

Valley Business

# FRONT

FOR THE UP AND COMING  
AND ALREADY ARRIVED

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**OSHA**

**DOCTORS'  
SCHOOL**

The Real Estate Agent's  
*Song and Dance*

**Nurse of  
the Year**

**Banker  
on a Bike**

Carolyn J. Green,  
Gwyn & Harmon REALTORS®

NEW FACE AT VALLEY BANK, OLD HAND AT VALLEY BANKING.

# Shashi Jain

Assistant Vice President, Private Banking Officer

*Moving from Chicago to Roanoke 29 years ago, I wasn't sure what to expect... or even sure how long I might be living here. My uncertainty quickly fell away as I became a member of the community and began raising my family here. I soon realized what a truly special place the Roanoke Valley is and decided to make it my home. In my native language, "Ronak" means Bright, Elegant and Beautiful... which is exactly how I feel about this area.*

For the past 13 years I worked for one of the largest banks in the Valley. Due to the recent changes in the industry, I began searching for a more customer focused, community oriented financial institution where I could continue to treat my clients like family members and close friends.

Valley Bank has a simple business model, with local decision making, quick response times, and a keen focus on the needs of its customers and the community. Valley Bank is the right place for me.

As part of Valley Bank's Private Banking team, I am better positioned to use my knowledge and experience to help professionals and small businesses achieve their goals.

I am proud to be a member of the Valley Bank team.

## Valley Bank

**Shashi Jain**  
Assistant Vice President  
Private Banking Officer  
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# WELCOME to the FRONT

As we move into the center of a summer that can't reasonably get much hotter, most of us are waiting for some of that heat to spread to the economy, which has been a refrigerated state for far too long. Blame has been placed all over the table—from administrations to financial institutions to oil companies to white collar crooks to systemic fractures—but the fact is that the economy won't get better and stay better until Americans change some of the basics about themselves.

We are a spoiled country, full of people who value comfort and convenience over elements of our lives that are far more important. We've used and abused our resources, creating big soft seats at every turn for our broadening butts, ignoring evidence that our consumption is causing serious trouble all over the world.

We can continue to blame George Bush and Barack Obama and Osama Bin Laden and Tony Hayward and Nancy Pelosi and Sarah Palin and anybody else who comes to mind, but until each of us 'fesses up and says, "My bad; I'm changing," nothing will be different.

There's an old bromide here that translates thusly: "Insanity is defined as continuing to do the same things, expecting a different result." The change starts where each of us sits.



**Tom Field**



**Dan Smith**



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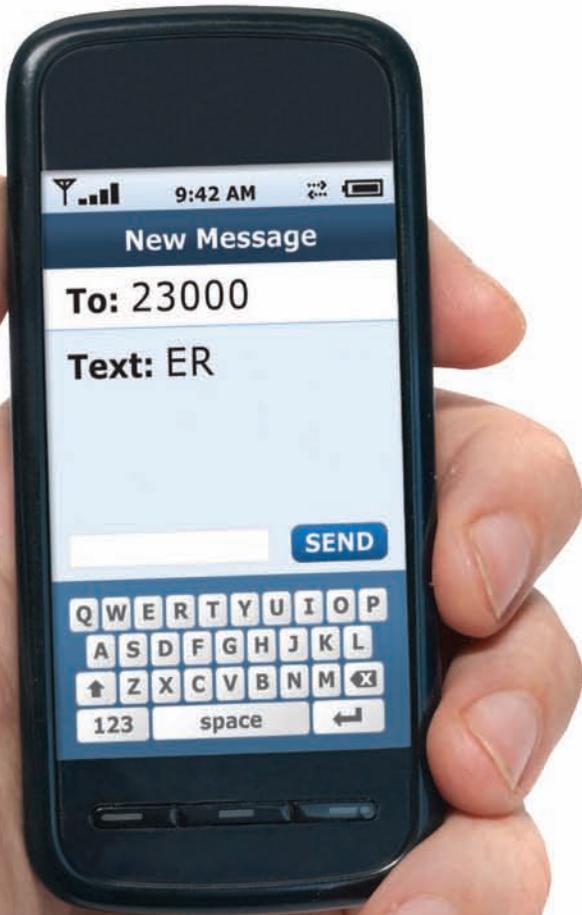


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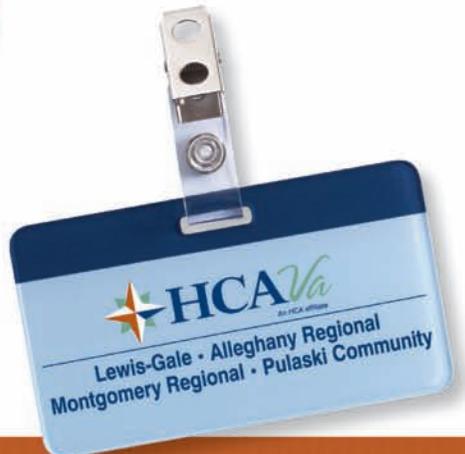
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## Valley Business FRONT

### COVER STORY

#### DEPARTMENTS

# 8

## The Real Estate Agent's

### *Song and Dance*

#### TRENDS

business etiquette 18

workplace advice 19

business dress 20

**FINANCIAL FRONT 21**

**LEGAL FRONT 24**

**WELLNESS FRONT 26**

**TECH/INDUSTRY FRONT 32**

**DEVELOPMENT FRONT 34**

**RETAIL FRONT 40**

**SENIOR FRONT 42**

**EDUCATION FRONT 44**

**CULTURE FRONT 46**

#### REVIEWS & OPINIONS

dan smith 50

tom field 51

letters 53

book reviews 54

**FRONT'N ABOUT 56**

**EXECUTIVE PROFILE 58**

#### FRONTLINES

career front 60

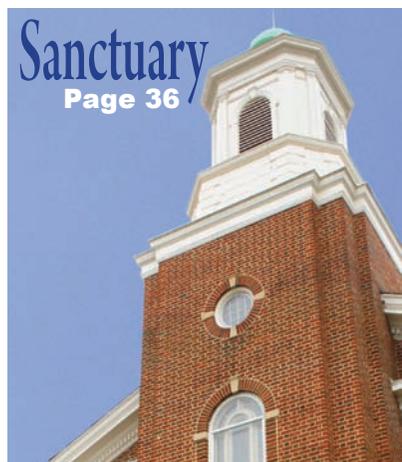
front notes 66

patrons 68



Page 24

## OMG it's OSHA



Sanctuary  
Page 36



## TWO DOCTORS AND THEIR SCHOOLS

Page 44 • Page 58

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# AUGUST



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Nicholas Vaassen

Biographies and contact information on each contributor are provided on Page 64.

## Editorial Advisory Board

Valley Business FRONT has organized an Editorial Advisory Board in order to help direct coverage. FRONT selected a group of 16 diverse business professionals, who will serve as a sounding board throughout the 18 month rotational term that will turn over every year and a half.

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

# CONTRIBUTORS



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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.

“An alarm system provided a 15-minute warning before bombings

— Page 21

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Greg Vaughn Photography

**Carolyn Green** is our FRONTcover model, doing her song and dance routine to illustrate how today's real estate agent really has to perform. When she's not singing and dancing across the Broadway or Vegas stage, she's selling houses with Gwynn & Harmon Realtors.

## Keeping real estate's bubble floating >

### Executive Summary:

*There is a lot a residential Realtor can do to ensure success even in the messy economy that is depressing sales nationally.*

By Susan Ayers

# The Real Estate Agent's Song and Dance

The real estate landscape has changed. In today's real estate world, a Realtor needs to be more creative than ever, understand how to maximize all resources available and have a comprehensive Internet marketing and social media strategy. And it is important to be cognizant of the client's communication preference: how the buyer prefers to shop.

The traditional process of placing a home for sale in Multiple Listing Service (MLS), putting a sign on the lawn with a flyer box no longer works in attracting new clients and getting top dollar. It's about how to be successful in this economy and appeal to all prospective buyers.

"The Internet has made a drastic change in selling," says Carolyn Green, Realtor with Gwyn & Harmon Realtors. "Many times, buyers come to us with the houses they want to see. There are so many real estate Web sites that offer houses, schools, area information and mortgage calculations.

"I have three Web sites, two of which you can search for homes and all the information about the home, from the area to the weather in a given town. I advertise on TV and two newspapers. I use one monthly real estate magazine. I also place my homes on Trulia, Craig's List and will soon be adding them to Zillow. I send out a monthly newsletter and during the Christmas season, I send out calendars to everyone on my contact list whether they have purchased a home or not. I stay in contact with my previous clients because this is a business that depends on referrals." Sounds exhausting.

## Social media

Many Realtors are use social media extensively. Because of the Internet, many prospective buyers have access to property listing information and virtual tours. They often will contact a Realtor with a list of homes that they want to see.

"Due to the Internet," says Dayna Patrick of RE/MAX All Stars Realty, "Web sites, search engine expansion, social media and more print publications, we are using more



Dana Patrick

Susan Ayers

marketing platforms than ever before to reach more buyers and help our clients' properties stand out.

"We also have better access to statistics and sales information to share with buyers in order to help them successfully negotiate offers and to help sellers adjust to the market values as they are now. They're often is not what owners had expected, or need to receive, since they often have more money invested in a property than what the market will bear."

With a large percentage of buyers viewing homes online by virtual tours, "It's not about curb appeal. It's Web appeal," says Wanda Richards, Owner of Create 4 U Web Design, which specializes in home staging. Richards owns enough furniture and accessories to stage 15 vacant homes and models.

Networking has become a very important tool. Many Realtors network at various meetings and within groups that they belong to. Many Realtors are networking with one another about the homes they have listed.

"Realtors in the NRV area are hosts for Realtor Opens, where we invite local Realtors to tour homes and give us feedback. That helps make the listings more marketable," says Mary Wright, Broker with NRV Gateway Realty. "Another positive trend is the spirit of cooperation among Realtors who will contact other agents with listings, either in the same town or price range, regardless of firm and they'll hold joint opens. This is effective in getting multiple firm support rather than just the agent's own office."

Portions of the NRV are looking interesting these days: In May, Virginia Casting Industries announced a \$9.1 million investment to establish a ductile iron components manufacturing operation in the City of Radford, creating 300 new jobs. The week prior, Pulaski County announced that Phoenix Packaging Operations move into the Dublin Industrial Park, creating 240 jobs. Dish Network in Christiansburg has

## What they're saying >

"I think the market is now the new normal. Things have picked up and prices have stabilized and in some areas have even risen. Interest rates are still fantastic and people are starting to tune out the doomsayers." **Barry Bridges, Weichert, Realtors Bridges & Co.**

"I am spending more hours on the Internet e-mailing clients and making phone calls ... Many realtors belong to one of more social networking groups such as Nymz, LinkedIn, Active Rain—which is specific to realtors—in addition to Twitter and Facebook." **Shirley Allen McCall, Long and Foster Realtors - SML**

"About 80 percent of the homebuyers are starting their search online through real estate sites such as Realtor.com ... The 20 percent of homebuyers not using technology should not be ignored. Not everyone wants to be plugged in." **Mary Wright, NRV Gateway Realty, Christiansburg**

"We find that an agent can use all the updated methods and tools for real estate sales but nothing is as beneficial as outstanding personal service." **Priscilla Morris, Long & Foster Realtors, Blacksburg**

"I stay in contact with my previous clients because this is a business that depends on referrals." **Carolyn J. Green, Gwyn & Harmon Realtors**

continued to Page 11



**Wanda Richards: Home staging is her specialty**

Dan Smith



All good agents have to find creative ways to get deals to work out in good times and in slow times.

—Todd Wampler,  
Wampler Realty,  
Daleville

announced it will expand and adding 80 employees.

All these jobs are good news to the unemployed in the New River Valley and will result in a further decrease of the unemployment rate. That could mean housing sales.

Creativity and doing whatever it takes is critical in today's market. Most Realtors work evenings, weekends and other odd times—their clients' schedules.

## Realtor's marketing tools >

Homes are still placed in the Multiple Listing Service (MLS) and For Sale signs and flyer boxes appear in the front yard. There continue to be ads in newspapers, even as they fade away, and real estate publications and these tools continue to be useful when it comes to selling a home. But the landscape for selling real estate has changed. With those changes have come additional tools that when effectively used, can result in getting more listings and top price for a home in today's market. Here are some of the new ones:

**Home staging** makes a home look visually appealing to buyers and can make a home stand out from the crowd. Prospective buyers often have difficulty envisioning how a property can be used. If they see a home that is beautifully staged and looks inviting and warm, that often translates into a higher sales price and a quicker sale.

A Realtor's **Web site** is as important if not more so than print presence. Buyers will be more attracted to a professional, easily navigable sight that provides useful and up to date information. Online sites that can be used for listing homes include Realtor.com, Trulia, Craig's List, Zillow, and Active Rain.

**Social media**—including Facebook and Twitter, among others—can help in retaining relationships with clients and establishing a relationship with unlimited and potential buyers.

Branding is increasingly important:

- Tammie Jo Woolwine, an owner/broker with Rocky's Realty, has found her niche wearing the pink boxing gloves and with the slogan, "Call Rocky's Mom. In Your Corner with Champion Service and Knockout Deals." Her Web site even plays the theme song from the movie, "Rocky."
- Pamela Podlewski, Realtor with Wainwright & Co. – Realtors has an orange VW Bug and her slogan is "Selling A Home? Pamela Podlewski Bug Me Buying A Home?" Her website has the VW with the slogan driving down the road.

## Improving market

The residential real estate market appears to be improving in this area of Virginia, but there are several variables that can make a difference in its recovery.

The Worker, Homeownership and Business Assistance Act of 2009 extended the \$8,000 first-time home buyer credit and created a new tax credit of up to \$6,500 for qualified repeat home buyers. The income limits were increased to allow more consumers to qualify. Opinions vary on the bill's effectiveness.

Avoiding foreclosures in the long term is important. According to CNNMoney.com, between 65 percent and 75 percent of

**Virtual tours** provide buyers with the opportunity to see the inside of the home online and avoid disappointment and unnecessary trips that often occur from first time showings. After viewing virtual tours of homes, buyers often contact the Realtor wanting more information and/or knowing what homes they are interested in visiting.

**Monthly newsletters** are a great way to stay in touch with past and current clients and remaining positioned as their trusted expert.

**Personal Branding** is the art of packaging and presenting yourself in such a way that separates you from the pack: your look, logo and imagery. It is about defining who you are, having your name and message portrayed consistently everywhere it appears, creating a strong branding platform that presents your skills and experience to as many people as possible.

The **electronic lock box** replaces the traditional keyed box. The electronic key requires a passcode that changes every night and must be downloaded as the device sits in a cradle overnight. The electronic key signals who accesses which listings and helps keep records. It requires an annual fee.

**Blackberrys** and other small communications devices allow you to text and to receive and respond to e-mails regarding buyer and seller needs and customer inquiries.

—Susan Ayers

## What they're saying >

continued from Page 9

"Any house will sell at a particular price. There are more short sales than there used to be. Banks prefer those to foreclosures because they don't want the houses."  
**Lee Mastin, MKB Realtors**

"I don't know what I did before owning a Blackberry. It helps me stay in contact with my clients on the spot."  
**Tammie Jo Woolwine, Rocky's Realty**

"I was recently in South Carolina having breakfast and found out that my server had 50 acres in my area she needed to sell. Everyone needs to live somewhere, so the topic of real estate easily comes up."  
**Lucinda Scruggs, Quality Realty**

"Condo sales around the country have tanked and that has hurt us. Financing is just about impossible because the lenders are scared to death of them."  
**Darrell Morris, Poe & Cronk Real Estate Group, Roanoke**

"There are between 800-1,000 people living downtown (in Roanoke). They are 40 percent young professionals, 40 percent empty nesters and 20 percent are families with children."  
**Sean Luther, President & CEO of Downtown Roanoke, Inc.**



Dan Smith

Bill Carder: "The deals are amazing."

## Bill Carder's turning flips these days >

by Dan Smith

For most of us, the sound of a flipping house—think Katrina or tornado—would come in at something like, "Crash!" For Bill Carder, it has a more musical resonance: "Ca-ching!"

Carder, a former operator of resorts, Downtown Roanoke Inc. and a Roanoke City Councilman at one point, has gone into the portion of the real estate business that some consider shady, others call "an opportunity" and still others see as The Big



We definitely have to be creative to stand out, using colors, language and individual style. We are putting longer hours into our marketing efforts, due primarily to the increase in inventory and platforms, where we present our properties.

—Dayna Patrick,  
RE/MAX All Stars Realty,  
Daleville

loans that are modified through the Home Affordable Modification Program (HAMP), but not backed by the federal government are likely to go bad. the Mortgage Bankers Association finds re-default rates from 40 percent to 60 percent because of bad borrower behavior.

### Bankruptcy's part

Bankruptcy becomes a factor when a buyer files bankruptcy. In most cases that puts a hold on any further collection or foreclosure action until the court acts. A Chapter 7 bankruptcy normally discharges buyers from all debts including the mortgage. When those cases are discharged within 3-4 months, they are usually headed for foreclosure. Most of the bankruptcy filings are Chapter 7 cases.

Here is the real eye opener: According to statistics released by the Administrative Office of the U.S. Courts, bankruptcy filings are the highest they have been since the 12-month period ending March 31, 2006. A significant decline in bankruptcy filings occurred in October 2006, when many of the provisions of the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 took place.

Total bankruptcy filings in the U. S. Bankruptcy Court for the Western District of Virginia (where we are located) for the year ending March 31, spiked 21 percent over the previous year. Bankruptcy filings totaled 9,592 to March 31, 2010, compared to 7,951 the previous year. Nationally, during the same time period, bankruptcy filings increased 27 percent.

The majority of bankruptcy filings involved personal bankruptcies. For the 12-month period in the Western District of Virginia ending March 31, 2010, personal filings totaled 9,347, up 21 percent from the 7,745 filings in the 12-month period ending March 31, 2009. Nationally, during the

Thing with so many repossessions of homes in default.

He and his partner (life and business) Susan Strong have established Flagship Investments to take advantage of what they believe will be a three-to-five-year opportunity to buy homes for dramatically reduced prices and either wholesale them immediately, renovate them for rent or purchase or offer a lease-purchase agreement.

"These are cash deals," says Carder. "The banks aren't buying anything." That means he has had to come up with seed money and pull in investors to make the purchases. But he doesn't always have to come up with the full purchase price.

"Often, we need to have 10 percent of the purchase price on hand because the deal doesn't close for 45 days," he says. That gives time to renovate the property and find a buyer at what is still a lower-than-market price. It often means a deal for everybody but the foreclosed seller. "That's sad," says Carder, "but it's reality.

Carder's and Strong's primary areas of purchase at this point are Raleigh Court/Grandin Village, Smith Mountain Lake and Southeast Roanoke, a traditionally low-end blue collar area that is falling on better times. "The deals are amazing," says Carder. And they make a musical sound as he looks at this business growing into something by the end of its short life cycle. 

same time period, bankruptcy filings increased by 28 percent.

## Boom years

"In the boom years of 2005-2006, the Roanoke Valley Association of Realtors' membership peaked with 1,700 Realtors," says Chief Executive Officer Laura Benjamin. "In 2009, the membership was stable with 1,450. The current 1,300 Realtors is typical of what we are seeing nationally. We've all lost members but not dramatically so."

Much of the cost of doing business varies. The Principles of Real Estate class' cost varies, depending upon the the school. A new real estate licensee joining Roanoke Valley Association of Realtors (RVAR), and thus the National Association, pays \$720. Membership with NAR designates a licensee a Realtor.

“““

Creativity is what will set each and every home apart as it does each Realtor.

—Pamela Podlewski,  
Wainwright & Co.



Pamela Podlewski

Susan Ayers



Jane Dalier

The license comes up for renewal every two years. Required continuing ed classes go for \$60-\$100.

Most real estate licensees are independent contractors. They must have their license with a brokerage firm. The cost to stay in business depends upon the business model of the firm. Another business model involves the

Realtor paying a monthly fee to the firm regardless of the amount of real estate sold during a particular month.

A more traditional model involves a percentage of every sales commission going to the broker and the remainder going to the Realtor. "At the end of the day, the net earnings are probably about the same," says MKB Realtors General Manager Kit Hale.

"A lot of a Realtor's expense has to do with investment in personal marketing and time expended to whatever the individual goals and objectives are. When consumers see that person over and over because of repetitive branding, [consumers] tend to gravitate toward that person. If a Realtor carries a lot of listings, it can cost a lot to keep those plates spinning—giving feedback to sellers, time and emotional investment. A lot of the bottom line is subject to the business model and the Realtor's degree of investing in the business," adds Hale.

And, as we all know now, the vagaries of the economy. 

**Mary Wright:  
Realtor Opens**

# 1 more on moreFRONT...

to read this story below go to [www.morefront.blogspot.com](http://www.morefront.blogspot.com) (August 1 posting) Also accessible at [vbFRONT.com](http://vbFRONT.com)

## Commercial Real Estate: Best of a Bad Situation >



Mike Waldvogel



Dennis Cronk

Dan Smith



Dan Smith

Ed Walker



The Cotton Mill

Dan Smith

## Downtown, SML are hot properties >

Encouraged by the creative adaptive reuse of buildings as condos, Downtown Roanoke continues to experience a growing resident population. It's an odd market where housing can cost as much as \$2.5 million or as little as \$450 a month. The majority of condos are populated with tenants or are owner occupied, according to Downtown Roanoke Inc. Executive Director Sean Luther.

With the turbulent housing market, lenders have increased fees and tightened regulations to offset the higher risk of lending to condos buyers compared to single-family home purchasers. If the buyer is an investor, the requirements can be even stickier.

"Lending practices have tightened up and if prospective buyers don't have a down payment of 20 percent, they need mortgage insurance, which is expensive and can be difficult to get," says Poe & Cronk Associate Broker Darrell Morris.

Lenders consider condos problematic because a few foreclosures in the same complex can lower property values. Condos carry monthly fees for upkeep and amenities and if the owners fall behind on payments, debt accumulates. Condo associations need money in reserve for repairs and other shared expenses or some banks won't approve loans.

There are 18 downtown Roanoke condos in the Multiple Listing Service (MLS) that range from a list price of \$99,950 for 460 square feet to \$200,000-\$300,000 for 700-1,000

**Executive Summary:**  
*Roanoke's central city area—where condos and rentals are going up at a dizzying pace—and Smith Mountain Lake seem to be weathering the downturn well.*

by Susan Ayers



Sean Luther



Barry Bridges

Susan Ayers

square feet. One condo has a list price of \$2.5 million for 7,200 square feet. Most of the condos listed are re-sales.

Despite the condo-financing challenges, residential development has continued in downtown Roanoke. "Ed Walker has done a great job [developing] 58 units at The Hancock and 108 units at The Cotton Mill and filled those up. He has been great for downtown," enthused Morris.

Attorney turned developer Walker is working to transform Downtown Roanoke. His most recent project has been his recent purchase of the decaying Patrick Henry Hotel for \$1.3 million. He is renovating the building into 100 rental units and business space at a cost of more than \$14 million.

There appears to be a demand for additional condo rentals. For starters, "Virginia Tech Carilion School of Medicine will be looking for quality rentals for its medical students who will be here for two years and will then be off doing their residencies," Luther says. Downtown Roanoke Inc.'s Web site indicates there are 20 condos available for lease with monthly rent ranging from \$550 to \$1,250.

Low interest rates and decreased construction have made existing homes appealing at Smith Mountain Lake. "In order to move on, sellers have adjusted prices," says Barry Bridges, owner/broker at Weichert Realtors Bridges & Co. "If bought prior to 2005, they still made money."

"There is an abundance of great deals in the existing home market," says Shirley Allen McCall, Realtor at Long & Foster Realtors – SML. "There has been a general decrease in new home construction unless it is a custom home. To sell existing homes, some owners have added boats, club memberships, leased docks and other incentives to sweeten the proverbial pot."



Shirley Allen McCall

Susan Ayers

Smith Mountain Lake's  
Bridgewater Pointe

Bridges says the number water-access homes sold at SML have held steady between Jan. 1 and June 14 for the last two years and the number of waterfront homes sold during that same time period has increased from 56 in 2009 to 73 in 2010.

The lake is primarily a secondary or retirement home market and many people from northern Virginia and the northern States are waiting for their homes to sell elsewhere before they can purchase at the lake.

Bankrupt Bridgewater Pointe development had life breathed back into it in May when three entities partnered to market the gated luxury waterfront community, offering 48 three- and four-bedroom condominiums. Amenities are many including a \$10,000 country club membership.

Willard Companies President Ron Willard, Sr. had been consulting with Atlas and BB&T—the partners—for several months in an effort to bring buyers back into the market. "Willard has weathered a number of recessions," says Communications Director Chris Finley. "He wanted to put together a plan that was an attractive pricing model. This will help other projects around Smith Mountain Lake."

A lottery was held with starting prices of \$199,500 for the condos ranging from 1,685-2,294 square feet. "Within the first three days of the campaign, there were 50 contracts secured," says Finley. "This is a great indicator that real estate is on the rebound."

The Willard Companies' newest development is Hammock Pointe, a 17 waterfront cottages in located Moneta. This will be the second residential community at the lake in accordance with The Earth Craft House program built by the Willard Companies. 



## The text message primer >

Text messaging has quickly emerged as an efficient means of communication. There is a time and a place for everything, including texting. Rules for texting etiquette should be followed in order to show kindness and consideration towards others. Here's what you need to know:

- When engaged in a face to face conversation or a meal, refrain from reading or composing a text message.
- Don't use text messaging to deliver upsetting news (i.e. a job loss or to break-up a relationship).
- Discuss confidential information by phone or face to face rather than by text.
- Don't use text messaging to communicate with supervisors or co-workers unless directions have been given to do so.
- Don't assume that everyone is aware of the slang abbreviations associated with text messages.
- Don't expect an immediate response from a text message.
- Don't compose or read text messages at a movie theater, a business meeting or any live performance.
- Keep text messages brief.
- If a message intended for another is sent to your phone, let the sender know.
- Introduce yourself when sending a text to a recipient who does not have your contact information stored in his mobile device.

## Business Etiquette

By Donna Dilley

### Executive Summary:

*When is the right time to send a text message and to read the one waiting for you? Read on.*

One time and place that is never suitable to read or compose a text message is while driving. Studies from the Virginia Tech Transportation Institute concluded that texting should be banned in moving vehicles for all drivers. This life threatening behavior has been reported by the AAA to be as dangerous as driving under the influence and is one of the leading causes of vehicular death in the U.S.

Also remember that interactions face to face will be far more beneficial in establishing rapport and building relationships.

*(E-mail [donna.dilley@gmail.com](mailto:donna.dilley@gmail.com) with etiquette and customer service related questions.)* 

## Attention, texters! >

**Dear Getting a Grip:** My co-worker is always texting on her mobile phone. In meetings, out of meetings, in the break room, walking down the hall, during conversations with anyone at any level. She's certainly entitled to her choice about how she spends her time. The problem is that she doesn't hear things the first time they're said and demands a repeat as if she's entitled to it. Dealing with her takes double the time of other employees. I'm the project manager on a team assigned to complete a huge project in record time. The co-worker has been assigned to my team. In my view, not only does she short us on labor, she's a walking, texting deadline extension. What do I do about the texter?

**Dear Context:** Sending or receiving text messages on a mobile device while in the company of others has become so ubiquitous that waiting for someone to complete a text has almost become a social norm, like waiting for a person to complete a sentence because it's impolite to interrupt. Texting, however, is almost never a mutual act of mutual choice. The texter, by taking private action in the presence of another, makes a statement, conscious or otherwise, that the person at the other end of the electronic connection is more important than the person physically present. That is impolite.

**Getting a Grip:** With an incessant texter at work, one really has only one choice. That choice does not include trying to enlighten the texter as to the impoliteness of her texting. If she were socially aware, she would already know this.

Implement a policy of no mobile devices at meetings you lead. That means you, too. This eliminates the connection to data that a mobile device provides for all the team members, but it also enhances focus on the task at hand. The texter will break the rule. You will say to her, "No mobile devices at meetings," and she will say, "I'm just texting." This will be a test of your leadership. You will choose between two options. You will say, "No mobile devices at meetings." Or, you will say, "Well, keep it to a minimum, all right?" The first option will result in the business of project completion. The second will result in text-encumbered business as usual. 📵

Need to start "Getting a Grip" on a personal problem at work? E-mail your question to [grip@handshake20.com](mailto:grip@handshake20.com).



## Workplace Advice

By Anne Giles Clelland

### Executive Summary:

If your colleague's texting is interfering with business, it's time to change the text habit.

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Also get more stories and pictures at [morefront.blogspot.com](http://morefront.blogspot.com)



## At last, professional dress! >

For the first time in ages, women can look forward to a fall season featuring suits that match and look professional. According to the Wall Street Journal, the fall 2010 collections are reminiscent of the “Charlie Girl” look of the 1970s, which embodied the image of the modern career woman: businesslike and confident, yet feminine.

The new suits are neither revealing nor casual. Jackets are longer than in recent years and paired with wide-legged trousers. Highly tailored rather than slouchy, they give a strong, elegant silhouette to the figure. The use of interesting texture and fluid fabrics add an appealing richness to the 2010 suits.

During fashion week this spring, Dolce and Gabbana focused on the tailored jacket and the expertise that goes into producing one. Aquilano Rimondi showed a wearable collection unlike their complicated and fussy looks of past seasons. Prada unveiled “normal, classical” clothing, such as “nip-waisted dresses, with darts at the bustline to fit a regular woman's figure, and simple heels.” Even designers who are known for bohemian and avant-garde fashions are showing matching tailored suits. No longer is it gauche to wear pieces that match and look dressy for work.

It is high time that designers realize that the majority of working women want suits that match and simple dresses that flatter their figures, yet look professional. The casual look is fine in its place, but it has been overdone and over-designed.

Good fashion is simple and compelling. A good design requires clean, strong lines, good quality fabric, and impeccable construction. Over the past 10 years, it has been typical for designers to integrate far too many design features into one garment. Flimsy, fussy fabrics have cheapened designs with potential. Outsourcing of sewing often yielded shoddy workmanship. In seeking to be innovative and unique, designers forgot the adage “Less is more.” Perhaps they are getting back on track now.

So, if you have been frustrated in recent years while trying to update your wardrobe, take heart. Peruse the fall offerings as soon as they hit the stores. When you find what you need, purchase it early in the season so retailers can reorder and restock. If retailers and designers realize that they are on the right track, we may finally have access to fashions we like, need, and can afford. Give us what we need and we'll remain loyal – that way everybody wins. 

## Business Dress

By Kathy Surace

**Executive Summary:**  
*Business women who look ready for business is the style for 2010.*

## Take control of fear >

### Executive Summary:

*The volatility of the markets does not lead to a natural peace of mind, but relax, pay attention and do what you know to do.*

**By Joel S. Williams**

Successful investing is about controlling one's behavior. That means exercising discipline.

Advising discipline is the most important service a broker can provide clients—not specific stock picks. The role of a great investment coach is to manage the investor's expectations through education.

In these heart attack-inducing stock market fluctuations, it's important to leave it to professionals. Do-it-yourselfers often can have successful portfolios. The problem is that one has to "do it" every year, for 40 years, in what has become a permanently changing environment. What has been working is virtually guaranteed not to work at some point.

So, how do you break free from the fear of an uncertain market?

First, a lesson from Winston Churchill, who knew a thing or two about standing up to fear. During World War II, London was bombed day and night. Churchill suggested a plan that enabled people to return to work between bombings. An alarm system

provided a 15-minute warning before bombings, which allowed workers to retreat to shelter quickly and return after the threat subsided. This plan re-engaged England in the war and helped the Allies to victory.

If England had not been able to loosen its grip on fear and stress and get its economy back to work, the outcome of WWII could have been different. It works the same way with your portfolio. What alarms do you have in place if:

- Inflation begins its rise and steepens? What assets will you deploy if deflation raises its ugly head?
- Jobs do not start returning as in a normal recovery or if consumer cycles don't return to normal?
- Gold goes down? Sure, it's predicted to go to \$2,000 per ounce—but what if it falls?

Having a written plan for what assets (and in what amounts) will be shifted to other assets when certain trigger points are hit is essential to gaining peace of mind and a steady hand in a volatile market. No one knows where the market will go next. After 28 years of close observation, I can assure you that the market will make fools out of the greatest number of us.

Knowing you have a plan in place—with alarms—is the vital to maintaining a successful investment strategy in this environment and breaking free from fear. 

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Robert Bradshaw of Trust Company: “An overall family purpose.”

Gene Marrano

## Big bank, local bank >

### Executive Summary:

*The Trust Company of Virginia stresses that it is out there by itself, not influenced by bigger organizations in providing its financial services.*

### By Gene Marrano

Near as Robert L. Bradshaw Jr. can tell, The Trust Company of Virginia is the only independent fiduciary services company in the Commonwealth, meaning a bank doesn't control it.

Bradshaw, a senior VP for the Richmond based firm, is loathe to bash his brethren, but says that being independent means less emphasis on selling products to clients (annuities, insurance, etc.), with more of a focus on service. “We don't have proprietary products,” says Bradshaw, “we're not going to sell you a policy.”

Before 1993, trust services could not be offered in Virginia “unless you were a bank,” says Bradshaw. That's when the law was changed; by the end of the year he and a handful of other former bank trust officers had formed the new firm. Trust companies are nationally chartered by the Office of

Thrift Supervision, part of the Federal Department of Treasury.

The Trust Company of Virginia has six offices throughout the state, including the one on South Jefferson Street in downtown Roanoke where Bradshaw works. (It's the second largest behind Richmond in terms of the assets managed.)

Typical clients are those looking for professional services that include investment management, administration and “long term perspective ... for trust services,” according to Bradshaw. Many clients are older and have amassed sizable assets, while others are younger families looking ahead.

Trust firms work with the rich and with families settling estate issues. Acting as a fiduciary they can help protect assets, manage investments and plan for estate tax reduction.

A trust is an agreement to transfer assets upon death to someone else. A trustee distributes those assets under the terms agreed to. With clients often concerned about income flow, The Trust Company champions a stable, conservative investment strategy that has helped weather the volatility of the markets in recent years.

Among the types of trusts Bradshaw or his

colleagues can offer are asset protection trusts, special needs trusts, charitable trusts and marital trusts. Fairly new in Virginia are dynasty trusts, which can be set up in perpetuity.

The Trust Company can act as an agent, where a client has appointed himself as the trustee but realizes they may need some help. The firm can also serve as the executor or co-executor when it comes to estate settlements. Being an executor is often harder work than people realize says Bradshaw.

"Most of what we would be doing as executor would probably evolve into ongoing trust relationships for families," he notes. "I think that's our key to working with individuals and families, in providing a continuity." Bradshaw finds it interesting to deal with several generations, where he can often detect "an overall family purpose," when it comes to protecting assets.

Bradshaw again draws the distinction between the services offered by The Trust Company of Virginia vs. those from the trust arm of a bank – often known as wealth management: "We have no motivation to sell products. We are solely service oriented. [With banks] there's more of an emphasis on selling something."

The financial institution merger mania that has often meant one bank swallowing up another also allows The Trust Company "to offer a stability ... and some guidance over a longer period of time," says Bradshaw.

He believes the time is ripe for The Trust Company of Virginia. "I think people are looking for services in the [current economic] environment, which is very volatile. They're looking for conservatively-oriented, long term approaches." 

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**Dudley Woody: "In this program, they can look at everything."**

Dan Smith

## OSHA's tough new audit >

### **Executive Summary:**

*OSHA might soon be knocking on your door to conduct a new audit program. Woods Rogers attorney Dudley Woody explains what to expect.*

### **By Alison Weaver**

Be forewarned, business owners. OSHA is stepping up its efforts to check the accuracy of employers' recordkeeping.

The Occupational Safety and Health Administration plans to target employers in high-risk industries that report low rates of work-related injuries and illnesses on their OSHA 300 logs.

"OSHA reviewed some academic reports and came to the conclusion that 10 percent to 20 percent of employers were under-reporting," says Dudley Woody, who has practiced labor law at Woods Rogers in Roanoke for 25 years. "However, in my experience, I think more employers over-report than underreport. If there's any question whether an ailment is work-related, they tend to document it to cover themselves."

As part of a new National Emphasis Program, compliance officers will conduct an

independent review of company medical records, workers' compensation records, insurance records, payroll/absentee data and other documents to independently identify occupational injuries and illnesses, Woody explains. "They'll use that information to effectively create their own log and see how it matches up with the employer's log."

The program will audit records for the 2007 and 2008 calendar years.

As with typical OSHA inspections, officials show up unannounced. Employers will have four hours to turn over records. "If you're doing what you're supposed to be doing, getting the log together in four hours shouldn't be a big deal," Woody says. "It's nerve-wracking and potentially costly, but it won't necessarily take a lot of staff time."

The process will also involve employee interviews, interviews with management and health care providers, and limited walk-around inspections. Compliance officers will be looking for other violations and will cite them as well. "With a complaint-oriented inspection, officials are limited to focusing on the problem area, rather than what they see while passing by," Woody says. "In this program, they can look at everything."

OSHA isn't kidding about what it terms an "intensive review" of employee records. For companies with fewer than 100 workers, OSHA will check every employee's files. For

companies with 101 to 250 workers, records of 50 percent will be reviewed. One-third will be reviewed for businesses with more than 250 employees.

Examples of historically high-risk industries to be targeted include iron and steel foundries, nursing care facilities, concrete pipe manufacturing, soft drink manufacturing, refrigerated warehousing and storage, and pet and pet supply stores.

Pet supply stores? "That one seems to jump out on the list," Woody agrees. "If I had to guess, I'd say it's probably due to bites and scratches."

OSHA directives also call for a close examination of musculoskeletal disorders. "That injury category would include back sprains and the like," Woody says. He also speculates that the current administration will renew

an emphasis on repetitive motion injuries.

OSHA instructs area offices to focus on companies in high-risk industries that have reported a low rate of DART (Days Away, Restricted, or Transferred). Woody acknowledges that employers who have stepped up safety practices and reduced their accident and injury rates might feel unjustly singled out. "It does seem a bit punitive in that sense," he says. "Your reward for making significant safety improvements might be an audit."

Woody says it remains to be seen if OSHA will continue the program indefinitely. "My expectation is that the government is so strapped for cash that the audits won't be repeated. My guess is they'll be used as a benchmark to determine if there really is a problem with under-reporting, and if so, in which industries." 

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# CARILION CLINIC

## The gift of caring and commitment >

### Executive Summary:

*Loretta Thompson is the Nurse of the Year for several good reasons, most revolving around the way she touches her patients.*

### By Gene Marrano

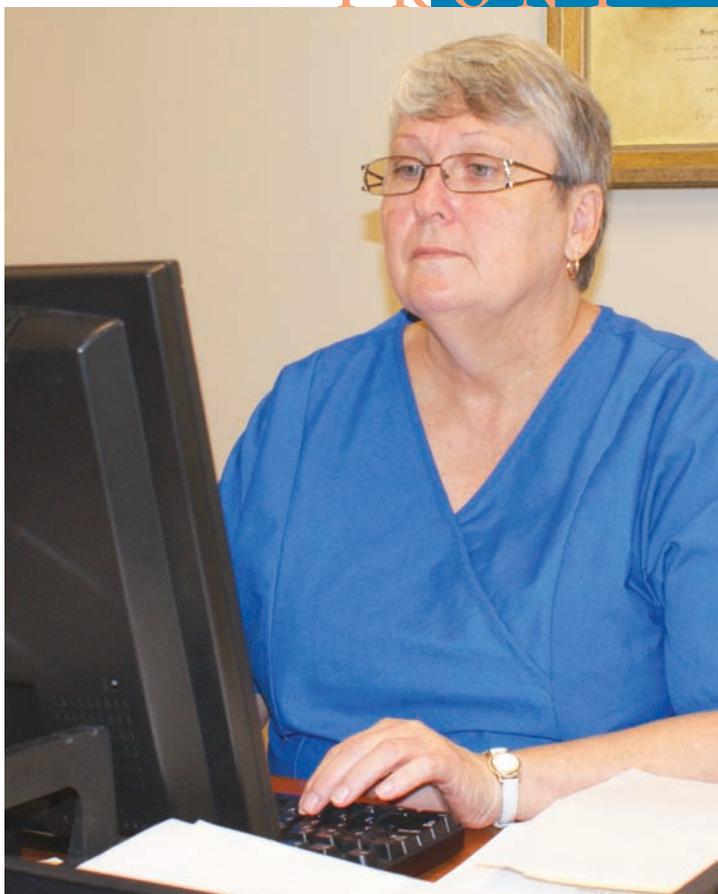
Much of what Loretta Thompson is and does is hinged on empathy.

The 56-year-old Rockbridge County native says she wears her heart on her sleeve: "At some point in time most of us have been there. I know what [patients are] going through. You want to do everything that you can do ... to help them get the care they need."

Thompson, the Virginia Community Healthcare Association's 2010 Nurse of the Year is a licensed practical nurse (LPN) serving as the intake nurse and care coordinator for New Horizons Healthcare. New Horizons serves the uninsured, the underinsured and Medicare/Medicaid patients at its Valley View Medical Center clinic.

The Richmond-based VCHA represents a network of federally qualified primary care "safety net" providers that includes community health centers like New Horizons (formerly Kuumba), rural health clinics and other practices in underserved areas. Traffic at New Horizons has increased as people have lost jobs or taken on employment that does not include health care benefits.

Thompson, who trained at the Stonewall Jackson School of Nursing in Lexington, is one of the first employees people encounter



**Loretta Thompson: "It's a different type of nursing."**

Gene Marrano

at federally-funded New Horizons. She helps place those in need with the right services after it is determined that they qualify. Payments are made on a sliding scale. The services provided constitute "not just adequate care, but excellent care, so [patients] can live as productive a life as they can," says Thompson

Thompson reviews health histories with new patients and assesses their medication needs. She heads the clinic's social committee—and brings in lunch for the crew (around 30, including several physicians) just about every day. Colleagues call her "Mama Loretta," for that effort.

In nominating Thompson for the award, New Horizons Healthcare Clinical Supervisor Cindy Blumer, RN, cited her for the "gift of caring and commitment—not just to our patients but to staff and the whole community. Loretta truly exemplifies what the title 'nurse' stands for. Nursing is not simply the hands-on task of caring for

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individuals, but the understanding and determination to make a difference in their lives.”

Eileen G. Lepro, Executive Director at New Horizons, says Thompson “is pretty special. She’s always working on volunteer projects and helping people.”

A nurse for 35 years, Thompson was “speechless” when she was called up at a recent Richmond conference to accept the surprise award. “I was overwhelmed, I really was.” She’s been at New Horizons for most of the past four years; it’s her first experience at a community health center after spending the bulk of her career in doctor’s offices.

“It’s a different type of nursing,” notes Thompson, who calls her chosen profession “something you have to love. You have to have a lot of love to give.”

Thompson demonstrated her powers of persuasion this spring when she had 30 New Horizons patients slotted in at the Roanoke Valley Mission of Mercy (MOM Project) that provided free dental services to those in need of basic oral health care.

“She made direct referrals on their behalf for event pre-registration, which guaranteed them a highly coveted place in the dental clinic,” wrote Blumer in her nomination letter. New Horizons had applied for a dental grant that was not approved, so placing several dozen patients at the annual Mission of Mercy was especially important. More than 1,000 sought free dental care at the Roanoke Civic Center this year.

“Being in nursing all these years, I’m doing what I love,” says Thompson, “I’m doing what I think my Christian values say I should. I enjoy every minute of it and love my patients.” 



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**Rebecca Whitehill shows one of her shop's detailed breast prostheses.**

Dan Smith

was not on her mind. Then one day her job was phased out. She became a "displaced worker."

Whitehill had just turned 50. She wasn't sure what to do next with her career. Her two sisters had profitable businesses running mastectomy "boutiques," stores catering to the needs of breast cancer survivors. They had tried for years to convince their sister to open her own store. She decided it was time to take them up on the challenge.

## The breast cancer survivor's boutique >

### Executive Summary:

*Second to Nature, which serves women with breast cancer, is the result of a displaced worker finding her niche.*

By Jill Elswick

Rebecca Whitehill hardly dreamed of becoming an entrepreneur.

She worked in a Missouri government office, processing applications for assistance from people who could not afford to pay their heat bills. She enjoyed what she did. A career change

"I was worried about doing Medicare insurance billing," says Whitehill. "But in my job I filled out government papers and stuff. I thought, you know, I can do this."

She applied for a grant from the state of Missouri to help displaced workers start their own businesses. She took classes in entrepreneurship and built a business case. The American Board for Certification in Orthotics, Prosthetics & Pedorthics accredited her. She received a grant of \$5,000 to open her business, Second to Nature, in 2007.

Whitehill traveled within a 100-mile radius of her home in Rockport, Mo., fitting mastectomy patients with prostheses to simulate the human breast. The most natural-seeming ones are made of silicone gel with a plastic

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"skin." They even have areola and nipples, to complete the look and feel.

"It has a natural drape," says Whitehill, holding a silicone breast prosthesis. "We don't call it 'wrinkly.'"

Federal law requires health plans to pay for post-surgical garments, breast prostheses, and bras if they cover mastectomies. Women who've undergone a mastectomy need breast prostheses, not only for emotional and psychological reasons but also for a physical reason: to balance their weight and prevent curvature of the shoulder.

Whitehill's home business thrived. But she eventually wished to open her own shop. Her sister, Ramona Hertzell, who owns Second to Nature in Greensboro, N.C., recommended she try Roanoke. Whitehill visited the city in March and decided it was the right place. She rented space in Lamplighter Mall on Williamson Road, near Hollins.

Things quickly fell into place. Whitehill and her husband, Scott, went bowling one night and ran into a neighbor. They told the neighbor they would soon be moving. The neighbor asked them how much they wanted for their house. The sale happened without Realtors.

"It's like it was meant to be," says Whitehill.

Second to Nature in Roanoke officially opened on June 15. The store carries post-surgical garments, prostheses, bras, hats, and wigs. It also carries swimwear,



Heather Biller works with Helen Thorpe on fitting a wig.

Dan Smith

nightgowns, purses, jewelry, and gifts such as pink blankets with the breast cancer awareness symbol.

"I wanted a boutique feel," says Whitehill.

The colorful and stylish products in Whitehill's store are intended to comfort mastectomy patients and make them feel like the regular women they are. Customers enjoy being treated as worthy of a lacy nightgown or an animal-print bra.

"Everybody is so thrilled," says Whitehill. "They are so thankful to have something pretty to put on after they've been through this horrible ordeal."

"But mostly everybody's happy to be alive," she concludes. "They're alive. They got through it. It's gone." 

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Janeson Keeley

Dan Smith

## netFRONT

### Making e-mail marketing work >

**Executive Summary:**

*Don't just blast away with your e-mails. Target them, organize them, understand what you're trying to accomplish.*

**By Janeson Keeley**

With postage and printing costs increasing, many local businesses are turning to e-mail marketing campaigns to reach prospective customers and stay connected with existing

clients. But before you start compiling your mailing list, make sure you know how to avoid the potential pitfalls of e-mail marketing and how to take advantage of the opportunities. Here are some tips.

**Use a reputable e-mail campaign marketing service.** Services such as iContact and Constant Contact offer tools that help you create, categorize, and manage your contact database; create e-mails; and, evaluate the effectiveness of your campaign. These services also help you manage your legal obligations by providing an unsubscribe tool that automatically removes subscribers from your list at their request.

**Send e-mails to a specific target audience.** If your contact list consists of categories of people with slightly different interests, target the content of the e-mails you send to them to best meet their needs. Jean Holzinger, executive director of marketing at Hollins University, provides an excellent example: "When the Hollins riding team came in fourth at the Intercollegiate Horse Show national competition in early May, we sent slightly different messages to admitted students who had expressed an interest in riding and to prospective riding students."

If you want to reach businesses in the Roanoke Valley, Debbie Kavitz, executive director of the Salem-Roanoke County Chamber of Commerce, notes that the Chamber offers its members E-burst service which, for a small fee, will send your message to all

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Chamber members. The Roanoke Regional Chamber offers a paid monthly e-mail service for its members, reports Pennie Anderson, communications manager.

**Write an attention-grabbing subject line.** Holzinger notes that, "Writing subject lines is an art in itself. Familiarize yourself with words that are likely to send your message directly to spam folders. Compose subject lines that offer a benefit to your readers."

**Offer valuable information.** Matt Huff, associate with Poe & Cronk Real Estate Group in Roanoke, uses Constant Contact to send special announcements to subscribers. He recommends that campaigns "be selective with use and material. Make it worthwhile for people to pay attention to what you are saying."

**Pay attention to the results.** The bottom

line is that e-mail marketing campaigns can help or hurt your business. Track your results in terms of number of e-mails opened, the number of people who stay on your list, and how, in the end, your campaign is affecting your bottom line. "I've found these e-mail marketing tools to be very beneficial to my business by increasing registration for my classes and improving communication with my clients," says Charlotte Mason, president of The Advantage Resource Group Inc.

While it's tempting to simply blast something to everyone in your contact list, by doing so you run the risk of annoying your clients, having your e-mail address flagged as spam, and even having your mail server blacklisted for sending spam. Follow the guidelines above, and e-mail marketing campaigns can improve existing client relationships, help you reach prospective customers, and increase your revenue. 

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**Nell Boyle heads the local USBC**

Dan Smith

## LEED is the standard, but does it work? >

### Executive Summary:

*LEED certification is the very badge of environmentalism in construction these days, but is it the best we can do? The region's architects disagree.*

**By Rob Johnson and Dan Smith**

Put all the potentially toxic PVC pipe you want in a new building and you can still receive the prestigious LEED badge of environmental compliance from the U.S. Green Building Council.

That's one soft spot among several in the internationally acclaimed Leadership in Energy and Environmental Design program pointed out recently by critics in this region, many of whom have been environmentally friendly for years.

Such criticism reached a new high point this spring when Frank Gehry, an architectural icon who went public, saying that LEED certification—a crowing point for developers and builders—can be awarded for "bogus stuff."

LEED has been targeted by such arrows from architects and other construction industry figures before. Some point out that the LEED rating system gives points for energy-saving features that are sometimes considered superficial add-ons, such as bike racks.

According to Mike Kennedy, president of the

Roanoke Valley Preservation Foundation (in a Facebook discussion), "LEED is a brand. It is a giant, cumbersome, administrative Good Housekeeping Seal of Approval that says, 'I'm green.' It is to buildings what the Nike swoosh is to sportswear.

"If I designed the process, there would be more points awarded for reusing buildings than building new, though LEED 3.0 is better than 2.2 in that regard.

"But by continually adding new certifications and moving the LEED target around, it's clear the U.S. Green Building Council, which administers LEED, is more interested in greenbacks than green buildings."

John Garland of Spectrum Design in Roanoke, says, "I do not see LEED as a hindrance or restrictive in A&E design in any way. To the contrary, I see LEED as a design enhancement and a measurement or report card on how well we are doing in making our built environment more energy conservative and sustainable. LEED has been transformational in our industry ... LEED has been instrumental in raising the consciousness of not only our industry, but government, manufacturers, developers, building owners and in fact the general public."

Many of LEED's requirements—when met—undeniably take steps toward environmental goals such as less use of water and energy, improved air quality and more comfort for occupants.

Says Richard Rife of Roanoke architectural firm Rife + Wood and a longtime participant in environmentally sensitive design, "For better or worse, LEED has been able to establish itself as 'the' environmental barometer for buildings in the minds of the government and some

members of the public. There are competing rating systems out there such as Green Globes, but LEED has gotten so established I don't foresee any other system overtaking it."

Although critical of some LEED aspects, Gregg Lewis of SmithLewis Architects in Salem has designed buildings that are built to be certified under that ratings system. Those include the Culinary Institute of Virginia Western Community College on North Henry Street in Roanoke and the expansion of the Salem Museum. In both projects Lewis and the building team avoided using PVC pipe for the most part, though it wasn't required.

Scientific studies have shown that PVC products can leach toxic additives and—if they catch fire—release hydrochloric acid fumes, among other dangers.

Rife says, "LEED pays too much attention to the origins and makeup of building materials and not enough to reduction of energy use. Architects and contractors spend hours, and many client dollars, on paperwork to document the origins of a wood chair rail and more hours checking the VOCs (volatile organic compounds) given off by the varnish used to finish it.

"LEED gives extraordinary attention to almost undetectable VOC levels that evaporate in a few hours, but pays much less attention to inefficient energy usage that will continue for the life of the building. Contrary to popular perception, about one-third of LEED certified buildings actually perform worse on energy consumption than a standard non-LEED building."

Lewis says LEED certification "is the first credible rating system to let developers, designers and builders measure how green their project is."

Lewis credits the influence of the polyvinyl chloride industry for its inclusion in LEED buildings. "My own view," he says, "is that industry has done a wonderful job to make sure their products aren't included" among building materials and methods that can determine LEED ratings.

Rife adds, "I hope LEED will become more focused on energy efficiency and the incorporation of alternative energy systems

into buildings and ease off on questioning if the rubber stair treads were produced 499 miles or 501 miles from a building site."

Garland, whose Spectrum Design has won a number of awards for preservation, says, "LEED is continuously responding to suggestions and upgrading to keep up with changing markets and conditions. They are doing this with Historic Preservation and doing it regarding LEED specific building types and in reflecting changes in what becomes more commonplace in the building industry."

The Green Building Council, a Washington-based non-profit group whose membership consists largely of construction-related companies and professionals, readily acknowledges that its LEED program isn't perfect—and the organization says it is gradually trying to improve it.

Nell Boyle, an executive at Breakell Inc., a Roanoke construction company, is chairwoman of the the USGBC's Southeast Regional Council. She says the group "is trying to make changes in the system. They're aware of shortcomings and they're addressing them."

The changes probably won't come fast enough for high-profile critics such as Gehry, she admits. "I'd say they make take 5 to 10 years," but she asserts that the council is "working really hard to get a better product."

Garland says, "LEED has done a ton of good for the environment by motivating, educating and changing the norms in our industry of building and renovating buildings. In my opinion, without LEED, we would be years behind in product development and in architectural and engineering designs that are able to achieve substantive change in energy conscious and sustainable building."

Jennifer Lewis, Gregg Lewis' wife and co-owner of SmithLewis, says in the Facebook discussion, "Imperfections aside, LEED has been the best tool we have toward moving the fringe 'green building' movement into the mainstream. Architects have shown an appalling lack of leadership on this. It wasn't until owners had a brand to slap on their buildings that these ideas got any real traction. Frank [Gehry's] job is to criticize and push for better. Go Frank." 



The Sanctuary.

all photos: David Perry

## Work Spaces

### Church to business: An adaptation >

#### Executive Summary:

*The Sanctuary's new use would be decidedly different from its past purpose and the renovations would require a good bit of compliance, among other things.*

By David Perry



Stage at the center of the room.

The former home of two churches and an interior design firm has been transformed into Roanoke's newest event center. The church building, now called "The Sanctuary," is just off Jefferson Street, on Maple Avenue and was built in 1927.

The Altus Group bought the property from Bowles Nelson Powers in 2009 for \$408,000, "as an investment," says Altus Group partner Blair Godsey. "We weren't sure what we were going to do with it. We showed it to probably 10 or 15 different people for different reasons. What was challenging for everybody was how to use all the space. We decided to make it a mixed use building."

Altus transformed the church's ground floor level into offices for the company and two other businesses, while converting an upstairs space into a studio for Anna Metheny, a local photographer. The transformation resulted in an award from the Preservation Foundation of the Roanoke Valley recently.

The sanctuary was made into the main event space, with newly finished wood floors, track lighting and fresh white paint complementing the ample ambient light from the church windows. A new bar stands in the left rear, across from a black sofa and chairs that allow for casual seating.

Altus constructed an ADA-compliant wheelchair ramp on the right side of the sanctuary. They also plan to hang acoustic treatments to help soften the sound. Behind the sanctuary is a kitchen for use by caterers,

# DEVELOPMENT FRONT

as well as a new ADA-compliant bathroom and a loading dock.

What may have been a choir loft is now a lounge area that overlooks the sanctuary, complete with bookcases and a widescreen TV.

There is also 1,800 square feet of event space with a capacity of 250.

Blair says he purchased the property because he's "always been attracted to this building. I like historically significant properties. I love the location."

The biggest challenges during the renovation were meeting city code. "The difficulties came from just creating the safety the city required to turn it into a mixed used space," says Blair. "They require ADA bathrooms on both levels, fire systems, exit lights, the doors had to swing a certain way."

Perhaps best known for his work on the Fairfax condominiums in south Roanoke, this was Blair's maiden voyage into the redevelopment world: "This is my first project taking an existing building and changing the use," he says.

Records show that Rebecca McGee transferred the property to St. Paul's Reformed Church in April of 1926. In 1964, the property was transferred to Glad Tidings Assembly of God, who transferred it to BNP Associates in 1982. Blair estimates that Altus spent about \$40,000 on the renovations. 



Alcove at the stairwell.



Work area.



Ample shelving upstairs.



Kitchen area.

# BAE Systems has eyes on Radford plant >

## Executive Summary:

For years the Radford Army Ammunition Plant has been operated by Alliant Techsystems Inc., but BAE Systems is hoping to get a chance at operating the plant.

By **Tim W. Jackson**

The best game to watch this summer didn't occur in the World Cup soccer championships. If you're in this end of Virginia, the game being played for the soul of the Radford Army Ammunition Plant (RAAP) is far more interesting. And much more important.

RFAAP is the only active full-spectrum military propellant manufacturing center in the United States. The present contractor for the facility is Alliant Techsystems Inc., more commonly known as ATK. This year, however, is a bid year, and BAE Systems is hoping to become the new contractor for the plant.

Brian Lindamood is the director for business development who is leading the charge for BAE Systems to win a role in operating RFAAP.

BAE Systems is a global defense, security, and aerospace company with approximately 107,000 employees worldwide. The company provides a range of products and services for air, land, and naval forces, as well as advanced electronics, security, information technology solutions and customer support services. In 2009 BAE reported sales \$36.2 billion.



Tim Jackson

Lindamood is based out of Kingsport, Tenn., but the group has opened an office at the New River Valley Competitiveness Center in Fairlawn, just down the road from the RFAAP, so it can keep its eye on the prize.

Radford AAP was established during World War II, producing approximately 600 million pounds of powder while the country was at war. It was placed in standby status after World War II but the Korean and Vietnam Wars saw RAAP reactivated to full operating. Lindamood knows the competition to oust ATK as contractor will not be easy.

"The government has not yet made a decision on the operating contract at Radford AAP," he said. "That process is still in the proposal phase. We expect the government to make its decision late this calendar year."

Lindamood says BAE Systems is "matched against a 15-year incumbent who has a solid track record. Not a done deal by any means."

ATK is an aerospace and defense company with more than 18,000 employees in 24 states,



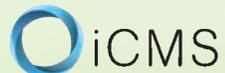
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Puerto Rico, and internationally with anticipated fiscal year 2010 revenue of approximately \$4.8 billion.

With ATK's solid record and 15 years of operating RFAAP, Lindamood says it is important for BAE Systems to create a presence in the immediate area of the plant: "The outreach office is there to facilitate our planning and coordination for the Radford competition. It also gives us a venue through which we can get to know the surrounding communities and vice versa."

While Lindamood wasn't about to give full details of what his company might do with the RFAAP right now, he offered some insight.

"BAE Systems is committed to the long-term viability and relevance of Radford AAP," he said. "We clearly understand its role in supporting the war fighter, the Department of Defense industrial base, and the NRV."

Lindamood says BAE Systems' plans are focused on making Radford a state-of-the-art facility and he says if BAE wins the contract, the transition time would likely be about six months.

"We see a number of opportunities for leveraging the facilities and the world-class work force at Radford, all of which would translate into long-term employment and growth potential," Lindamood says. "If you look what we've done at [the] Holston [facility in East Tennessee, which is similar]," he says, "the workforce tripled in the first four years. And over the past five years we've averaged five to seven percent growth per year. And we definitely see that same potential for growth, even more so, at Radford. We're looking at long-term business potential."

The RFAAP has developed a reputation as being one of the state's worst polluters, and Lindamood says BAE would quickly address that issue if awarded the contract. 



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Rachael Garrity

Steve Price: "Now, that's a good day."

The one-two punch the economy and the oil crisis delivered the automobile business in this country can hardly be overstated, but—as in most such situations—there are those who not only stay employed, but continue to make money. Steve Price, who has been with Duncan Motors in Blacksburg and Christiansburg for 17 years, is a case in point.

"You can say—and many people do—that it's easy to measure success in this business," Price says, with a tone of only slightly muted enthusiasm that is his trademark. "The question I get is, 'Did you sell any cars today?'" Naturally, I like to say yes, but I've learned that I can have what I consider a great day even without a sale."

For Price, it's about the people he serves; so much so in fact, that the word "customer" somehow falls short. In his modest office, there are two computer monitors and when he's not searching or typing, both run through a series of photographs of the people who have bought cars from him.

His walls are covered with a motley collection of memorabilia. Children's drawings cover the file cabinet drawers, drawn not by his own progeny (he and his wife are planning a family soon), but by those of his colleagues. A plastic fork is pinned to a bulletin board, to remind him of an inspirational presentation he heard at a meeting of the local Business Network International group. A tiny Christmas tree twinkles with colored lights—every day. "It not only reminds me of what Christmas means to me, but gives me a chance to talk

## A formula that works >

### Executive Summary:

*Steve Price of Duncan Motors knows that the sale is not the only gauge for success. His customers know it, too.*

By Rachael Garrity

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about it when people ask why it's here," he says, candidly.

And what about those great days he describes? One recent event tells the tale: A customer who had purchased a used—this is not a man who needs to say “previously owned” —car from Price was having trouble getting it started and called to ask if she should have it towed to the dealership or somewhere else, since the make is not one Duncan sells. Seeking more detail on the problem, Price asked if she minded if he simply dropped by to take a look. She agreed, but assured him there was nothing he could do that she hadn't already tried.

Sure enough, he couldn't make it start either, but just to cover all the bases, he asked her to open the hood. When she reached for the latch, she discovered a security device the former owner had installed. It had become loose, thereby locking the ignition. “Actually, she's the one who solved the problem,” Price grins

as he remembers. “Now, that's a good day.”

Selling cars was not what Price moved to Blacksburg to do. Instead, he was an architecture student at Virginia Tech. He joined Duncan to make the money he needed to continue his education, and instead found a profession he not only could do very well, but one he enjoys immensely.

That is not to say, though, that his education ended. In his Mazda he carries audiobooks to listen to when he's driving, and his choices are largely self-improvement titles. He builds his business and his life around a core belief—treating people like he wants to be treated.

The numbers are there to prove both his sincerity and his talent. He has been named Salesman of the Month 50 times and Salesman of the Year six times. And he has sold 17 cars to one of his customers.

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Gene Marrano

**Chris Moore: Parents' home  
"got me thinking."**

## Adapting the home for the aged >

### Executive Summary:

*Chris Moore's Solid Rock Enterprises gives a good foundation to the elderly who want to stay where they are.*

### By Gene Marrano

It's the "turn lemons into lemonade" bromide: when Salem-based general contractor Chris Moore saw the bottom drop out of the new home construction business several years ago, he looked for viable ways to keep his firm, Solid Rock Enterprises, afloat.

Moore found a niche that has done just that: he now focuses on the senior industry, identifying ways to make dwellings safer and more accessible for the elderly and disabled. A wheelchair ramp Moore installed at his parents' home "got me thinking," and a new career path was born.

As more people decide to age in place the 24-year veteran builder says focusing on senior needs in the Greater Roanoke Valley has turned into a specialty. Moore went through a program and became a certified Age in Place Specialist from the National Association of Homebuilders.

Change has been significant: instead of exhibiting at home shows, Moore appears with his tabletop booth at nursing conferences and senior expos. He also joined the Senior Networking Group's local chapter, mingling with other firms that do business with seniors. Moore started Solid Rock in 2001.

Moore, 47, has worked on jobs that have ranged from several hundred dollars for special door hinges (allowing wheelchairs more clearance) to \$25,000 makeovers that might change the character and layout of a house.

"Sometimes there are simple solutions," says Moore, who starts out by offering an assessment, using a tool called CASPAR (Comprehensive Assessment and Solution Process for Aging Residents). He asks homeowners what features may be causing them "not ... to function well. Then we come up with a list of recommendations about things that could be changed."

That might include access to the front door



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(Left and right picture) Here is an example of a renovated bathroom: before and after.

(where steps may be a problem), hallway widths, countertop heights, interior stairways and bathroom safety issues, "anything that is going to inhibit or impair somebody from using the home."

Moore calls CASPAR unusual, "in that it measures the individual's current and anticipated abilities and limitations, and then uses these as benchmarks to assess the functionality of the home."

After spending his first few months in the construction business as an apprentice with an Old World European builder, Moore realized how important quality and attention to detail was. It's been a trademark ever since.

If he had a preference, building new houses would be Moore's first choice, but that has to wait for the most part until the economy turns around. He hopes to incorporate much of what was learned over the past few years

as a senior needs specialist when hiring subcontractors and building those new homes.

"It doesn't cost you \$3-\$4 more to put a three foot door instead of a [smaller] door," says Moore. "Wider hallways, accessible bathrooms, all of those things are much simpler to do if you're starting from scratch." Many people can't afford to build new homes later in life, which is where Solid Rock's remodeling services come in handy.

Moore is also on a vendors list at the VA Hospital in Salem; the government will pick up the tab for certain modifications made to a veteran's home, with the amount dependent in part of the severity of any disabilities incurred while in the military.

Talk about a growth industry: Moore quotes figures that show the number of people over 65 in the U.S. will double over the next 30 years. That should keep him busy. 



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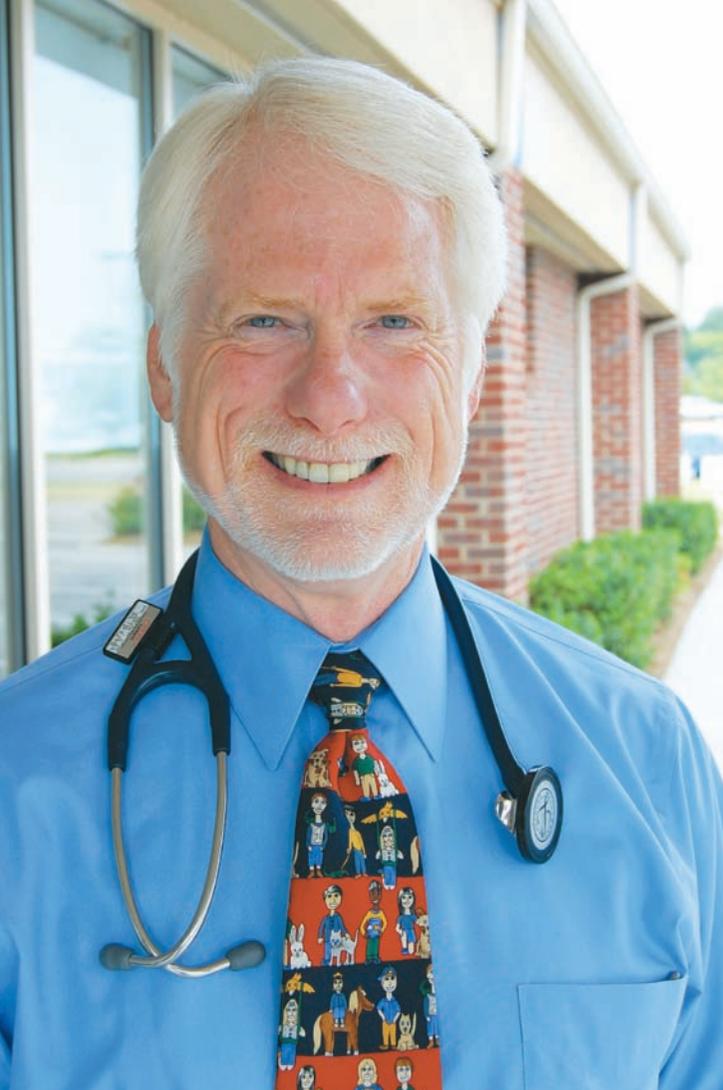
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Dr. Dave Berry

Jonathan Perry

a certain number of hours of continuing education to keep their certification to practice active. Berry says that CME has changed over the years, and LG-CMEorg is responding to those changes.

“CME in general has undergone a transformation where attendance has fallen off a lot,” he says. “There is pressure on physicians to produce more in less time. We work longer and have less energy left to do other things. It’s hard to balance your family life with your professional life.”

Berry adds, “Physicians seek alternative ways to get continuing ed. You can do it at conferences but you can also do it online. It’s relatively easy to do that in your free time.”

## A time for learning >

### Executive Summary:

*Lewis-Gale Continuing Medical Education is giving physicians the opportunity to practice continuing education on their own schedules.*

### By David Perry

The Lewis-Gale Continuing Medical Education organization (LG-CMEorg) hopes to make big changes in how area doctors and nurses stay up to date in their fields.

The organization is “trying to re-energize CME throughout the region,” says Chairman of the Board Dr. David E. Berry, a pediatrician.

Like most professionals, medical professionals must demonstrate that they’ve completed

“We’re trying to do CME in the time and place and mode that people want,” he says. “It’s difficult to find the time to sit down for an hour for a lecture,” although he adds that Montgomery Regional Hospital’s CME offerings are successful due to “great speakers, outstanding food and an excellent opportunity for socializing.”

Berry hopes that changes to LG-CMEorg’s online presence will make CME more accessible to medical practitioners.

“We’re totally redoing our Web site so it’s a centralized communication and contact point to have access to documentation and resources for planning programs and criteria for being accredited,” he says.

That includes online programs and record-keeping.

"We'll be able to offer some CME electronically, collect information on who attends and keep a list of credits, then give that back to physicians as proof that they've completed their CME," Berry says.

LG-CMEorg offers programs to employees from any hospital or practice, including those from outside of the HCA Virginia Health System. "Lewis-Gale is our primary institution," says Berry. "We're one of the big ones," offering CME in the region, he adds. There are around 13 providers of CME in the state, including the University of Virginia School of Medicine and the Medical College of Virginia.

"We don't charge dues to the individual physicians or nurses, so when your institution is a member, you can go to any of the talks," says Berry. "We can

reach a really wide audience."

Some of the key organizations involved with LG-CMEorg are Lewis-Gale Medical Center, Lewis-Gale Physicians, Health Focus of Southwest Virginia, Alleghany Regional Hospital, Clinch Valley Medical Center, Montgomery Regional Hospital, and Pulaski Community Hospital. LG-CMEorg also works cooperatively with the Edward Via Virginia College of Osteopathic Medicine in Blacksburg.

Fees are charged to members organizations based on size. LG-CMEorg also accredits programs being offered by hospitals and practices who wish to offer programs for CME credit for around \$1,000 a year.

"If they want to plan and give programs, we can accredit their programs," Berry says. 

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Gretchen Weinnig got started on a \$100 bike.

David Perry

## Look! Up in the sky ... >

### Executive Summary:

*Gretchen Weinnig, an executive with StellarOne Bank, has had an athletic bent for some time, but nobody saw this triathlon thing coming.*

### By David Perry

When you think of Gretchen Weinnig, two words come to mind: Wonder Woman.

There's no invisible jet, magic lasso or bulletproof bracelets, but there are a bicycle and a pair of running shoes. Gretchen's a superhero on the volunteer scene—where she heads up the Gallop 4 the Greenways, organizes volunteers for the Blue Ridge Marathon and serves on multiple boards—and the triathlon circuit as well.

The tall, athletic banker fell into triathlons—races combining swimming, biking and running—by accident. (She is decidedly tall and appreciates the fact: "I love my height. I'm not quite 5-feet-10, but I wear heels all of the time. My mom, who's all of 5-feet-3,

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realized I was going to be tall when I was fairly young. All through my youth, she would point out tall women and say, 'Isn't that lady beautiful? Look how tall she is and what great posture she has.' She taught me to love my height even as I quickly towered over her. I am so thankful for that.")

"I was never a runner, never a swimmer, never a biker," she says. "A girlfriend wanted to go hike Pike's Peak. I thought swimming would be a great way to prep for a high altitude. I joined a swimming group as a way to prep for the hike."

"And then somebody was selling a bike for \$100," she continues. "I bought the bike and rode it twice. There was a group of women going down to Austin to do a triathlon. So, I'd been swimming a month, I'd biked twice, and I'd never run a step in my life. From that moment, I was hooked." She's since competed in 61 triathlons and helped organize another 50.

"It's become a lifestyle for me," says Gretchen. "You have a lot of variety, the people are amazing, and you don't have to be good at any one thing."

She enjoys cycling most. "I love the people, I love the social aspect of it, the healthy aspect of it," she says. "We live in Roanoke. It's beautiful here. I feel like I see a city so much differently on a bicycle than I do a car."

She adds, "Swimming is the thing I'm the most naturally built for. The run is a

## In Brief

**Name:** Gretchen Weinnig  
**Title:** Vice President with StellarOne Bank; community volunteer  
**Location:** Roanoke  
**Age:** 35  
**Background:** A ringer for a certain famous comic book heroine, Gretchen claims Louisiana, not Paradise Island, as home. A Louisiana Tech grad with a double-major in accounting and speech communications, she's combined a career with a full-time volunteer slate that includes Friends of the Blue Ridge Parkway, Downtown Roanoke, Inc., and the United Way. But these roles aren't career padders; says Gretchen, "We can all put a bunch of stuff on our resume, but the bigger thing is finding what you're passionate about."

death march for me."

In addition to the social and health aspects of competing in triathlons, Gretchen says her sport and her volunteer work help round out her day.

"I like to fill my time," she says. "I come

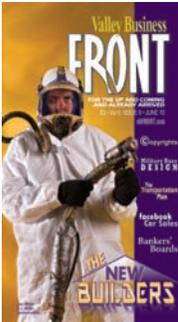
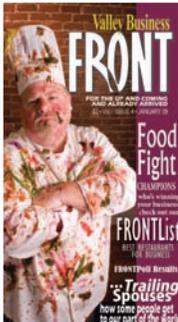
## A New Building for an Old Neighborhood



Valley Bank South Roanoke Branch

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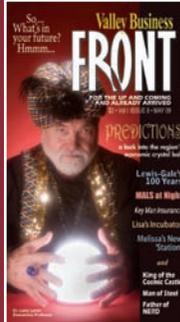
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# Coming Up...

## September 2010

### Immigrants in Business



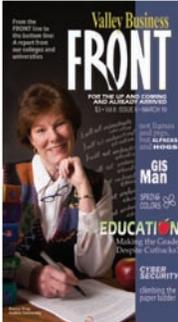
Just how global is our region? The September issue of FRONT will show this topic in all its colors. Not only is the FRONT cover story about the impact of immigrants—but the entire magazine brings examples to you—on every FRONT. Don't miss the very first International FRONT.



## October 2010

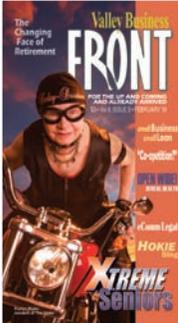
### Angel Investors

Do you believe in angels? They may be hard to find, but venture capitalists and new money sources for business are out there. For start-ups, expansions, product development, entrepreneurial ventures—the FRONT brings you angels in October. Look for this very special angelic edition, dropping out of a cloud near you soon.



### FRONTguide2010

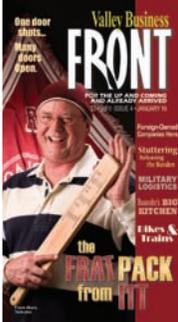
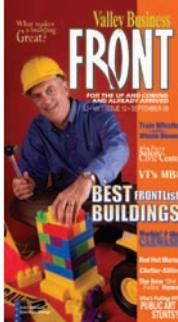
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home to any empty house. I don't have a spouse or children. I do have a boyfriend for the first time in years. It made it a lot harder to work on the Gallop and the marathon this year because I wanted to spend time with him and I never had that issue before."

Her active lifestyle creates some scheduling dilemmas. Says Gretchen, "I do my laundry a lot of the time at 4:30 in the morning. I go to the grocery store at 9:30 at night."

During weekdays, when she's not playing, Gretchen is a VP with StellarOne bank, after spending time with First Citizens, Wachovia, Roanoke College and a public accounting firm. "I've left the commercial side where I was trying to develop new business and gone into special assets, otherwise known as problem loans," she says. "I see it as helping the client and helping the bank. It hurts the bank to have a problem loan on the books.

It hurts the client who is just trying to do the best they can in the toughest economy we've ever seen. I have the opportunity to work something out that becomes a viable solution for both."

While she's best known for her leadership roles in new events, she doesn't want to be in charge forever. "I like building new things," she explains. "When it comes to the sustaining portion, I want to take it, I want to figure it out, I want to solve all the problems, and then I want somebody else to do it."

That philosophy applies to the Gallop, too. "I definitely want to transition away from that, because it means so much to me," she says. "I follow the 'hit by a bus' theory: I don't want to get by a bus and have that go away, so the more steps back I take, and the more people that get involved, the more longevity it's gong to have." 

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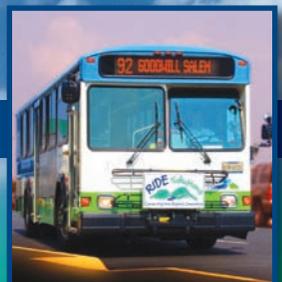
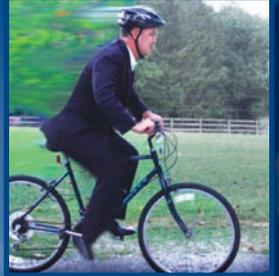
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# It's time to do *something* >

## My View

By **Dan Smith**  
Editor

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

It didn't occur to me until recently that what appears to be a bonanza of an alternate energy opportunity for the Roanoke Valley would cause as much angst in the local environmental community as it has. I mentioned in this spot a couple of months ago that I was excited about the prospect of Invenergy building some of those giant windmills on top of Bent Mountain.

It has come to pass, however, that some of my environmental homeboys and girls are saying, "Not so fast, my friend," and are throwing out chapter and verse about why this will be the worst thing since Coke's formula change.

Eldon Karr, a friend and a man whom I admire greatly, is leading a virtual crusade, one that, at times borders on being shrill. Eldon, whose environmental credentials I'll put with anybody's and who is an architect on top of that, is piling up data. He knows who's involved at every level with Invenergy (Big Wind), who is lawyering for the company, who the lawyer's associates and relatives are, learning the name of every bird and bat ever killed by a windmill. All the while, Eldon, who lives on Bent Mountain, insists this has nothing to do with NIMBY politics and I believe him.

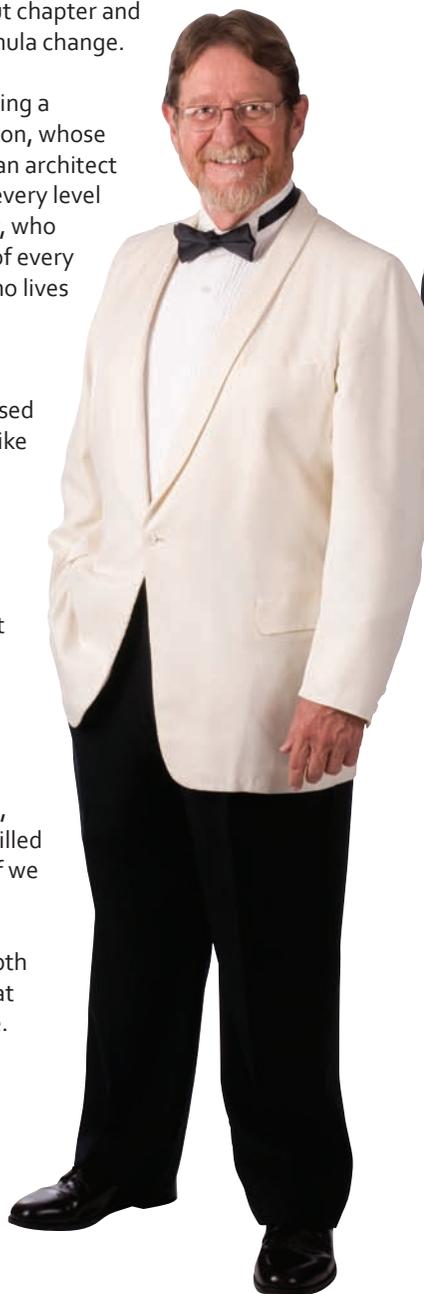
Another friend, who lives on Bent Mountain, essentially accused me to selling out to Big Wind and suggested that if I'd acted like this earlier in my journalism career, I'd never have made it to the hall of fame. (I mentioned that I didn't make the communications hall because I'm a good journalist.)

As I asked the other day, "What do we need to be doing, Eldon?" If not wind, then what? Somebody has a case against just about every alternative energy we can dream of. Sun, wind, geothermal, water, all of it. Eldon's pick is geothermal energy and a lot of people will agree. A lot will also disagree and argue that it has to be solar or hydro or nuclear.

If we don't get away from dependence on fossil fuels (oil, gas, coal), which are killing us in just about every way we can be killed (including spiritually), what are we to expect for the future? If we expect a future, which we shouldn't.

My view is simple because I am not encumbered with the depth of detail that pushes people into opposition of something that is good. Two words: or else. Change, or else. Diversify, or else. Moderate energy needs, or else. Shut off foreign oil, or else. Close down those damn deep-water oil wells, or else. We're seeing a lot of floating "or else" in the Gulf of Mexico. We're watching "or else" wars being fought all over the globe because of energy.

continued to Page 52



## The realtor's cry >

By Tom Field  
Publisher

## On Tap from the Pub

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

In one of my favorite movies (a macabre comedy that received less than stellar reviews) there is a delightful scene involving a real estate agent. The movie doesn't bother to make the distinction between "Realtor" and "real estate agent" as few of us worry about anymore either; but the scene, as I recall, lasted all but two seconds. The movie, "Lemony Snicket's A Series of Unfortunate Events," features Meryl Streep as Aunt Josephine, an eccentric woman whose chief character attribute is that she possesses irrational fears. The irony is that all her seemingly unsubstantiated fears turn out to be true. Aunt Josephine hates where she lives (in a dilapidated house teetering on a cliff, about to fall into the sea), but when people suggest she move, her reply is... well, you'll have to decide:

"Oh, I could never, never, never, *never* sell this house."

Why?

"I'm terrified of Realtors."

Then, there's the two second flashback scene. A Realtor shows her card to a tentative Aunt Josephine and says, "Is this a bad time?"

Aunt Josephine screams at the top of her lungs.

I'm sorry, but I can't help but think of that scene every time the subject of real estate comes up. We never find out exactly why Aunt Josephine is scared of the profession; but it's probably not a stretch to say that more people are perhaps a tad more apprehensive about real estate firms, brokers, and agents these days... if for no other reason, than the volatile market conditions and current economic climate.

What's your first reaction to a *Realtor*?

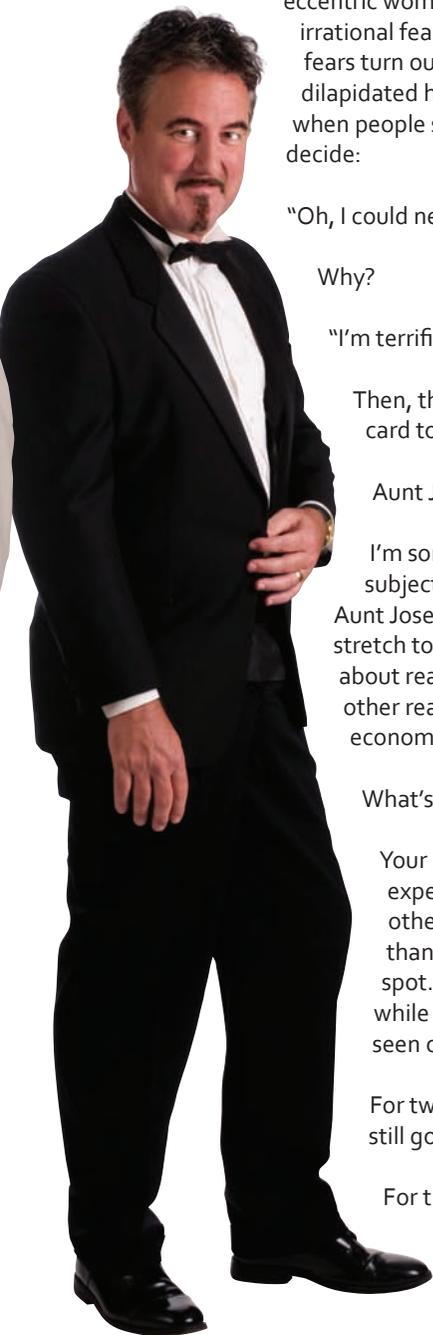
Your perception probably has more to do with your personal experiences (frequency and diversity) with agents than any other objective measure. I know my reaction today is different than it was years ago. A "good" Realtor back then was easy to spot. There were three rules: 1) drive a shiny new car; 2) talk fast while smiling and bright-eyed; 3) have a familiar name that is seen on several For Sale signs in or near your neighborhood.

For two percent of the population, those three rules are still good enough.

For the rest of us, it takes a lot more, right? No.

It actually takes a lot less.

continued to Page 52



## Smith / My View

from Page 50

We have to do something significant and we have to do it now. Right this very minute. Might as well start with wind. If there is opposition, then there just will have to be, but if we aren't moving ahead, we're falling behind and I think this deserves a chance to succeed or to fail. Frankly, the results cannot possibly be worse than what we have and they could be a whole lot better. 

## Field / On Tap

from Page 51

Today, a "good" Realtor means one thing: performance. I'm convinced of that more than ever—and our cover story this edition confirms it. In 2010, performance is what counts. Nothing else matters.

For people who need to buy or sell real estate, they just need someone to complete—and hopefully expedite—the transaction. A professional. With a record of success. Like the movie, the business of real estate contains its own irony. The market demands one thing: performance. But the "performers" have to work harder and do more things than ever before to make anything happen. And whatever that song and dance is that they come up with, if it doesn't work—we can only do one thing: scream at the top of our lungs. Like Aunt Josephine. 

# So much more.

**vbFRONT.com**

- > MedCottage Introduced in Roanoke Valley
- > Industry, Educators Team Up on Health IT Training
- > Hollins Fundraising 'Blew the Lid Off' Goal
- > Pixel, Aspx Reach License Agreement
- > A New Home for Environmentally-Friendly Floored
- > New Machinery Leads to Schultz-Creehan Expansion
- > Pilots' Group Opposes Bent Mountain Wind Farm
- > UXB in Blacksburg Wins Army Contract

## morefront.blogspot.com

So many FRONTreaders just can't get enough in our monthly magazine. "Give us more!" they say. Well, we say, "OK." Read more stories and latebreaking updates on our moreFRONT blog.

- > Going Pink: Relay for Life Celebration at Friendship
- > Tax Workshop for Business Planned
- > New Genetic Service Offered at HCA
- > Carilion Goes to Hypothermia Treatment
- > Commission Notes Cooperative Programs
- > Mason To Join Justice Department in July
- > Prime Photonics Consolidates With Subsidiary
- > CVC Names Executive Director
- > WDBJ7 To Expand News Hour Slot

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

## Letters

### Packed full

Editor,

Just wanted to tell you how much I enjoy the magazine. The articles are great and it's packed full of news. Thanks for your hard work.

**Vickie S. Sword**  
Salem Parks & Recreation  
Salem

### Valuable story

Editor,

I was introduced to your magazine through my current employer and have always enjoyed reading it. I cannot tell you how valuable the June article "You paid for it, but do you own it?" was to me and my husband.

Copyright issues are very important when you own your own business. My husband was laid off from Volvo Trucks in Dublin about a year ago, so he decided to open his own barber shop in Radford, called Main Street Barber Stylist. He recently had a graphic designer create a window sign. The excellent advice provided in the article gave us crucial food for thought.

Thank you so much for creating this magazine and keep up the excellent work.

**Kim Matthews**  
Homeless/Housing Programs Coordinator  
Radford

*Send letters to [news@vbFRONT.com](mailto: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](http://www.vbFRONT.com)*

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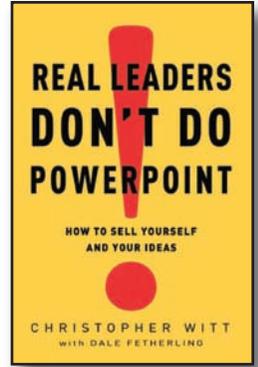
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## Books @ the FRONT >

Following are book recommendations from our publishers and business people in the Roanoke and New River Valleys who are inveterate readers. Readers are invited to submit 125-word reviews of books you've read during the past six months. Our goal is to recommend good books on any topic and in any genre. Send reviews to Editor Dan Smith at [dsmith@vbfront.com](mailto:dsmith@vbfront.com)



### *Power Point's problem*

Throughout the early chapters of *Real Leaders Don't Use Power Point ... How to Sell Yourself and Your Ideas*, Christopher Witt spells out reasons not to use Power Point. He stresses that a leader's message is designed to inspire and influence followers, and Power Point distracts from that objective. Witt's compelling argument is, "You are your message, and who you are is inseparable from what you communicate."

Who hasn't sat through a company meeting with a series of presenters leading us through "death by power point"? Somewhere in the presentation a speaker will pause and say, "You probably can't read this, but ..."

Witt offers positive and practical suggestions that can strengthen a leader's presentation. His primary point is, "keep it short and simple." Witt suggests there are times when power point is appropriate: when your purpose is to communicate information I.E. a financial review or a sales meeting. The book can be a useful tool to help you connect with your audience and engage your followers.

—Sandy Smith

### *Character and character*

In *The City and The City*, a murder mystery by British fantasist China Miéville, the author extrapolates the average city dweller's ability to completely ignore everyone around him, to become so self-involved that he no longer sees the skyscrapers he passes each day.

It's a remarkable conceit: Two cities existing

in the same time and place, where citizens are trained to see only the parts that belong to them and "unsee" the rest. As a detective novel, it is fairly standard stuff: unexplainable murders, conspiracies, and shadowy figures of dubious motive abound, all pursued by a broken but determined investigator.

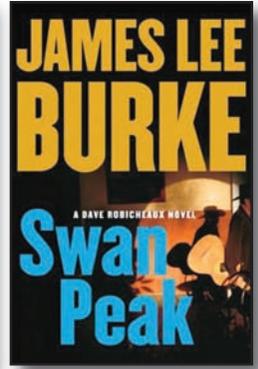
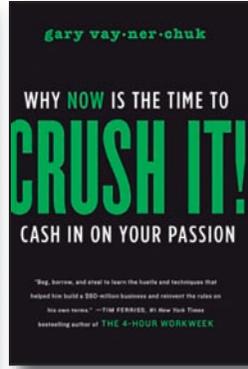
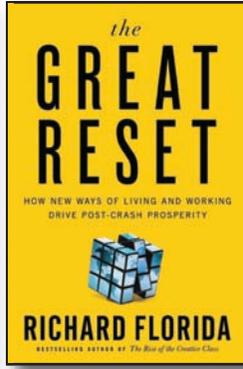
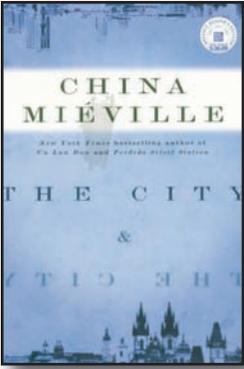
As in all of Miéville's works, the most interesting characters are the cities. The ambivalent relationship between them and his human characters compel the reader's attention far more than skeletal whodunit upon which the novel is hung.

—Jeremy Holmes

### *Prosperity*

Richard Florida addresses the changes in regional economic development as a result of the most recent economic recession—what he calls the Great Reset. In *The Great Reset* (\$26.99, Harper), he argues economic prosperity of regions will be determined on people-based economic development, or organic, bottom-up programs (Roanoke Creative Connectors) not government or business-led economic development groups.

The first section of the book gives a historical perspective of the emergence of the U.S. economy. The second section shows how the jobs machine (factories) that built the economy is faltering. As Florida puts it, "We need to spend less time and effort bailing out and stimulating the old economy and a lot more on building the new." The final section outlines a new way of life after the Great Reset, one that shifts from making things to one revolving around knowledge and creativity.



Selecting what mega region to work (i.e. mega regions like Char-lanta), the velocity of connecting to each mega region with less reliance on cars and more on high speed passenger rail, and alternative housing rental options in smaller spaces will be the norm for the creativity economy post-Great Reset.

—Stuart Mease

## Social competence

*Crush It!* (\$19.95, HarperStudio) author Gary Vaynerchuk explains that you can make tons of money and “crush it” in the new frontier of social media and Internet marketing, but you’d better be ready for it to be all-consuming and slow in coming.

The antithesis of *The Four Hour Work Week* that has gained popularity as some small business owners dream of hitting the small business lottery, Vaynerchuk takes you on an expedition of the new world of social media in a step-by-step “do it like I did” language that most business people will appreciate.

Vaynerchuk joins a crowd of authors who explain to small business owners that people don’t just follow anyone on the internet. As you get deeper into the book or are trying the techniques he describes, you quickly begin to understand that you’d better be good. The way to do that, he teaches, is through excellent content, with his main point being that you need to get it right, keep at it, work hard, be patient, and you might just crush it!

—Lynda McNutt Foster

## Lovely brutality

James Lee Burke’s *Swan Peak* (Simon & Schuster, \$25.95) is not substantially different from the dozen or so detective stories that preceded it, but I’m a sucker for the man I consider America’s best pure novelist. As always, when I finished this book—detailing the investigation of several murders by Louisiana Sheriff Dave Robicheaux and his rotund, though-guy sidekick Clete Purcell—I sat for a minute and pondered just what James Lee would do if he ever got serious about making a real statement with his work.

He’s not doing that, so I’d best just forget it. This story is set in Montana (where Robicheaux and his entourage are vacationing) and features the usual collection of perverts, psychos, sociopaths, misfits, fallen women (with good hearts) and very, very mean crooks. Sometimes it’s difficult to determine who James Lee intends as the good guys since Robicheaux has a streak of mean as wide as anybody’s and Clete’s is worse than his. It’s brutal stuff and it’s a guilty pleasure—especially for a pacifist. But I’ll read it all day.

—Dan Smith

**(The reviewers:** Sandy Smith is a writer, speaker and corporate training specialist and is at [www.sandysmithseminars.com](http://www.sandysmithseminars.com). Jeremy Holmes is director of RIDE Solutions in Roanoke. Stuart Mease is with Virginia Tech’s Pamplin College of Business. Lynda McNutt Foster is with Wheeler Broadcasting in Roanoke. Dan Smith is FRONT editor.)



## Going pink >

**Tony Kelly**, administrator of Friendship's Health and Rehab Center in Roanoke, promised to dye his hair pink if the **Relay for Life** team at **Friendship Retirement Community** met its fund-raising goal. The team exceeded the goal, raising \$6,200 on top of a Friendship corporate gift of \$2,500. Friendship held a breakfast celebration to thank all who participated in Relay for Life and watched Kelly's hair go pink.

## Hypothermia therapy >

**Carilion Clinic** has introduced a new treatment for patients who experience cardiac arrest and are resuscitated, a treatment involves using special equipment and procedures to cool the patient's body. It is known as hypothermia therapy. This demonstration was held at the heliport at Roanoke Memorial Hospital July 1.



## Blue Ridge Week guest >

Editor **Dan Smith** was the first solo guest on Blue Ridge Public Television's new weekly media show **Blue Ridge Week** with **Julie Newman** Friday, July 2. The discussion was wide ranging and dealt with Smith's 40 years in the business and his views on national and local media, among other things.

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



photo: Tom Field

## Salem amp debut >

The recently constructed **Amphitheater at Longwood Park** in Salem officially opened with its first act, the annual Jazz in July, on July 17. City of Salem spokesman **Mike Stevens** recognized the city's Streets and Maintenance Department, among others, which erected the small but practical structure "from a kit that came with no instructions."



photo: Dan Smith

## Kiwanis speaker's eye view >

Here's the speaker's eye view of the crowd that gathered at the Hunting Hills Country Club July 15 for the **Kiwanis Club's** monthly interclub gathering. The clubs meet at different spots in the region and play golf, listen to speakers,

network and eat dinner. The speaker for this event was **FRONT** editor Dan Smith.

## Socializin' with AD2 >

**AD2 Roanoke** club held the first social of its new program year on July 13 at 202 Market in downtown Roanoke, where **Dan Gray** won the icebreaker prize.

photo: TJ Wells





**Michael Friedlander: "The health care environment is extremely dynamic and changing."**

Dan Smith

## 'A unique opportunity' >

### **Executive Summary:**

*VTCRI's Michael Friedlander sees "an opportunity to put together the pieces that take advantage of the situation to do world-class biomedical research."*

### **By David Perry**

Michael Friedlander hopes he left something at Baylor University when we moved: bureaucracy.

The newly-hired executive director of the Virginia Tech Carilion Research Institute (VTCRI) sees "a unique opportunity to shape a bio-medical research enterprise from the ground up."

"Like any large organizations or institutions that have been around for a long time, (research institutes) tend to get locked into certain ways of doing things. Sometimes it's like trying to turn a battleship," he says. The new VTCRI is "not caught up in some of the old ways of doing things that are hard to change."

The lack of red tape and the medical industry climate led Friedlander to believe the time was right to take the job in south Roanoke.

"As everyone knows, the health care environment is extremely dynamic and changing, and the bio-medical research enterprise is undergoing equivalent dramatic changes," he says. "This is an opportunity to put together the pieces that take advantage of the situation to do world-class biomedical research."

Friedlander, a big man who looks like an aging NFL tight end who could play today, trained for a period at the University of Virginia and has "fond memories" of the mountains. A father of five daughters and four grandchildren, all on the east coast, he says, "It's a great opportunity to connect with our family."

Friedlander sees equally good opportunities to connect with the region's business sector as well. "Everybody takes pride in what's happening in the community," he says of Roanoke. "I've spent the last five years working in a very big city: Houston ... There's so much size that it's challenging to get high up on the radar."

In contrast, he says of Roanoke, "It's a nice size for bringing to the attention of community leaders and the people that live here what's going on and to have them buy in and take ownership."

The institute will have an immediate economic impact on the region and when

# EXECUTIVE PROFILE

the VTCRI officially opens Sept. 1. Each of the seven to eight researchers that Friedlander brings in this summer will come armed with federal grants that average \$2 million over five years, and support teams of five to 20 research associates.

"It's new money in the community," he says. Friedlander expects to have around 100 employees on board when the doors open, many with Roanoke ties.

He says many of the senior staffers have local connections: "They're either from here or they went to Virginia Tech and they're in, fill in the blank: California, Oklahoma, Michigan and they want to come back. I haven't noticed that in the other places I've lived."

Friedlander envisions "a terrific opportunity to have some spinoffs locate here. If we can find some business partners who are interested in it and some community leaders who would like to house that in Roanoke, I think it would be a great idea." 

## In Brief

**Name:** Michael J. Friedlander, Ph.D.

**Age:** 60

**Company:** Virginia Tech Carilion Research Institute

**Title:** Executive Director

**Background:** A neuroscientist whose most recent stop was at Baylor University, Friedlander's married to Sandra, who is retired from BellSouth. He's a tennis player, while Sandra is a fan of the arts and hopes to find ways to get involved in the arts scene. Fortunately for these newly planted South Roanokers, the Taubman Museum and downtown arts district are just a short trolley ride away. Friedlander also plans to plug into the local school systems: "We want to reach out and make that bridge to the community."

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# Career FRONT

## FINANCIAL FRONT



Agee



Saunders



Jain

### Banks

**Andrew Agee** has been promoted to senior VP and chief lending officer for Valley Bank in Roanoke. **Edie Saunders** has been

named to mortgage banking officer and **Shashi Jain** has been named VP and private banking officer.



Comar

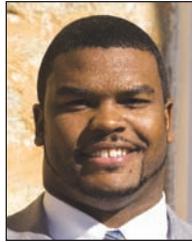
**Rick Comar**, has been named Mortgage Loan Originator for Select Bank in Lynchburg.



Gobble

### Wealth Management

Merrill Lynch has named **Mark L. Gobble** of its Roanoke office first VP with the Private Client Advisory Division.



Hamlar

### Business Broker

**Michael Hamlar**, President & CEO, of Hamlar Enterprises is celebrating its first year of business in mergers, acquisitions and business consulting. New to the business broker industry, Michael, as Business Broker has engaged multiple clients in a one-year period, which is a great success.



Shaw



Tenzer

has named **David I. Tenzer** of the firm to Virginia Israel Advisory Board (VIAB) and he has been named the Jefferson Center's chairman of the board.

## LEGAL FRONT

### Law firms

**Amanda E. Shaw** of the law firm of Glenn, Feldmann, Darby & Goodlatte in Roanoke has been elected to the Roanoke Bar Association Board of Directors. The Virginia State Senate



Tower

Spilman Thomas & Battle in Roanoke has named **King F. Tower**



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## Have a career announcement?

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

a member of the firm. He joins the labor and employment practice and will also assist the Winston-Salem office in labor and employment litigation.

### WELLNESS FRONT



Christensen

*Prosthetics*

**Erik Christensen** has joined Roanoke-based Virginia Prosthetics as a certified prosthetist and orthotist in the company's Martinsville office.

*Health Care*

**Katie Fagan** joined the home health care agency, Generation Solutions, as a Marketing Representative in May.



Fagan

### TECH/INDUSTRY FRONT

*Tools*

**Russell Drumheller** has been hired as an engineer at Mountain Precision Tool in Blacksburg.

### DEVELOPMENT FRONT

*Architects, Engineers*

Blacksburg-based OWPR LEED-certified engineer **W. Blaine Forkner** has obtained

his professional license in electrical engineering.

*Real Estate*

**Lee Willard** has joined the Willard Companies at Smith Mountain Lake as VP of corporate holdings.

### RETAIL FRONT

*Clothing*

**Staci Thompson** has been named manager of Maurices, a clothing store in Christiansburg.

### EDUCATION FRONT

*Colleges*

Ferrum College professors **Bob Pohlad** and **Carolyn Thomas** are part of a team that will receive \$494,980

from the National Science Foundation (NSF) for environmental research related to climate change. The money will be used to establish a national ecological and education network that will begin with 12 primarily undergraduate institutions or PUIs and expand to colleges and universities throughout the United States.



Bishop

**Dr. Nathaniel L. Bishop** has been appointed President of Jefferson College of Health Sciences (JCHS). Bishop has served as Interim President since April 2010, following the

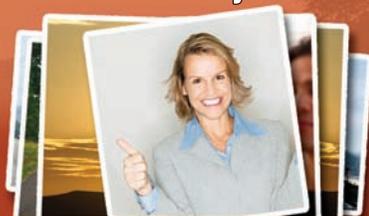
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# Career FRONT

retirement of JCHS President Dr. Carol Seavor.



Weiss

**Dr. Patrice M. Weiss** has been named chairwoman of the Department of Obstetrics and Gynecology at the Virginia Tech Carilion School of Medicine. Weiss, a professor of obstetrics and gynecology at the medical school, also chairs the Department of Obstetrics and Gynecology at

Carilion Clinic.

Roanoke College in Salem has named **Lisa Jamison Bowling** assistant vice president for resource development.

**Toni Freeman** has been named regional director of agency development for National College in Salem.

Roanoke College has named **Jack Steehler** director of institutional research.

#### *Media*

**Rose Martin**, former Craig County School superintendent and visiting professor at Virginia Tech, has been

named Director of Education Services at Blue Ridge PBS. She replaces **Linda Pharis**, who was with the station for 16 years.

#### *Schools*

North Cross School has named the following board of directors officers: chairman, **Elwyn G. Murray** who has worked for Advance Auto and Food Lion; vice chairman, **T. Chris Moore**, Old Virginia Brick and secretary **Anne Lee Stevens** of Coldwell Banker Townside Realtors. New members of the board are: **Linda D. Frith** of Frith Anderson & Peake, **George I. Vogel III** of Vogel and

Cromwell and **Dr. Ashutosh Chandel**, a cardiologist, practicing in Bluefield.

## CULTURE FRONT

#### *Organizations*

The Historical Society of Western Virginia has named several new board members. They are: **Nelson Harris**, former mayor of Roanoke and minister of Virginia Heights Baptist Church; **David Helmer**, retired Norfolk Southern executive; **John Kern**, retired historian for the Virginia Department of Historic Resources; **Gary Kinder**, Virginia

gregvaughnphotography.com

Tech; **Gwen Mason**, Department of Justice; and **Linda Thornton**, Community High School. Officers are **Katherine Watts**, president; **Natalie Norris**, VP; **Michael Bell**, treasurer; and **Nancy Warren**, secretary. **Philip Lemon** is a new Director Emeritus.



**Gearhart**



**Long**

the outside community and their hotel's financial performance. It is Hilton Hotels Corporation's highest honor to within the Doubletree brand. **Michael Quonce** has been named Public Relations Coordinator at the hotel, responsible for all internal and external marketing strategies and communications.

*Media*

WDBJ Television in Roanoke has announced the following changes: **Todd Chaney** is a new account executive; **Stephanie Sterrett** is a new account executive for TV and internet products; **Kim Sokolik** has been named

**OTHER FRONTS**

*Business services*

SERVPRO of Roanoke, Montgomery & Pulaski Counties has named **Carolyn Gearhart** and **Bill Carroll** business development coordinators in the

marketing department.

*Hotels*

The Hotel Roanoke & Conference Center safety/security employee



**Carroll**



**Quonce**

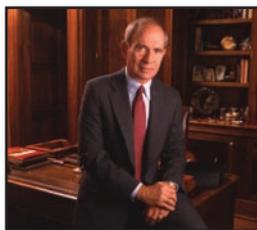
**Rick Long** has won its Spirit of CARE award for team members who exceed expectations and make outstanding contributions to guests, fellow team members,



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# CONTRIBUTORS

**Susan M. Ayers** is a Roanoke-based freelance writer who has written articles on a wide array of topics that have been published in various media. As a former mortgage banking executive, she has experience in technical writing and business correspondence including white papers, management briefings, systematic analyses, awards programs, performance standards and responses to correspondence of a sensitive and confidential nature. [susanmayers@cox.net]

**Anne Giles Clelland** is the founder of business news site Handshake 2.0 (handshake20.com) and the president and CEO of Handshake Media, Inc., a new media PR firm and member company of VT Knowledge-Works in Blacksburg. She has master's degrees in education and in counseling and is part of a team organizing the inaugural New River Valley Triathlon. [anne@handshake20.com]

**Jane Dalier** is an Account Executive for FRONT, with extensive experience in publication sales and small business ownership. [jdalierFRONT1@verizon.net]

**Donna Dilley** is FRONT Business Etiquette columnist, and owner of ProtoCorp in Salem. She has been an etiquette consultant for years. [donna.dilley@gmail.com]

**Jill Elswick** is a veteran freelance writer living in Roanoke. She is a former senior editor at Employee Benefits News and worked in media relations at Virginia Tech. She has a master's degree in English from N.C. State University. [jill.elswick@gmail.com]

**Tom Field** is a creative director, marketing executive and owner of Berryfield, Inc. in Salem, and the new Valley Business FRONT magazine. He has written and produced programs and materials for local and international organizations for more than 30 years. [tfield@berryfield.com]

**Rachael Garrity** is the owner of Penworthy LLC, a New River Valley-based publications services and consulting firm. [penworthyllc.gmail.com]

**Tim W. Jackson** is a Radford-based freelance writer and editor of the online New River Voice and teaches as an adjunct instructor in Media Studies at Radford University. He is host of the radio show "The Listening Room," on WVRU in Radford. [timwjackson@mac.com]

**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]

**Janeson Keeley** is the owner of JTKWeb in Roanoke, where she specializes in Web site development and search engine optimization. She is also founder of TweetVA (www.tweetva.com, @TweetVA), "Virginia's Twitter Directory". [janesonkeeley@verizon.net]

**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]

**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]

**Jo Lynn Seifert** is an Account Executive for FRONT. Her experience in regional market media sales is diverse and strategically applicable. [JoLynnFRONT@verizon.net]

**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). He was recently named to the Virginia Communications Hall of Fame and was a 2009 recipient of the Perry F. Kendig Literary Award. He was Virginia's Business Journalist of the year in 2005. He is the founder of the Roanoke Regional Writers Conference. [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. [kksurace@aol.com]

**Nicholas Vaassen** is a graphic designer with 12 years experience, specializing in publications. His design projects include FRONT, 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@gregvaughnphotography.com]

**Alison Weaver** is a freelance writer based in Roanoke. She contributed to and was a staff writer at the Blue Ridge Business Journal throughout the 1990s before working as a copy editor at The Roanoke Times for eight years. Her recent freelance credits include Redbook magazine. Her story on niche publications won the FRONT Story of the Year for 2009. [alison.weaver03@gmail.com]

**Joel S. Williams** is founder and Managing Principal of Joel S Williams & Associates in Blacksburg, specializing in assisting the wealthy with wealth and estate plans. He is a Certified Financial Planner and graduate of the Certified Investment Management Analyst program at the Wharton School. He has a Ph.D. in economics from the University of Florida. [www.JoelSWilliams.com]



Michele Shimchock

JULY 2010 >  
Contributor of the Month

Valley Business FRONT congratulates **Michele Shimchock**, who wrote July's Work Spaces on Wilderness Adventure at Eagle Landing and a profile of advertising executive Sharon Rappaport. Michele is a Hollins University English and Creative Writing master's degree graduate with little professional writing experience, but she is a young woman with a ton of talent, curiosity, eagerness and a dogged determination to do the story right. She is also a bright and creative photographer who takes her own pictures to illustrate her stories. You can read Michele's current and back issue articles at vbFRONT.com

“  
I'm  
terrified  
of  
realtors

— Page 51



Chaney



Sokolik



Sterrett



Williams

research director; **Sarah Williams** has been promoted to national sales assistant. **Elizabeth Harrington**

has joined News7 in Roanoke as general assignment reporter and **Karen Kiley** has been hired to cover

Lynchburg, Danville and surrounding counties.

### Organizations

The Roanoke Valley Convention & Visitors Bureau has named **Susan E. Short**, director of the Virginia Tech Roanoke Center, president. Other officers are: VP and president-elect, **Barton J. Wilner**, president of Entre Computer Center; secretary, **Gary Walton**, GM of The Hotel Roanoke & Conference Center; treasurer, **Carey Harveycutter**, director of Civic Facilities for the Salem Civic Center.



McKee

### Services

**Tammy McKee** has opened Roanoke Valley Concierge in Salem. The company provides errand services, as well as coordination and management of events for businesses, individuals and households.



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## *New HCA service*

**HCA Virginia Health System** has opened the Department of Clinical Genetics, which will offer genetic counseling for patients at all four of its hospitals (Lewis-Gale, Montgomery Regional, Pulaski Community and Alleghany Regional Hospitals).

Kara Bui, a Certified Genetic Counselor, will head up the new department providing genetic testing and counseling for a variety of cancers including breast, colon, ovarian, uterine, pancreatic, and melanoma. The Department of Clinical Genetics will soon provide maternal-fetal counseling as well for common genetic disorders including Down syndrome, sickle cell disease and cystic fibrosis.

## *Shenandoah Life for sale*

Officials from **Prosperity Life Insurance Group** are negotiating with state regulators, who are in charge of **Shenandoah Life Insurance Company** in Roanoke about a possible sale, according to published reports. A Roanoke daily newspaper says regulators and the Prosperity, the holding company for Black Diamond Capital Partners in Texas, have entered a 90-day exclusivity agreement with the potential purchase subject to State Corporation Commission approval. The report says Prosperity would keep Shenandoah pretty much as it is: name, location, management.

## *Valley Bank wins bid*

Roanoke's **Valley Bank** was the only bidder—at

\$18.6 million—for the bankrupt, 58,000-square-foot Ukrop's facility on Franklin Road at the end of May. The community bank plans to develop the former grocery store as a retail center and sell it. Valley Bank had loaned the money to IMD Investment to develop Ivy Market, which houses Ukrop's. The complex houses Walgreen's, but nothing else at the moment.

## *Glebe bankrupt*

**The Glebe**, a Continuing Care Retirement Community in Daleville, has filed for Chapter 11 bankruptcy protection. In connection with the filing, the not-for-profit company says it received a commitment for debtor-in-possession financing. The Glebe is a wholly owned subsidiary of Virginia Baptist Homes Inc. in Culpeper, which owns three other CCRCs. Neither VBH nor the three other communities are part of the Chapter 11 filing. At the time of the filing, The Glebe had assets of \$57 million and liabilities in excess of \$80 million.

"Together with the Chapter 11 filing, the DIP financing will allow us to continue to pay all critical vendors and give us the breathing room to operate on a 'business-as-usual' basis while we restructure our debt," said Randall Robinson, president and Chief Executive Officer of The Glebe.

## *ATK achieves rating*

**Alliant Techsystems** has received the ISO 14001:2004 certificate for its environmental management of the Radford Army Ammunition Plant (RFAAP) in Radford.

Award of the certification culminates a long-term effort to achieve the standard at RFAAP, and is the result of a series of independent third-party audits and evaluations.

"Achievement of the ISO 14001:2004 is an outstanding accomplishment, and I am proud of our team's dedication to achieving this goal," says Kent Holiday, VP and GM of ATK Energetic Systems. "It is a particularly noteworthy recognition when you consider the challenges of operating a facility built in the 1940s within today's much more stringent environmental requirements. Protecting the environment requires commitment from everyone here at RFAAP, from top-level managers to production workers. We are delighted to have reached this important milestone."

## *Prime Photonics consolidates*

**Prime Photonics** of Blacksburg has merged with its subsidiary Prime Research. The surviving business is named Prime Photonics, L.C. "The consolidation will not impact our current Prime Research projects, and other than a name change we expect the transition will be largely transparent to our customers," says CEO Steve Poland. "The single company structure will significantly benefit our current product development efforts and better positions Prime for investment into ongoing and future commercialization activities."

Prime Photonics was founded in 1999 by researchers from the Virginia Tech Center for Photonics Technology.

Prime has a Federal-sponsored R&D customer base that includes the Army, Air Force, Navy, NASA, DOE, NSF and DARPA. Prime technology areas include fiber optic sensors, wireless sensors, energy harvesting and metamaterials with an emphasis on extreme environment sensor applications. Prime reinvigorated its product development and commercialization activities in 2009 with the hiring of a new CEO, significant changes to the Board of Managers and a renewed emphasis on transitioning Prime technologies to the marketplace.

## *New Friendship head*

**Friendship Retirement Community** has announced the selection of **Russell Barksdale Jr.** as its new president and chief executive officer, an experienced senior healthcare executive to lead the region's largest retirement community.

Barksdale has led all aspects of senior care and healthcare services and operations at numerous locations in New York and New Jersey, most recently as president and CEO of Hempstead Healthcare, a management company that operates four facilities in suburban New York City.

## *Acquires CAP*

Joseph Shupe has acquired the business and product line of CAP Oil Change Systems in Roanoke. The products of **CAP Oil Change Systems** was first invented in mid 1990s by Henry McFadden and brought to market in 1999. Under the tutelage of McFadden Shupe was trained on the principals of

the technology and its mechanics. Subsequently with the death of McFadden in 2009 ownership was retained by Shupe.

Since the acquisition, CAP Oil Change Systems has made several changes: new branding, a new Web site and a new look has been established. CAP has focused its marketing effort on fleet vehicles for transportation and the delivery of goods, heavy equipment and industrial applications.

#### Expansion

**Good Samaritan Hospice** is expanding in the New River Valley with a new location offering more space for a growing mission to provide compassionate care to patients facing the end of life and families coming to terms with losing a loved one. At 5,000 square feet, the new office at 1160 Moose Drive in Christiansburg features more training rooms, additional meeting and office space, high-tech upgrades and

environmentally friendly elements, including sensor lights.

#### SPEAK wins award

**SPEAK Advertising Group** has been named, for the second consecutive year, the 2010 National Telly Award recipient for its recent television spot, "The Lab Coat." The spot was designed to promote the physicians at Johnston Memorial Hospital's Comprehensive Cancer Center.

#### Tech team 2nd

The **Hybrid Electric Vehicle Team** of Virginia Tech recently took second place in the international EcoCAR Challenge, a three-year design competition that seeks to inspire science and engineering students to build more energy-efficient "green" automobiles. The Hybrid Electric Vehicle Team placed second behind Mississippi State University, with The Pennsylvania

## 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.

State University coming in third during phase two of the competition, according to Lynn Gantt of Yorktown, Va., team leader and a master's student in mechanical engineering.

Sixteen teams from across North America shipped their vehicle to General Motors' (GM) Desert Proving Ground in Yuma, Ariz., and then to San Diego for the two-tier vehicle testing competition. The Virginia Tech team won: second place overall, Best Electrical Presentation, Best Static Consumer Acceptability Presentation, Best Braking Distance, Best Lane Change, Best Use of National Instruments Tools, Best Progress Reports, Best Pre-competition Safety Tech Inspection, runner up on Lowest

Petroleum Energy Use, and runner up for Lowest Tailpipe Emissions. In all, the team captured \$10,000 in prize money.

#### Centra honored

**Centra** in Lynchburg has received certification for its treatment of acute myocardial infarction (AMI) or heart attack patients from The Joint Commission. The Joint Commission, which reviewed Centra's processes and treatment of heart attack patients, evaluates and accredits health care organizations and programs for safety and quality.

Compiled by Dan Smith

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

Read extended versions of items listed above, plus photos and many more current listings each day on the [moreFRONT](http://moreFRONT.com) blog, also available by link at [vbFRONT.com](http://vbFRONT.com).



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Community Housing Partners  
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Brambleton Imports .....	71	Lotz Funeral Homes .....	53
Branch Management .....	33	Chas. Lunsford .....	23
Brandon Oaks .....	42	MKB Realty / Curtis Burchett .....	46
Building Consultant Services .....	71	NRV Gateway Realty .....	21
Carilion Clinic .....	26	Don Petersen .....	59
Clark Nexsen .....	60	Pheasant Ridge .....	61
Controllers, Etc. ....	71	Professional Therapies .....	43
Creekmore Law Firm PC .....	39	Remax / Tom Stover .....	71
Davis H. Elliot Company .....	71	Renaissance Computers .....	71
Duncan Mazda Lincoln Mercury ..	70	Ride Solutions .....	49
First Citizens .....	28	Rife + Wood Architects .....	47
Floored .....	40	Roanoke Natural Foods Co-Op .....	31
Generation Green Cleaning .....	71	The Shires .....	71
Gwyn & Harmon / Carolyn Green ..	71	StellarOne .....	67
Hall & Associates .....	32	Tanglewood Mall .....	41
HCA / Lewis Gale .....	4	TAP .....	29, 65
HomeTown Bank .....	BC	Valley Bank .....	2
IDD .....	38	Greg Vaughn Photography .....	62-63
KD Capital Solutions .....	71	Woods Rogers .....	25
King Law Group .....	30	Wytheville Meeting Center .....	3
Liberty University .....	45		



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— Page 19



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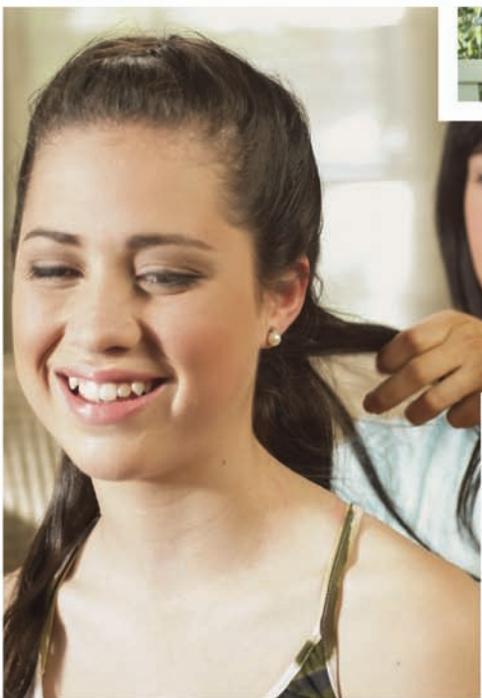
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