council's Government Award for its reduced impact on the environment.

Spectrum recognized

The Rocky Mount Community Partnership for Revitalization has awarded **Spectrum Design** of Roanoke its "Rocky Mount Clean and Beautiful" award for the renovation of the N. Morris Building on South Main Street.

New Goodwill store

The lease has been signed and construction has begun on **Goodwill Industries of the Valleys'** retail store on Orange Avenue in Northeast Roanoke. Scheduled to open in late September, the store will be at Market Square East Plaza. The new store will offer the community over 10,000 square feet of retail space. Here the public will find furniture, books, household

Calendar

Olde Salem Days

September 12
10:00am—5:00pm
oldesalemdays.org

Introduction to Supervision

September 15
9:00am—12:00pm, \$60
Room 122, Greenfield Education
and Training Center, Daleville
Information: 540-863-2863

NCTC Demo Day & Tech Expo

September 18 / 2:00—5:00pm
Roanoke Civic center
Information: 540-537-5193

Business Survival Series, Roanoke Regional Chamber

September 22 / 8:00—10:00am
Web Site on the Cheap,
Chamber Offices, \$20
Information: 540-983-0700

Business Basics, Roanoke Regional Chamber

September 22
Chamber Offices, \$10
Information: 540-983-0700

The Roanoke Regional Home Builders Association Fall Home Show

September 26-27
Salem Civic Center
Information: 540-389-4130

Interviewing Skills

September 29
9:00am—12:00PM, \$60
Room 122, Greenfield Education
and Training Center, Daleville
Information: 540-863-2863

Rotary Club of Roanoke Valley

Bob McAdam, 540-776-2583

Rotary Blacksburg Noon Club

info@blacksburgrotary.org

Salem-Glenvar Rotary Club

Bob Jones, 540-521-5924

Civitan Club of Roanoke

Larry Mattox, 540-342-5355

Civitan Club of Botetourt

John Markey, 540-977-4222

Kiwanis Club of Roanoke

Judy Clark, 540-344-1766

Cosmopolitan Club of Roanoke

Mike Russell, 540-772-2778

Toastmasters International Clubs (Roanoke Area)

2nd / 4th Thursdays, 7:00pm
540-342-3161;
1st / 3rd Thursdays, 7:00pm
540-989-1310;
Thursdays, 12:00 noon
540-483-0261;
1st / 3rd Fridays, 12:00 noon
540-983-9260

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Layoffs

The Salem District
office of the **Virginia
Department of
Transportation** said it
would cut 60 jobs in
order to meet a 6.6
percent reduction
mandated by a budget
shortfall of \$2.6 billion
that would come from
gas taxes and auto
sales, among other
things, during the
next year. Statewide,
about 600 layoffs
are expected.

Chamber awards

The Botetourt County
Chamber of Commerce
named **Curves** in
Daleville winner of its

Business Leadership
Award at its recent
awards dinner. **Bob
Allen**, a pediatrician
and neonatologist for
40 years, won the
Community Service
Award.

New contract

Advantus Strategies,
based in Richmond
with offices in Roanoke,
has acquired **Crockett
+ Hooks LLC**, bringing
decades of experience
to Virginia's largest
independently owned
government consulting
services firm. Robert G.
Crockett will serve as
the principal of Advantus'
Environmental Practice
Group under the
Business-to-Government
Consulting Division of
Advantus Strategies.
Charles Hooks will
serve in the group as

a consulting director.
"The integration of
Robert Crockett and
Charles Hooks into
Advantus comprises
a key element of our
strategic plan to offer
enhanced consulting
services to government
and industry," says
Advantus Strategies
President and
Managing Director
Daniel "Bud" Oakey.

Walmart expansion

The Walmart off Old
Franklin Turnpike in
Rocky Mount has
begun an extensive
renovation that should
be completed in
October. One result
of the renovation is
that the company will
hire about 65 new
employees. Walmart
will widen aisles, install
low-profile shelving,

brighten the interior
and install new lighting.

Fleetwood sold

Fleetwood Homes of
Rocky Mount, which
had been in bankruptcy
creating uncertainty
for the future of its
70 workers, has been
purchased by Cavco
Industries of Arizona.
The purchase was
made during a
mid-August auction.

Cavco and Third
Avenue Trust Value
Fund, a partner, will
pay \$26.6 million for
Fleetwood. Cavco
buys plants and debts.

Compiled by Dan Smith

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Rob Glenn, Issues Management
Group
Bob Goodlatte, congressman
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Rebecca Hepler,
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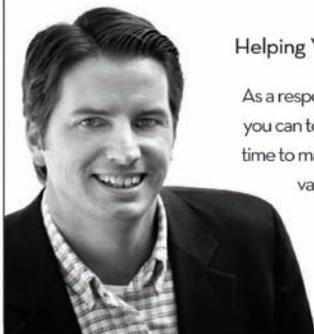
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God is in the details, not the devil,
who only causes chaos — Page 13

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