

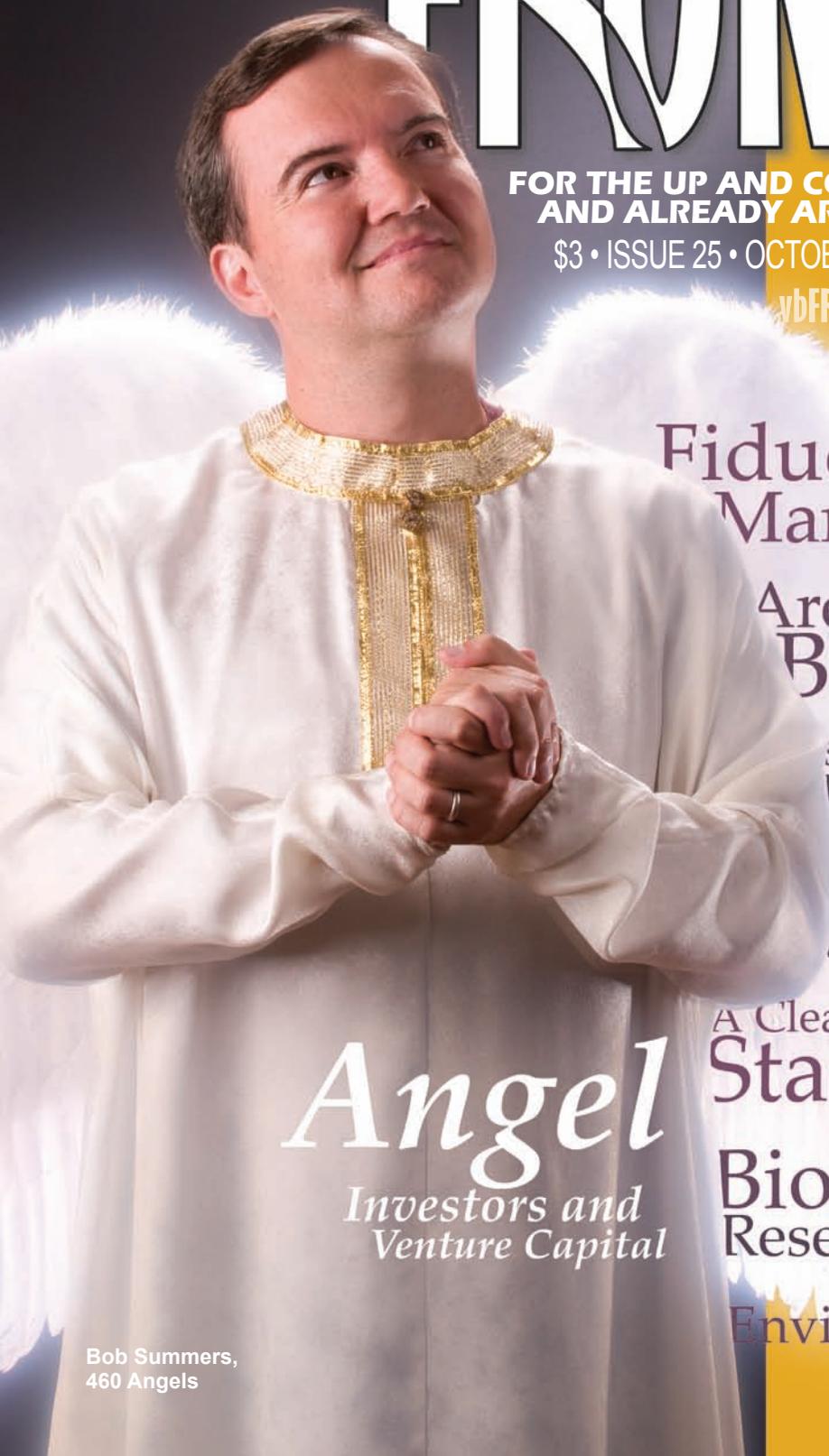
Valley Business

FRONT

FOR THE UP AND COMING
AND ALREADY ARRIVED

\$3 • ISSUE 25 • OCTOBER 2010

vbFRONT.com



Fiduciary
Manners

Are Hats
Back?

\$75 Million
Epic Case

DIY
Web-sites

Angel

*Investors and
Venture Capital*

A Clean/Green
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Bob Summers,
460 Angels

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WELCOME to the FRONT

A quiet trend in economic development these days is the recruitment of individuals with a penchant for starting companies. It is not so much a reversal of the emphasis on bringing in companies with jobs as the recognition that home-grown jobs have a tendency to stay put.

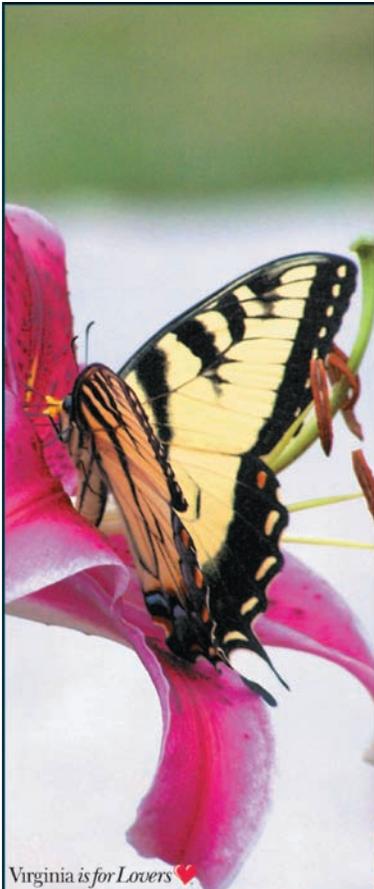
An economic development director in this region said—in an off the record conversation—the other day that much of his time recently has been spent looking for young hotshots whose technology acumen could be translated into good jobs. It is supplementary recruiting. The director is still going to the trade shows, still showing up at Fortune 500 company HQ, still phishing for what used to be called the “White Buffalo.”

But, he says, “We are recognizing what a few individuals with entrepreneurial skills can do to a community in a short while. Look at Roanoke in the past few decades, for example. It’s not so much the big companies that have created change, but individuals creating companies in a city they love and want to see succeed. It’s personal for them.”

Our cover story this month is about the money people who support those individual entrepreneurs. Investors, like professional bettors, are often ahead of the conventional game because they have to be and in this case, the bet is on the sharp, aggressive, ambitious individual with a point to make.

Tom Field

Dan Smith



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Valley Business FRONT

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Angel

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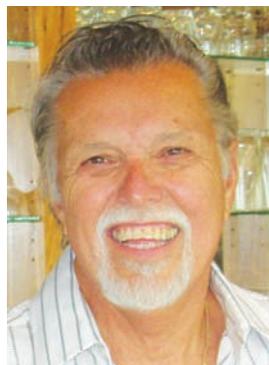
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Worker*

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Replay**

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Cover photography of Bob Summers
by Greg Vaughn Photography.
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OCTOBER



Susan M. Ayers



Rod Belcher



Andrew Hudick



Rob Johnson



Michele Shimchick



Dan Smith

Biographies and contact information on each contributor are provided on Page 46.

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."

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Ed Walker Regeneration Partners (Development)
John Williamson RGC (Tech/Industry)

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.

“Disarmament led to a settlement of \$75 million

— Page 24

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Angel

Investors & Venture Capital

Angel in my pocket >

Executive Summary: *Investors with wings come in all sizes, shapes, bank account depths and, as of lately, locations. The new kid on the block in this region is home-grown.*

By Susan Ayers

For entrepreneurs searching for financing, the thought of an angel investor is enchanting. But an entrepreneur who links arms with an angel must be prepared to be partners with a source who will have a high degree of interest in ROI, his *raison d'être*.

Being an entrepreneur with a start-up company is not for the faint of heart. Being an angel investor is an exercise in taking on the entrepreneur's risk.

The pressure for the company to perform can be intense. In return for their investment in companies, angels receive an equity stake in the company. But for many angels in this region of Virginia, it isn't all about the money and that's where remaining true to their name comes into account.

Many angels are successful former or current entrepreneurs who genuinely want to help entrepreneurs get their businesses off the ground as well as to benefit the overall region where they live. They bring a depth and breadth of knowledge to the new entrepreneurs.

Securing angel funding can consume great chunks of time. Angel investors are taking significant risks on relatively unproven ventures and it is understandable that they like to carefully examine the business from all angles. Angels research the business to determine whether the investment should be made. This due diligence includes looking at a wide spectrum of elements including the people, products, projected sales, financial and legal issues.

"It's getting more and more difficult to get early stage funding," says David Poteet of Nomad Mobile Guides in Blacksburg. "Some investors write a check with no involvement and others interested in the company also do mentoring."

"A lot of things can be overcome, but you must have good



people in the deal,” says attorney Mike Drzal of LeClair Ryan in Blacksburg. “[You need] people highly motivated with a tremendous work ethic, flexible to make adjustments, and honest and forthcoming regarding competitive challenges. Angel investors are looking for good people.”

Angel investors do not have to be accredited investors as designated by the Securities and Exchange Commission (SEC). Still, most of the money coming from angel investors comes from accredited investors. Accredited investors—as defined by the SEC—have income and asset requirements that must be met.

Angels are filling a void of sorts that began occurring when many venture capital funds were no longer available for the new companies.

“Angels are having to fund bigger and bigger rounds [because] many venture capital funds, particularly in our region, are moving downstream to where there’s less such risk,” says Attorney Ken Maready of Hutchison Law Group in Blacksburg. “[That includes] companies with actual recurring revenue, which is not typical in seed and early-stage startups.”



Greg Vaughn Photography

““”

It’s an interesting ride. We’re trying to move into an industry that is an unknown.

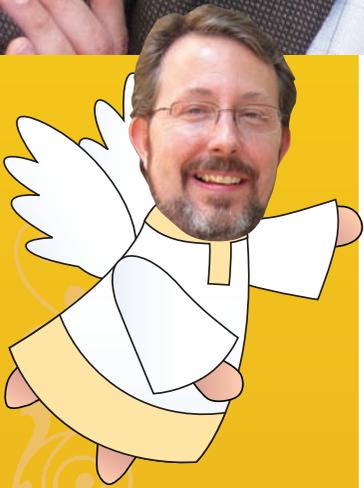
—David Poteet
Nomad Mobile Guides, Inc.

Bob Summers, of 460 Angels, plays the delightful little cherub as our FRONTcover model this issue. An entrepreneur himself (CEO of Energywave), he puts accredited investors together with startups in this region.



David Poteet: "It's getting more and more difficult to get early stage funding."

Dan Smith



One of the ways that a region can benefit from new small businesses is job growth. According to a recent Kauffman Report, businesses less than five years old account for the creation of two-thirds of total new jobs. In 2007, there were 12 million new jobs in the United States with young businesses responsible for 8 million of those.

In our region, there have been several successful technology startups including—but certainly not limited to—Luna Innovations, WebMail (MailTrust), ADMMicro, TechLab, Meridium, Optical Cable, VTLS, Pixel Optics and Synchrony.

"Small homegrown businesses and entrepreneurs play an important role in our local economy," says Sam English of CIE Partners in Roanoke. "Smart entrepreneurial people are attracted to the area and an infrastructure is established that supports creativity and risk-taking. An entrepreneurial economy benefits on multiple levels: creating profitable businesses in the region; [creating] quality jobs; [improving] local wealth for entrepreneurs and investors; and strengthening the community with additional tax revenue [and] philanthropy, [creating] business leaders and [generating] investments into other businesses."

Until recently, angels have been difficult to identify, mostly



We like to see
businesses stay here.
We want innovators
and entrepreneurs
to stay here.

—Sam English, PhD
CIE Partners



Mike Drzal: "You must have good people in the deal."

Dan Smith

because individual angels wanted a low profile for obvious reasons. Now, many angels are forming groups to become more visible to people with ideas and the groups are becoming more organized. That said, there are still many angels who quietly invest individually.

"The 460 Angels Group is more of an idea of the 460 Capital Partners," says Bob Summers, its director. "We started working on it three years ago. The group is meant to be regional—Southwest Virginia. The initiative kicked off last October to the network people. The advantage of the group is [that individuals are] pulling together. I anticipated getting 10 accredited investors the first year. We have 30 accredited investors between Roanoke and Blacksburg.

"We have a lot of work to do. We need our angels being more sophisticated in terms of strategy to be like other regions. It's a work in progress.

"It's all about networking and matching the right company with the right angel investor."

* * *

There has been a tremendous amount of growth over the last



Historic Stained Glass window provided by Kathy Hudson, Custom Originals, Salem

“The number one goal is to get a return on capital. This can be done financially, through economic development and personal satisfaction.”

“I am a serial entrepreneur. I’ve had four startups. Two are still in business. ... This is a passion. This is my volunteer work. I am not paid to do this.”

“All of the angels are interested in the region. Last year the angel investors put more money to work than Virginia Tech. It’s the most efficient way of getting money into the economy for job creation—five percent of new jobs created in 2009 nationally came from angel investors.”

—Bob Summers
460 Angels Group

“Universities are incredible powerhouses of innovation. We like to see businesses stay here. We want innovators and entrepreneurs to stay here.”

“We have to adjust the business model on capital that is available. We don’t have many institutional venture capitalists in our area.”

“Angel investors invest for a wide range of reasons—some because they’ve been successful and want to help others such as mentorship—giving back to the community. This is a strength of this region. We’re very welcoming.”

What they’re saying >

“Venture capitalists are unwilling to take as much risk. More than ever, angels are needed to help with the seed side and early-stage.”

“We need a lot of people working together—not just financial capital, but also human capital.”

one to two years on the angel investor scene in Blacksburg, the New River Valley and Roanoke area. On one side of the equation, the angel community appears to be coming together and on the other side at the same time; there is considerable guidance available to entrepreneurs along the lines of how to present to angels, the process as a whole, how deals can be structured and what an angel-backed company looks like.

As a result, there are opportunities galore. This guide will help you start your search.

Virginia Tech Corporate Research Center (CRC) is home to more than 100 companies engaged in leading-edge research

"Unfortunately, neither the investor nor the entrepreneur can set a time frame for a business to be sold because there is a mix of an actual return. The question is: what can we do to make a business successful? Hopefully, there will be a profit within a few years. Many around here take up to 10 years. Most angel investors are accredited investors and they invest with money they don't need in order to survive."

—**Sam English, PhD**
CIE Partners

"A lot of times an angel network has relationships with other angel networks and syndicates the deals, with one angel network being the leader."

"In 2009, venture deals decreased because of financial uncertainties. This year, we've seen quite a bit of improvement."

"The most sophisticated people are financially successful. Some do it for fun and part of it is mentoring. If it's not fun because there isn't good chemistry with people, investors just walk away. It isn't talked about. It just doesn't happen. Some of that is due to a lack of confidence of the entrepreneur."

"It is our job to get everything out on the table and make sure all risks and variables are known. Angels know it's high risk money. Not all investments work out. Most angels will have investments in a number of

companies rather than putting all of their money in one company. It's just like diversifying in any portfolio."

"As we've seen, volatility in public markets with all these variables that we can't control, I've seen people that had rather put their risk money where they know the people and have more knowledge and control in what is going on. They can keep an eye on the business. It opens up a whole new area of opportunity. It's been very interesting."

—**Michael P. Drzal, Esq.**
LeClairRyan

"In order for the angels to fill in the space left by venture capitalists, angel groups in an area will have to syndicate with other angel groups in other areas. This is fairly new as angel investing in general is a very local phenomena, but it is certainly a hot topic among angel groups."

—**Ken Maready**
Of Counsel at Hutchison Law Group

"It's an interesting ride. We're trying to move into an industry that is an unknown."

—**David Poteet**
Nomad Mobile Guides, Inc.

Compiled by Susan Ayers

in diverse areas of technology. The Center's mission is to develop a growing, prestigious research park for high-technology companies. Concurrently, the CRC will, in collaboration with the university, advance the research, educational, and technology transfer missions of Virginia Tech (VT).

CRC has 27 completed buildings totaling 956,000 square feet housing 2,200 employees on 120 acres of land. Total build-out is planned to be another 28 buildings totaling 950,000 square feet housing 3,000 employees in Phase II. CRC is a for-profit wholly owned, private subsidiary of the Virginia Tech Foundation, and is, therefore, not a state entity.



In 2009, venture deals decreased because of financial uncertainties. This year, we've seen quite a bit of improvement.

—Michael P. Drzal, Esq.
LeClairRyan

VT KnowledgeWorks is a regional business acceleration center serving technology-based enterprises at all stages of the corporate lifecycle. With conference and incubation facilities located in the Virginia Tech Corporate Research Center, VT Knowledge Works encourages and supports entrepreneurs, executives, and investors as they plan, launch and grow companies to financial independence.

VT KnowledgeWorks Entrepreneurship Summit is an annual two-day comprehensive workshop custom-designed for prospective company founders, entrepreneurs launching or re-vamping a business, growing companies seeking expansion capital, and individuals interested in investing in early-stage companies. Originating in April 2009, the Summit includes business concept competitions, open angel forum and educational seminars.

The NewVa Corridor Technology Council (NCTC) is a non-profit member-driven association of businesses and organizations in the greater NewVa Region encompassing Roanoke and Blacksburg and the surrounding counties. Its purpose is driving prosperity and working together to promote the growth and success of the region's technology sector.

Access to Capital Committee was established in 2009 by NCTC to increase communication between technology firms that need funding and investors willing to fund them.

The Angel Capital Association (ACA) is North America's professional alliance of angel groups. The association brings together many of the angel organizations in the United States and Canada to share best practices and collaboration opportunities. ACA serves as the public policy voice of the American angel community.

460 Angels is a seed and early-stage angel investor group facilitated by the NCTC Access to Capital Committee. The group just kicked off last October to the network people and focuses on funding and coaching hi-tech entrepreneurs with scalable business models based in the New River Valley and Roanoke region of Virginia. This group is seeking technology based product companies, which can scale to a global marketplace. The group's members are experienced in engineering, software, finance and management. The 460 Angels follows the ACA's Best Practices.

Pitch & Polish Clinics that help tech-related companies prepare for raising Angel capital are hosted monthly by the NCTC Access to Capital Committee. The entrepreneur is allowed 10 minutes to pitch an idea/company and receives feedback on how to improve from a seasoned panel consisting of four to eight panelists. The entire session takes



Ken Maready: “Angels are having to fund bigger and bigger rounds.”

Dan Smith

approximately 30 minutes. Additional representatives from the entrepreneur’s company may also attend, but otherwise this is a private session between the entrepreneur and the panel of advisors. This opportunity is open to any tech-related company seeking early stage investment and is the first step to accessing capital. Pitch & Polish clinics are held monthly at the Virginia Tech Corporate Research Center. The first clinic was held in May 2010.

DayOne Ventures is a seed stage investment and mentoring program for technology-based startups, funded and operated by experienced, successful entrepreneurs who are also angel investors. The entrepreneurs are experienced in both building and selling technology businesses. The program launched on March 12, 2010 and is housed at the VT Knowledge Works Business Acceleration Center, located in the Virginia Tech Corporate Research Center in Blacksburg, home of Virginia Tech.

Each spring, up to three early stage enterprises are selected through a competitive evaluation process. Those winning teams selected receive benefits including up to a \$16,000 stipend to cover personal and business expenses in relation to participation in the program, free furnished office space, Internet access and hosting, free company formation and



Sam English: “An entrepreneurial economy benefits on multiple levels.”

Dan Smith

legal documents, and free brand development and logo. Accomplished entrepreneurs work closely with the teams for three months to maximize the opportunity in each start-up and remove unnecessary risks.

The program normally begins in late May and concludes in late August. Each firm then has the opportunity to present to potential investors via a demo day event. In exchange for the package of benefits provided, DayOne Ventures receives an equity stake in the emerging enterprise.

Virginia Active Angel Network (VAAN) is a professionally managed and member-led group of accredited investors that meets monthly in a dinner model in Charlottesville. Founded in 2005, VAAN has members from Southwest Virginia to Northern Virginia and to New York City and Georgia who participate either by driving to the Charlottesville dinner or through on-line access. In this model, VAAN allows the presenters to still reach a large investing membership while reducing the number of members who must travel to local dinners (as was the model the first four years of VAAN).

VAAN considers opportunities to provide funding and mentor capital to early and seed stage ventures primarily in the central and southern Virginia region, and the greater region,

including Maryland, Washington, D.C., North Carolina, Kentucky and West Virginia. VAAN also syndicates opportunities with other Angel Capital Association angel groups.

CIE Partners is an independent Roanoke-based organization promoting innovation and assisting entrepreneurs, small businesses, and nonprofit organizations in the western region of Virginia. The organization began in 2006 as the Center for Innovation and entrepreneurship with the mission of assisting inventors and entrepreneurs. Building on that success, in 2008, the organization added staff, expanded its offerings to include services to nonprofit organizations and changed its name to CIE Partners to reflect its expanded capabilities. From Charlottesville to Roanoke to Blacksburg, CIE Partners has an available network of resources to accelerate the development of successful businesses and to enhance the operation of non-profits.

The organization provides advice and consultation, works side-by-side with its clients to actively advance their interests. Its expertise is tailored to meet different client needs as the organization assists in designing and carrying out feasibility, financing, and follow-through activities. CIE Partners specializes in working with inventors at the idea stage, entrepreneurs in the start-up phase, and non-profits at any point of development.

Hutchison Law Group Angel Investment Education Series offers a series of workshops and seminars for prospective angel investors and for entrepreneurs seeking angel investment funding. Founded in 1996, Hutchison Law Group expanded into Virginia with the opening of an office in Blacksburg in January 2010.

LeClairRyan SCOUT (Startup Companies Originating Unique Technology) Award recognizes and assists an entrepreneur or emerging business with high growth potential. The recipient may receive up to \$15,000 in complimentary legal services over a 12-month period. In order to be eligible for consideration, applicants must have a commercially viable business model based on proprietary technology or innovations. A cogent business plan demonstrating high growth potential is required. Companies seeking or preparing to seek angel or venture capital financing are eligible.

This is the second year of the SCOUT award. Submissions will be accepted until November 1, 2010. The winner will be determined by the leadership team of LeClairRyan's Venture Capital Practice, along with outside assistance, and will be announced on December 1, 2010. 



In order for the angels to fill in the space left by venture capitalists, angel groups in an area will have to syndicate with other angel groups in other areas. This is fairly new as angel investing in general is a very local phenomena, but it is certainly a hot topic among angel groups.

—Ken Maready
Of Counsel at Hutchison
Law Group



Properly conversational >

Much of growing business is about building rapport with others. One way to build relationships with others is to be a great conversationalist. To become great, be familiar with a wide variety of topics. Read world and local news, as well as regional publications. Keep current on happenings in the arts, entertainment and sports worlds.

Learn to listen well. It's hard to focus in a crowded room with background music and others talking nearby. Practice by concentrating on the conversations that are held with family members and with those in the workplace. To be interesting, show interest in others.

While there are plenty of appropriate topics to discuss, a few precautions should be taken whenever conversing with an unfamiliar or vaguely familiar acquaintance. Inquiries into any of the following areas may destroy the opportunity to build and strengthen a relationship:

- Financial circumstances.
- Health problems or illness.
- Personal details about a divorce or an affair.
- Age or weight.
- Sex, religion or politics.

Many people do not realize when they are overstepping boundaries in casual conversations. A few subtle hints listed below may indicate that conversational mis-steps have occurred:

- Fidgeting or nervous behavior.
- A sudden pause in the conversation or sudden excusing from the conversation.
- An abrupt change in demeanor accompanied by a change of topic.

A simple four way test practiced by Rotarians around the world can help everyone build and strengthen relationships. The test is "Of the things we think, say or do":

1. Is it the truth?
2. Is it fair to all concerned?
3. Will it build goodwill and better friendships?
4. Will it be beneficial to all concerned?

Relationships begin with conversations. Staying current, listening well and avoiding "hot button" issues will improve conversational skills, helping to establish rapport more easily with others. These are useful skills for all aspects of living, not solely business. 

(E-mail donna.dilley@gmail.com with etiquette and customer service related questions.)

Business Etiquette

By Donna Dilley

Executive Summary:

Making small talk—or even big talk—is an art form that is learned by following some basics. Here they are.

'Stop shoulding on me ...' >

Dear Getting a Grip: When I'm talking with individuals from other companies at networking events or conferences, someone invariably interjects, "You know, what you should do is ..." That person knows more about my business than I do? That person is privy to my corporate vision and knows the strategies I have used and plan to use to achieve it? Are you kidding me?! Unsolicited advice is getting so common in business conversations these days that I have thought about timing how long it takes for "You should ..." to appear. Is there anything I can do to stop this irritating, tedious practice?

Dear You Should: Advice-giving is about power. No matter the claim or intention—"I was just trying to help," or "I thought you would want to do that better/right," or "I know this, you don't, you need to know it, what's the problem?"—or even if the advice is correct: "You should get help with that drinking problem"—the advice-giver attempts to assume a position of one-up superiority and to move the advice receiver to a one-down position of inferiority.

Why? When one person attempts to wield power over another person, whether with advice or a two by four, the act is usually based on what having power will mean to the person attempting to wield it, or fear of what the other person will feel, think, say or do if they don't.

Needing power over others to feel personally and professionally valuable and effective is, frankly, a tragically precarious way to live. What one seeks is power. Ironically, what results is giving power to others to determine that very sense of power. If people aren't complying, then one's value isn't confirmed. Increasing pressure on others to comply increases the distance they keep. Advice-givers often end up like The Farmer in the Dell's cheese—standing alone.

Getting a Grip: Given the power-based and hierarchical nature of most corporations and the competitive nature of capitalism, unsolicited advice-givers in business will always be with us. Make a strategic decision about the advice-giver's overall value to you and your business. Limit contact if the value is limited. Deflect unsolicited advice with a "Thanks" and change the subject.

If the person merits it, make a straightforward request: "I'd like to work with you as colleagues. I feel disrespected when you give me unsolicited advice. I'd like to request that you give me advice when I ask for it, or, if you have a suggestion, please offer it as such." If she responds, great. If not, you can choose the "limit contact" option, or you can choose to tolerate an advice-giver, knowing that the advice originates not from your need to receive it, but from her need to give it. 🍷

Need to start "Getting a Grip" on a personal problem at work? E-mail your question to grip@handshake20.com.



Workplace Advice

By Anne Giles Clelland

Executive Summary:

Dealing with one who wants to give you business advice is not usually easy. But it can be done.



Oh, man, hats are back! >

If you're a man feeling the urge to don a brimmed hat of late, you are not alone. The Wall Street Journal reports that more and more men in New York City and cities across the country are sporting hats for the first time in 40 years.

Brimmed hats were prevalent in the 1930s, '40s, and '50s. Functionally, they keep a man warm and dry—or cool. They once signaled success and professionalism. The 1960s and '70s brought big changes in men's hats. President Kennedy, with his robust head of hair, eschewed hats. Culturally, men began favoring longer hair and casual clothing, such as jeans. The baseball cap became the hat of choice but, with all due respect, ball caps are a different subject. Classic hat styles lost favor and men's headwear began a long decline. However, in recent years, men began wearing their hair shorter and adopting headwear to distinguish themselves from others. Men of all ages are embracing hats in the form of fedoras, Panamas, and trilby hats. They collect hats, seek them on vacations as souvenirs and view them as great gifts.

Business Dress

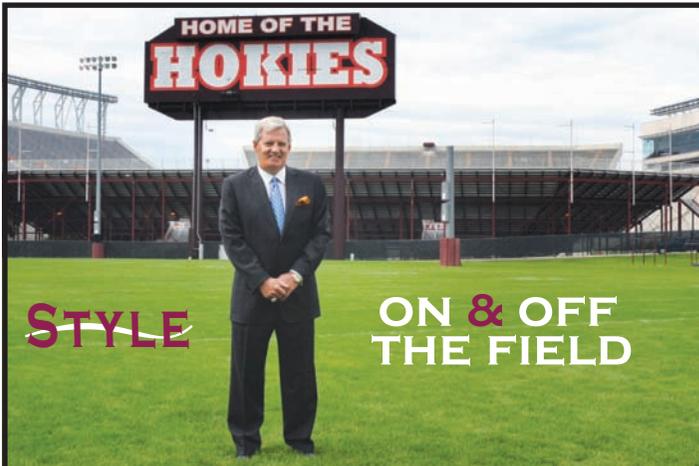
By Kathy Surace

Executive Summary:

We're not talking baseball caps here, but real hats like they wore in the 1930s, '40s and '50s.

The intervening years, in which few people wore hats, has led to a hat etiquette debate. At one time, everyone knew that hats were to be removed indoors. Now, young men often see their hats as part of their ensemble and decline to remove them. Also, they dislike "hat hair" and prefer to keep it under cover. Not to mention the lack of safe places to leave a hat so that it can be stored safely and reclaimed in good condition. In the 1950s when a gentleman removed his hat, he could check it and trust that it would be returned in good shape, but coat-check rooms are scarce lately. Men are forced to hold their hat or place it on a table or chair, not a great solution. With the resurgence of brimmed hats we must fine-tune the hat etiquette of yesteryear. Hats can help a man communicate his style, his personality, and the level of respect he holds for other people and institutions. Removing one's hat indoors and when greeting others is seen as respectful. A little courtesy goes a long way.

Just like the business suit, hats enhance a man's appearance, creating a great silhouette and an air of mystery. Brimmed hats are back – and they've never looked better. 



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The fiduciary standard >

Executive Summary:

The Wall Street Reform Act is a lot of law(s). Here's some of how it will affect us.

By **Andrew M. Hudick**

The Dodd-Frank Wall Street Reform and Consumer Protection Act (of 2010) was signed into law on July with 533 new rules (laws) included in its 2,300 pages. This Act created a new Bureau of Consumer Financial

and financial derivative companies. There are changes for the investment advisory and brokerage industry.

One important change was tabled for a six month study. The Dodd-Frank law had included words to create a level playing field for all investment advisors. The words included a concept of a universal standard of care that all investment professionals had to follow. There would be no difference in applying the standard whether you are a fee-only advisor, a fee-based advisor, or a commission-based advisor. If you provided investment and financial advice for any form of compensation, you had the same obligations to your client. This seems to be a logical standard but it has been moved



I am not certain you can compel or legislate integrity, honesty or ethics. You know it when you see it.

Protection with 24 new rules/laws. The Securities and Exchange Commission will add an estimated 95 new rules and the Financial Stability Oversight Council will implement 56 changes.

There are many changes that will affect the consuming public. Changes for the banking industry are included. Changes for the credit rating agencies are included, as are changes for mortgage brokers and debit card companies

(due to a strong lobbying effort) to a committee for further study.

The SEC will now begin a six-month study of the differences in standards of care and oversight of stockbrokers and investment advisors. One version of the Dodd-Frank law included wording that required all financial professionals to apply a fiduciary standard to the advice they offered consumers of financial advice and financial products.



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There are many in the financial services world against this “higher” standard.

The basis for a fiduciary standard simply implies that the interest of a consumer/customer/client should come before the interests of the advisor.

I am not certain you can compel or legislate integrity, honesty or ethics. You know it when you see it. You have service people you trust (mechanic, electrician, plumber, housekeeper). You leave them your house key or car key. You leave the house open for them while you go off to do something else. You trust their opinion on the “best” way to do or fix something.

I have an electrician who has done projects for me for close to 20 years. He is efficient, economical, responsible and honest. The

market has rewarded him as he is very busy. He was not compelled to be ethical by a mandate. I trust him not to cut a corner to make more money for himself at the risk of having my home or office building catch on fire.

Ask your financial advisor if he follows the fiduciary standard of care in dealing with his clients. Ask your advisor what that means to him. An ethical advisor is the first line of defense in protecting a consumer. While the “fiduciary standard of care” legislation may come out of the six-month committee study as the 534th rule/law—do not count on it.

Ask your financial professional if he conducts himself in a fiduciary manner. 

(Andrew M. Hudick of Fee-Only Financial Planning in Roanoke can be reached at andy@feeonlyroanoke.com.)

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Scott Sexton surrounded by the team (from left) Greg Haley, Travis Graham, Trey Smith, Matt Broughton, Kathy Wright (Monica Monday is not pictured).

Greg Vaughn

Settlement after an epic battle >

Executive Summary:

Despite the biggest fee in the history of his law firm, Gentry Locke Rakes & Moore, Scott Sexton says he wouldn't want to fight this fight again.

By Rob Johnson

After six years of endlessly filing motions to foil attorney Scott Sexton's lawsuit that alleged massive pollution, Consol Energy Inc., a huge coal company based near Pittsburgh, sent him a surprising conciliatory e-mail in May.

"Basically, it said, 'Let's put down our swords,'" says Sexton, 48, a partner in the Roanoke law firm of Gentry Locke Rakes & Moore.

Disarmament led to a settlement of \$75 million in the case, and what Sexton calls "the largest fee ever" in the 100-year-old Gentry Locke's history, although he wouldn't disclose its exact amount.

Yet despite the hefty payday, Sexton says, because of the thousands of hours he toiled getting ready for a trial that didn't happen in Buchanan County Circuit Court: "It wasn't worth it. I wouldn't do it again."

The story of his pretrial labors is reminiscent

of tedious legal details that John Grisham manages to write around in his dramatic legal novels. Interviewed for this article in mid-August, Sexton had been on a fly-fishing vacation since June in Idaho, Wyoming and Montana, trying to shake off the effects of laborious research, preparing for and taking depositions and responding in kind to the volleys of paperwork fired off by the three law firms hired by Consol Energy.

"They battled us every step of the way," Sexton says.

But the result was a bit like a Grisham tale's pivotal moment. The surrendering e-mail came not from the opposing attorneys, but from a Consol executive—and just a week before the trial was to begin. Consol's personal olive branch preceded the company's offer of a settlement that wasn't satisfactory to Sexton. Gentry Locke countered by suggesting \$100 million and after more negotiations—mainly with Matthew Broughton, another partner in the firm—Consol agreed to \$75 million.

The deal left Sexton with a certain empty feeling. "When you settle something like that at the last moment that's good for you and your client. But you feel like you have trained for the Olympics, and then get sent home with a silver medal without getting to compete."

Filed in 2004, the Gentry Locke suit against Consol requested damages on behalf of three Virginia coal-owning families whose properties include 27,000 acres in Buchanan County. The families had leased some of the land to Consol,

which was mining it. The allegations arose when Consol was discovered to have been dumping wastewater containing chloride and other contaminants from its mining operation into neighboring mines that it didn't lease.

Piping the wastewater by the millions of gallons into dormant mines saved Consol the expense of such legally acceptable disposal means as building a treatment plant—which Gentry Locke estimated might cost \$100 million.

The prospective cost to Consol of an alternative disposal method played a role in the settlement amount—most of which was based on a Virginia law that allows wronged civil plaintiffs to claim part of corporate defendants' profits that have been buoyed by illegal acts.

"That was the big club—the benefit to Consol that we were going to present (in court) as

hundreds of millions of dollars," says Sexton. He estimates that the actual damages to his clients because of Consol's actions—in the form of lost mining operations and cleanup costs—were about \$20 million. So the "real pressure point" that boosted the settlement amount was what he calls the "artificial" level of profit enjoyed by Consol for several years.

Preparing to prove the allegations against Consol occupied Sexton for "thousands of hours," he estimates. For about five months before the settlement in May, the father of five says, he "hardly saw" his wife "other than lunch after church."

The workload spread far and wide within Gentry Locke. "At one point or another I probably asked every partner there for help," Sexton says. That's saying a lot in that firm, which has more than 50 attorneys. In the end, though, the biggest fee comes from a shared effort. 



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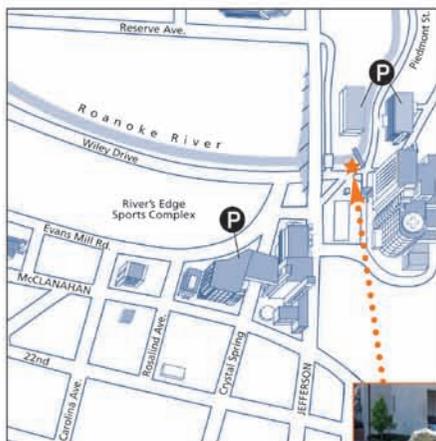
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Addressing the emotional component of health >

Executive Summary:

The energy infusing and surrounding the body can lead to a kind of total healing in this practice.

By Michele Shimchock

For Christine Ward, it's about the energy that surrounds us, occupies us, guides us, heals us.

Ward, a registered nurse at Lewis-Gale Medical Center in Salem, is a recent graduate of the Barbara Brennan School of Healing, and she has embarked on a new life journey of her own: opening an energy healing practice in Roanoke. "We are all made up of energy," she says. "Allopathic or traditional medicine works on the physical body, but you also have an energy field. There is always some sort of emotional component to your illness that physical medicine doesn't address at all."

The Web site for the School of Healing describes the holistic practice as "an enlightening system of healing that combines hands-on healing techniques with spiritual and psychological processes touching every aspect of your life."

Ward says of the Brennan Healing Technique, of which she was a patient before becoming a practitioner, "It addresses the physical, emotional, mental, and spiritual bodies, all the systems as they function together.

"In the case of a sprained ankle, energy manipulation can help relieve pain, reduce inflammation, and promote the body to heal faster. If you are suffering from a bad break-up [of a relationship], it allows you to feel the



Christine Ward: "Blending holistic modalities, such as massage, energy work, and craniosacral therapies, with customary medicine."

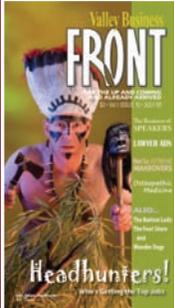
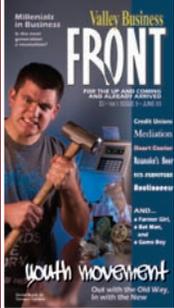
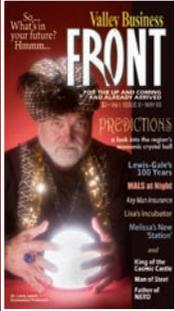
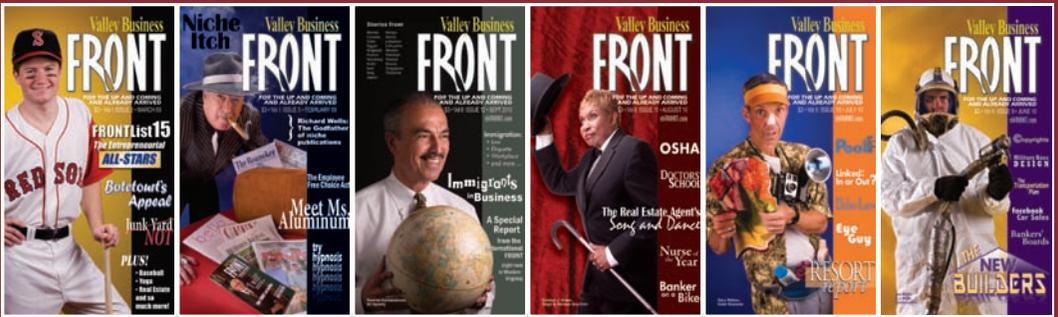
Dan Smith

emotions that you are going through, and it supports you in a loving cocoon while you are doing the energy work. It keeps you balanced energetically so you feel supported."

This healing modality focuses on the Human Energy-Consciousness System, otherwise known as an aura or the energy field that radiates from the body, and the chakras, or energy centers, that run throughout the body. There are seven layers of the energy field, and there are seven major chakras where the energy spins.

Ward says, "If the chakras are spinning correctly, then they bring energy in and the body is nourished harmoniously. But if they are blocked or skewed or not spinning correctly, the energy is prevented from flowing properly and a disturbance can occur. A healer acts as a channel for the energy that comes from the core of the earth." She says it is similar in many ways to traditional Chinese medicine.

A basic session consists of getting the chakras



Coming Up..

November 2010 **The FRONTList**

Our annual "Best of" edition. In 2008 we presented elves and the "Naughty & Nice" List. In 2009, we gave you "Super Heroes." What's in store for 2010? Find out in November's FRONT.

December 2010 **Alternative Medicine**

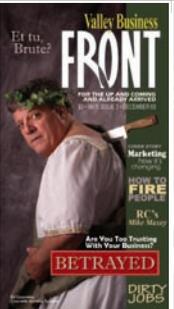
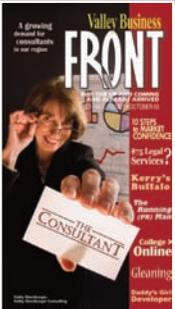
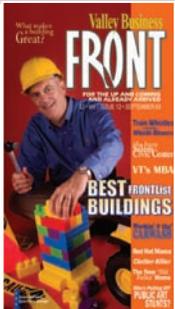
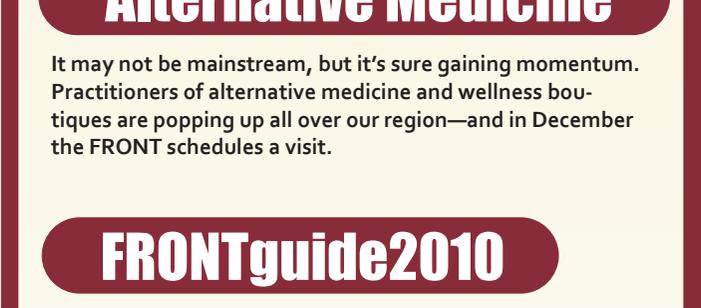
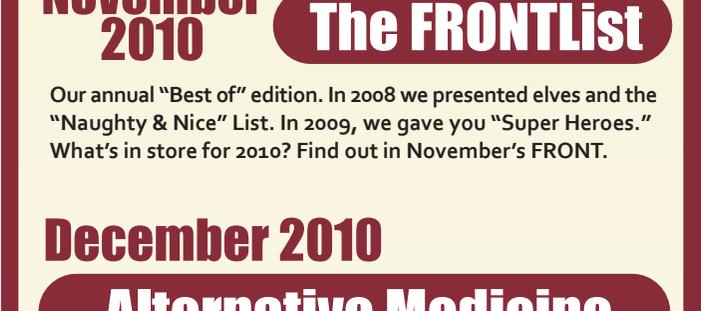
It may not be mainstream, but it's sure gaining momentum. Practitioners of alternative medicine and wellness boutiques are popping up all over our region—and in December the FRONT schedules a visit.

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to spin correctly because, Ward says, "That in itself will make you feel better—reduce your stress, make you feel more grounded and centered, clear-headed. It is a complimentary healing method, which means that it works in conjunction with physical medicine to bring about health and wellbeing of the whole person.

"The traditional medical community is beginning to open itself up to alternative and complimentary healing practices," she says, "blending holistic modalities, such as massage, energy work, and craniosacral therapies, with customary medicine. Duke University is one well-known facility that is embracing integrative care."

"I love being a nurse," Ward says "and it has allowed me to help people a lot, but I wanted to help people heal in a different manner, to

really understand why they act the way they do, to understand who we are as people, and why are we here. My time at the School of Healing incorporated four years of process work—four years of intense psychotherapy—so that I can be a clearer, more open channel and better able to assist patients with their issues and battles."

"Belief systems can impregnate every aspect of your life," she says. "This therapy can help a patient recognize destructive belief systems and promote more productive thought processes.

"I may have gone to school to become a practitioner, but what I got out of it was myself." 

You can reach Christine Ward at hermiony33@yahoo.com.

Twenty-three more reasons to consider Gentry Locke

We don't go patting ourselves on the back very often, but it's been quite a year at Gentry Locke. Twenty-two of our attorneys have been named "2011 Best Lawyers in America," and Scott Sexton has been selected as a "Leader in the Law" for 2010 by *Virginia Lawyers Weekly*. We will consider it a much higher honor if we may be of service to you and your business in the coming months.



Scott Sexton
2010 "Leaders in the Law" honoree

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The DIY Web site >

Executive Summary:

Increasing the effectiveness of your Web site is a task you can keep in-house if you follow a few instructions.

By Janeson Keeley

As purse strings tighten and Web site development tools become easier to use, many business owners are choosing to build their own Web sites. Roanoke MeetUp

2.0 members have agreed to give some tips for creating effective sites that will help increase your business.

Here they are:

Start in the right place. Digital media consultant Ira Kaufman emphasizes the importance of identifying your "value proposition"—the benefits that you offer your customers and clients. Then define your target audience. "Everything on your Web site should be geared toward attracting the right people to your site who will communicate your message to others," advises Kaufman.

Use DIY tools. Blogger Heather St. Clair recommends registering your domain name and getting hosting through a company that provides one-click Wordpress installation. St. Clair notes that "you can customize templates and get plugins that provide functionality that you used to have to code yourself." Sites like www.webhostingchoice.com can help you compare domain registration and hosting packages.

Be conscious of the image you project. Select a template that conveys professionalism, use good quality graphics, and make sure that your spelling and punctuation are correct. Check for consistent formatting in both appearance and writing. "Even something as small as inconsistent formats for times—"9:00 a.m." in some places and "9 AM" in others—will detract from the impression that your site leaves with visitors—much as it does in engraving," warns Eric

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Develop quality content. Judy Mick of JJM Marketing found that writing content was difficult, so she took the 30 Day Blog Challenge (www.jeanettecates.com/30days). "The only way to get better is to practice," she says. She also recommends using syndicated content from sites such as www.ezinearticles.com.

Schedule time to update your site. Developing a Web site isn't a one-time event. Make sure that you add new content on a regular basis. Having a blog, news, or monthly specials section can make this easier.

Learn about search engine optimization and submission. "Having a Web site is great, but it has to be able to work for you, and it can't do that if no one can find it," observes Kimberly Christian of Venco Business Solutions. There are numerous reputable

online resources; www.sitepronews.com is a good place to start.

Learn how to promote your site using social media. "Look into online resources, webinars, and groups like MeetUp 2.0, where people will happily share what they have learned with 'newbies'," suggests John Lusher, marketing director for Consolidated Construction Services. Visit the MeetUp 2.0 page on Facebook to learn more about this local group.

Is DIY right for you? As sophisticated as Web site development tools have become, the do-it-yourself route is not everyone. If you have time to devote to it, are relatively comfortable with technology, and enjoy learning new things, developing your own Web site can be both fun and productive. If you're short on either time or technical aptitude, hiring a professional Web site developer may be a better choice. 

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John Cook with one of his money- and energy-saving LED lights.

Michael Miller

and unemployed, but with a lifetime of valuable experience. "I was too young to retire, so I had to figure out what I was going to do next," says Cook.

He knew he wanted to apply his business development experience in the area of clean/green energy, so he teamed with longtime friend and manufacturing expert Helms and started Valley Energy Consultants, an LLC operated for the moment from Helms' home in Vinton.

Initially, Cook and Helms bootstrapped their operation by obtaining a franchise to install KVAR energy controllers in commercial facilities. The KVAR controller limits the peak draw from the electricity grid, thereby reducing energy costs up to 25 percent.

Clean, green, recycled: VEC founders >

Executive Summary:

Valley Energy Consultants' founders were "middle-aged, unemployed [with a] lifetime of valuable experience," which they put to use.

By Michael Miller

John Cook and Jack Helms were victims. But rather than accepting their fate, they decided to take matters into their own hands.

No, they weren't robbed or kidnapped or assaulted, at least not in the usual sense. They are victims of today's economy. After more than 30 years as a business development expert in the food industry, Cook lost his job in 2008 due to corporate restructuring. Helms' old company, Weaver Mirror in Rocky Mount, was put out of business by foreign competition.

Both men found themselves middle-aged

One of Valley Energy's most significant local customers is Roanoke County Public Schools. KVAR units are installed throughout the school system, particularly in the refrigeration systems. By using the KVAR units to limit surges and by judiciously placing temperature sensors within the refrigerated area, Valley Energy has helped the school system reduce its energy requirements and associated costs between 10 percent and 20 percent. Roanoke County has a history of promoting energy conservation, which resulted in both Energy Star designations and a 2002 Founders' Circle award from the Energy Education organization.

Since its humble beginnings, Valley Energy has expanded both its consulting services and its product offerings. Solar energy is high on its list, and it provides solutions incorporating solar lighting, solar power generation and solar heating.

An exciting new area of expertise for Valley Energy is in energy-efficient lighting systems, built around light-emitting diode (LED) technology. Historically, LED lighting has been more expensive than traditional

incandescent, fluorescent or halogen lamps. However those costs are coming down and the long life, low power consumption and low maintenance costs of LED lighting more than makes up for the current cost difference. LED based replacement lighting systems now pay for themselves in just 18 months. Valley Energy is installing LED lighting in a 300,000 square foot plant, saving the company about \$21,000 per month.

The best attribute of Valley Energy is the attitude of its founders. It would have been easy for the owners to become embittered over their circumstances, but instead they did what all entrepreneurs do—they identified their strengths and reinvented themselves. Instead of worrying about employment stability, they decided to create their own stability.

Cook and Helms are concerned about the employment situation in the region and the health of manufacturing capability in the country. They want to create jobs in Virginia using only US-manufactured parts. To that end, Valley Energy is working to set up a manufacturing plant in Virginia that they hope will employ more than 250 skilled workers within the next three years. Although they have been heavily courted by neighboring states, they are committed to operate and create jobs in Virginia.

Having suffered personally from the current chaos in the US economy, John Cook has developed a new philosophy of business. "The only way to save America," says Cook, "is to be America."

And that's exactly what Valley Energy Consultants is doing. 

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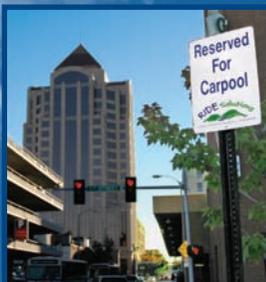
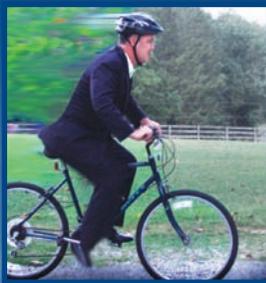
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Exterior

all photos: David Perry

Work Spaces

Opening the secret >

Executive Summary:

The lodge where the Freemasons held their mysterious meetings is now home for elegant celebrations of another kind and Chanticleer Catering runs the show. Coming soon: a bistro.

By David Perry

For the better part of the last century, a nondescript gray brick building on the corner

of 1st Street and Kirk Avenue in downtown Roanoke held the secret rituals of the Freemasons. Today, it holds other kinds of secrets—luxurious spaces for wedding receptions, dinners and events of all kinds.

Once the home of the Lakeland Masonic Lodge, the building is the playground of Chanticleer Catering chef-proprietor Victoria Longley, who purchased the property from the lodge in 2002 and renamed it “109 Kirk Avenue.” The Freemasons moved to new digs on Grandin Road in Roanoke, and Longley transformed the property's upper floors into a glamorous, fairy tale-like venue.

Longley says that for about 75 years, Roanoke Book and Stationary operated in a storefront on the first floor of the building, facing First Street. After Longley purchased the five-story property, an architectural supply firm operated in the storefront, and then



Ballroom view from balcony



Balcony

DEVELOPMENT FRONT

Florabella, a floral shop that has since closed.

Longley loved Florabella's style and hopes to incorporate some of it in the latest venture to occupy the 5,000 square foot space: a bistro.

"It was like something in New York City," she says of Florabella. "It was the coolest spot." She plans to keep many of Florabella's fixtures and architectural details while adding new ones.

The bistro will help Longley showcase her culinary offerings.

"It's not a restaurant that's going to be open all the time," she says. "It's more a place where you can pick up really cool hors d'oeuvres, homemade scones and bakery products." Parts of the space will also be available to rent.

The second floor is a storage area, although Longley says, "It would be a cool downtown living space."

109 Kirk Avenue's third floor is home to the Fairfax Ballroom, which Longley says was once home to the Order of the Eastern Star and affiliated with the Freemasons. Longley removed cabinetry from the walls and vinyl flooring, and buffed the wood subflooring to a sparkling shine.

The true jewel of 109 Kirk Avenue is the Corinthian Ballroom, which occupies both the fourth and fifth floors with its high ceilings and arched windows. Once the inner sanctum of the Freemasons, today it's one of the Roanoke Valley's most beautiful settings for any formal event. It took some work, however.

"This floor was covered with a nasty blue

carpet," says Longley of the now polished wood floor. "They had risers all around the room. They had big thrones. You didn't know there were any windows. They were all covered up."

When she uncovered the giant panes, she says "The iron was still in there, but the windows had all been painted green and we had to have them all redone."

The windows offer lofty views of downtown Roanoke. "At night it's so gorgeous," says Longley.

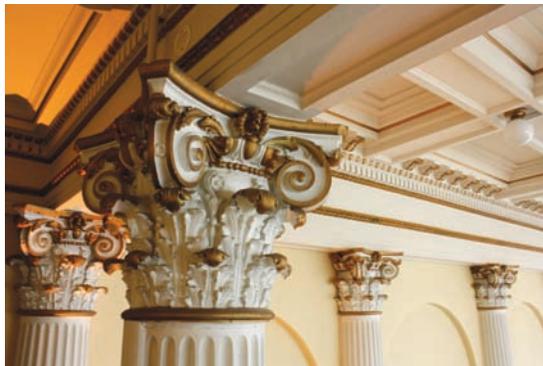
A notable feature is the room's many columns, whose intricate accents are trimmed in gold paint. "All the columns were in perfect shape," Longley says. "The walls were a nasty blue and they had emblems in all of the alcoves," but now are a warm cream color.

A rear balcony provides a bird's eye view and is a popular spot for the bridal party at receptions. Circular vents in the ceiling once cooled guests using blocks of ice in the rafters and fans.

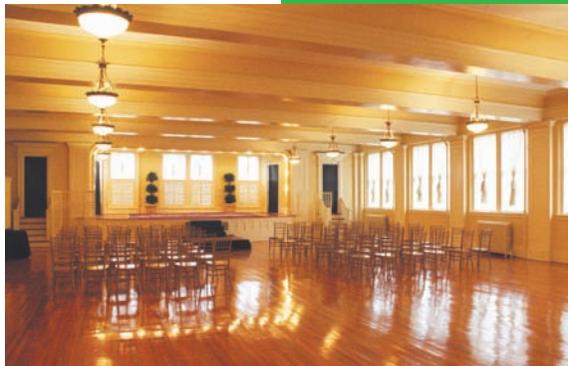
Longley estimates she's spent a quarter-million dollars renovating the building, but "It's not finished. There are still things I want to do. I want an awning at the entrance. I'd love to redo the outside and get it all repainted."

Part of her motivation comes from viewing herself as an ambassador for the Star City.

"We get people here from all over the world," she says. "It's a reflection of the city. We're hosts. We try to make the city look as wonderful as possible with what we do here." 



Column detail



Fairfax room



October 2009



November 2009



December 2009



January 2010



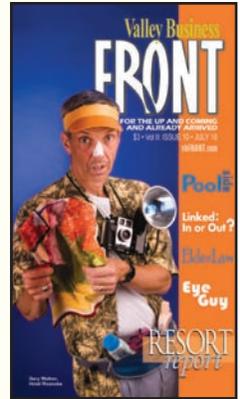
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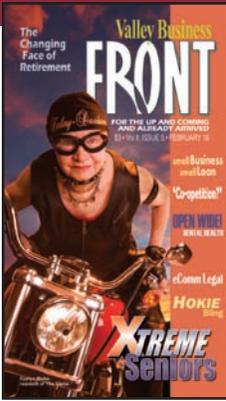


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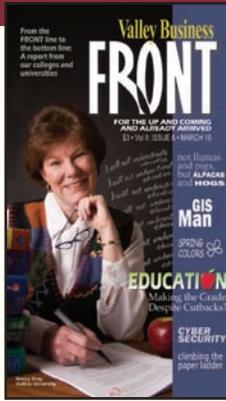
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Volume II is complete (October 2009-September 2010)

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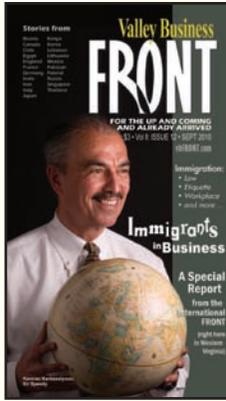
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Jay Conley	writer
Bonnie Cranmer	writer
Jane Dalier	account executive
Donna Dilley	columnist
Jill Elswick	writer
Keith Ferrell	writer
Tom Field	writer, columnist
Huong Fralin	writer
Monica Fritz	writer
Rachael Garrity	writer
Stephanie Hardiman	writer
Pamela Hartle	writer
Becky Hepler	writer
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Paulette Jayabalan	writer
Rob Johnson	writer
Janeson Keeley	writer
Pete Krull	columnist
Gene Marrano	writer
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Linda Nardin	writer
Deborah Nason	writer
David Perry	writer
Laura Purcell	writer
Michael L. Ramsey	writer
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Lori White	writer
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Danny Robertson (left) and Tom Hatcher of Carpet Factory Outlet.

Gene Marrano

Laying down a deal >

Executive Summary:

Danny Robertson decided to go the outlet route 40 years ago and it has served him and his customers well.

By Gene Marrano

In the floor covering business since 1969, the owner and general manager at what is now called Carpet Factory Outlet in Roanoke came up with a concept in the mid 1990s that has served well as a business model.

Owner Danny Robertson started in the carpet installation business more than four decades ago, then moved on to open a retail store called Carpet Village in 1974. He joined a buying group to increase his purchasing power and at one point operated another flooring outlet on Williamson Road.

In the mid 1990s, general manager Tom Hatcher approached Robertson with the Carpet Factory Outlet proposal. It was based on a concept used by Georgia Carpet Outlets.

Carpet Factory Outlet sells mostly retail, with contractors typically funneled through the Carpet Village side of the business that operates out of the same Plaza of Roanoke-Salem location on Melrose Avenue.

The business model takes Carpet Factory Outlet out of the picture when it comes to installation. After a customer makes a purchase, the outlet will estimate what the labor costs will be and connects the buyer with a reputable contractor. The client pays the installer directly when the job is done.

"We don't run the labor through our books; we don't make a profit [on labor]," says Robertson, who estimates that this way of doing business may save a retail customer an additional 20 percent or more in the end.

"We've built a good following," says Hatcher, "and we get a good amount of repeat business and referrals." Hatcher is a former installer and independent carpet sales representative.

While customers can order floor coverings from catalogs, much of what the outlet offers includes discontinued items and off-color goods at significantly reduced prices.

Carpet Factory Outlet has weathered the economic storm in recent years, since fewer homes are built and customers hold on to current properties for longer periods of time. Remodeling is a new emphasis. "Obviously our volumes are down," adds Hatcher in a cautionary note.

Robertson says Carpet Factory Outlet has been "better positioned to ride through this [recession]," in large part because customers have more control over choosing an installation contractor—one not funneled through the retail outlet with a markup.

Commercial traffic on the Carpet Village side has slowed, says Robertson: "Businesses are not building, they are not renovating or expanding like they were four years ago." Robertson calls Hatcher "the best buyer in the business," a skill that no doubt comes

in handy during tough times.

"He just looks for deals," says Robertson, who also claims many special order items and off-the-rack floorings can be purchased for 30 percent less on average at Carpet Factory Outlet than elsewhere.

"We have [retail customers] that have bought from us 6-7 times," says Robertson. Others who buy, renovate and "flip" houses have purchased from the store on an even more frequent basis.

Tom Hatcher puts it simply: "Our basic concept has been that we can save the customer money. We do what we say we're gonna do." It's worked in one way or another for about four decades, especially since Carpet Factory Outlet was launched in 1996. 

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Dave and Sharon Moran: "Radio went from a Community business to a Corporate business."

Rod Belcher

A public trust lost >

Executive Summary:

Former radio executive Dave Moran (who spends his retirement time on boats these days) believes broadcasting has lost its way and is rarely locally significant today.

By Rod Belcher

Dave Moran has a passion for music, for broadcasting. He grew up in the broadcasting business and has watched it change over the years. Moran, the owner of AM radio stations WKBA in Roanoke and WKPA in Lynchburg, started working in radio in 1958, while still a high school student.

"My brother was in broadcasting. My dad loved the radio," Moran says. "It was always on in our house. Back in those days radio stations had slogans like 'the soundtrack to your life,'" he says in his best announcer voice. "And it was the soundtrack of your life."

Moran, and his wife, Sharon, have been the architects behind the creation of numerous radio stations over the decades. They developed and produced syndicated radio programs like "Beach Patrol," which aired nationally on over 100 stations in the late 1970s.

Starting out as a janitor at WBLU in Salem while still attending Andrew Lewis High School, Moran became an on-air personality and worked his way through college in the broadcasting business at WVRG and at the iconic rock and roll radio station of the Star City, WROV. WROV in the 1960s had the best market penetration of any station in the country and even though there were far fewer radio stations then, it was still a significant accomplishment.

At WROV, he was colleagues with such still-famous broadcast personalities as Bart Prater, Fred Freelantz and Larry Bly. He also began to find a love for the business on the other side of the microphone.

"After college I went to work full-time in sales," he says. "I was a national sales rep, selling advertising for stations and clients all over the country. I really began to learn other aspects of the industry."

Moran married Sharon in the mid 1970s and they founded Moran Broadcasting. "Sharon has always been a big part of my career," Moran. The Morans began to purchase radio stations in the early '80s. "We bought WKBA in 1983," Moran says. "We also started J93 FM. We started a station in Lynchburg, WVZN, which we built from the ground up."

Through a combination of entrepreneurship

and consultation with others interested in the broadcasting business, the Morans purchased, created or aided in the development of numerous radio stations in several states. "At one time we owned two rockers, one country, a news talk and two religious stations," Moran says. "We had people approach us about consulting a lot. The timing was just good for us and we were well known in the business."

By the mid 1990s broadcasting was undergoing a series of changes and Moran saw the writing on the wall. He and his wife sold all but two of their stations—WKBA and WKPA, both religious broadcasting stations. Dave decided to pursue his other career, his other love—boating, as a Coast Guard captain of the Virginia Dare, the 63-foot cruise ship that makes regular excursions across Smith Mountain Lake.

"These days we're semi-retired," Moran says with a grin. "We still do consulting, still oversee the opening of stations and we still keep a hand in the stations we own. Sharon is still involved in the financial aspects of the stations and I still cut the grass around the towers when it needs it."

Moran says a major part broadcasting's problem has to do with who is buying stations and at what level the decisions about those stations are being made. "Part of what was fun about radio was it was part of the local community," he says. "Everyone had their favorite stations, favorite deejays. In the late '70s to early '80s there was a major push to deregulate the radio business."

Moran cites the repeal of the Fairness Doctrine and the Telecommunication Act of 1995 as major factors in changing the face of broadcasting away from a community model. "The Telecommunications Act lifted the cap on how many stations a company could own," he says. "Radio went from a community business to a corporate business. Radio was taken over at that point. You have people who didn't know a transmitter from a refrigerator doing the accounting."

Moran says the Fairness Doctrine's repeal led to a new generation of shock jocks and radio pundits who didn't accurately reflect the points of view of the community their programs were being beamed into.

Moran looks at local broadcasters like Leonard Wheeler, the owner of the K92, Q99, WFIR and STAR Country stations, as an example of a responsible local broadcaster. "The decisions for those stations are still being made at the local level," he says. "I have to give Len kudos. His stations are an active part of this community."

In Moran's view the emergence of new technologies has changed how a generation views music and broadcasting and that has also had an impact on the industry. "Today listeners have their favorite songs on demand," he says. "Traditional radio's not the soundtrack of this generation's life ... Having a broadcasting license means you serve your community and the public trust. Your community means your neighbors, locally." 



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Chapter meetings often involve various business training exercises.

Trainers training trainers >

Executive Summary:

Trainers need training and to do that, they need trainers to train them. Here's where they go.

By Gene Marrano

Trainers are paying close attention to some of their own lessons, especially as it applies to whether they're training in person or online. That's only a small part of what trainers learn when they talk among themselves.

More than 100 local human resource professionals who want to polish certain job skills when it comes to training other employees within their organization are members of the Valleys of Virginia chapter of the American Society for Training and Development.

The Valleys Chapter includes members in the Roanoke and New River Valleys. Board member Sharon Scott, who works for Virginia Tech, designing training programs (for business and industry) at the Pamplin

College of Business, considers membership in ASTD part of her "avenue for professional development."

Monthly ASTD chapter meetings touch on a variety of topics, with guest speakers brought in to discuss the latest trends in the industry. "The field of training and development is changing so rapidly that those of us who work in the profession are continually having to update our skill sets," says Scott. The meetings are also webcast on the Valleys of Virginia Web site for those who cannot attend.

Local chapter members are typically found "within the human resource development [department] of their organization," says Scott. Training has come a long way she notes, with some larger corporations even hiring CLOs - Chief Learning Officers. "Their job is strictly to align all of the learning that's taking place within that organization with [its] strategic goals."

Upcoming luncheon meetings scheduled for the Valleys chapter (all held in Roanoke at the Higher Education Center) include topics such as successful webinar hosting, project management techniques for learning and development and social media/collaborative



Gene Marrano

Younger workers coming in to the workforce have different skills and experiences, creating even more pressure to keep training current. That means laptops and smart phones may be permitted in a session where once they were not: "its not uncommon for our learners to be Googling terms that we're giving them, to help them wrap their heads around concepts more quickly. They learn differently," says Scott.

In some cases ASTD members act as consultants to small businesses in the area that can't afford to have their own training officers on staff. Last year the chapter also hosted a conference for small businesses and not-for-profits, Training on a Shoestring.

Linda Ferguson is president of the Valleys of Virginia chapter for 2010; she was is a learning and development consultant for Roanoke County until recently. She emphasizes that ASTD members want to become even more of a resource to the business community at large in the future.

learning. The national ASTD organization, which the Valleys chapter belongs to, keeps the local group apprised of industry trends.

One recent trend noted nationally: over the past year there has been a four percent drop in training led strictly by a live person vs. a combination of live and online instruction. "We're certainly looking at more online training being delivered via webinars," says Scott, who singles out Roanoke-based Advance Auto Parts for its effective use of online employee training.

"We're looking for small business owners," says Ferguson, "to let them know about resources on the Web and [what is] available at a very low cost." "Some of it is pretty trippy."

"What can we learn and how can we learn differently?" asks Sharon Scott. "It's always about staying five steps ahead." 



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Mark McClain and Diana Christopulos: “If you’re not talking to [business people], you’re missing out on an important part of the community.”

David Perry

The environmental dynamic duo >

Executive Summary:

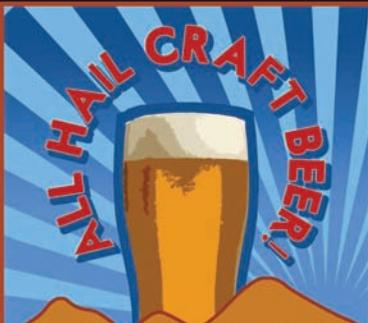
Their Cool Cities Coalition has brought in a lot of diverse people and organizations and it’s not just for business; it’s also social.

By David Perry

He: a native Sooner, retired from the world of credit and finance.

She: a former management consultant from Wyoming with an Ivy League pedigree.

Together, they form the two halves of the Roanoke Valley’s environmental dynamic duo, two “come heres, not from heres” who have folded dozens of businesses, organizations and individuals into the Roanoke Valley Cool Cities Coalition. That’s a non-profit dedicated



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to curbing global warming with both actions and words.

They're Mark McClain and Diana Christopulos of Salem and they bring to the table a contagious enthusiasm mixed with real street credentials in both the business world and the environmental community.

Originally, the RVCCC was just a way to meet people for two newcomers who arrived in town in 2003.

"I've always been involved with environmental activism in one way or another, so we saw that as a way to get to know people in the community," says Mark. Their socializing soon grew into something larger and more meaningful.

"The coalition is community organizing 101," says Diana. "People were ready for this." The group, a 501(c)(3) non-profit, now has over 200 affiliates who support the RVCCC's mission of "curbing global warming by bringing about a reduction in greenhouse gas emissions, both those originating in the Roanoke Valley, and those that originate elsewhere as the result of the use of electricity in our community."

The coalition may be best known for handing out "pig-tail" compact fluorescent lightbulbs (CFLs) at parades and festivals, but it also does presentations to schools, clubs, local governments and businesses on ways to reduce the Valley's carbon footprint.

In Brief

- Names:** Mark McClain and Diana Christopulos
- Ages:** He 64; she 62
- Company:** Roanoke Valley Cool Cities Coalition
- Location:** Salem
- Titles:** Directors and founders
- Background:** Mark and Diana met on a Sierra Club-sponsored canoe trip in Texas years ago, and have brought their passion for the environment to the Roanoke Valley. A retired executive with Zale, Searle Medical Products and Hertz, Mark has an MBA from Central Oklahoma. Diana ran her own management consulting company for 20 years in the Dallas-Fort Worth area before retiring to Salem and hiking the Appalachian Trail in 2008. A former college professor, she has a degree from Ivy League member Cornell and a Ph.D. from Binghamton. While it's an election year, the pair insists that energy shouldn't be a dividing point for candidates. "Energy efficiency and conservation just aren't political," says Diana. "Gov. McDonnell said 'Part of being conservative is conservation.'"

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CONTRIBUTORS

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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]

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Dan Smith is editor and co-owner of Valley Business FRONT. A native of Asheville, N.C., he has been a journalist for more than four decades 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]

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Rachael Garrity

SEPTEMBER 2010 >
Contributor of the Month

Valley Business FRONT congratulates **Rachael Garrity**, whose crisp, creative and insightful writing has graced our pages since our first issue. She has been selected as the Contributor of the Month for the September issue of Valley Business FRONT. Rachael is a small business owner (Penworthy) in the New River Valley and has been a freelance writer for decades. Editor Dan Smith has called her "the best pure writer working for us" in the past and readers generally agree. For the Immigrant issue, which was heavy on profiles of immigrants, Rachael wrote two of the best, "A truly international couple" and "VCOM: A cultural melange". We offer enthusiastic congratulations and thanks to one of our best. You can read Rachael's current and back issue articles at vbFRONT.com.



Brimmed hats are back

Despite the perception that business and the environment don't always mix, Mark and Diana have had great success in bringing Valley businesses on board. The RVCCC's Web site lists more than 70 business affiliates.

"Business—that's the engine that runs the community," says Mark. "If you're not talking to those guys, you're missing out on an important part of the community."

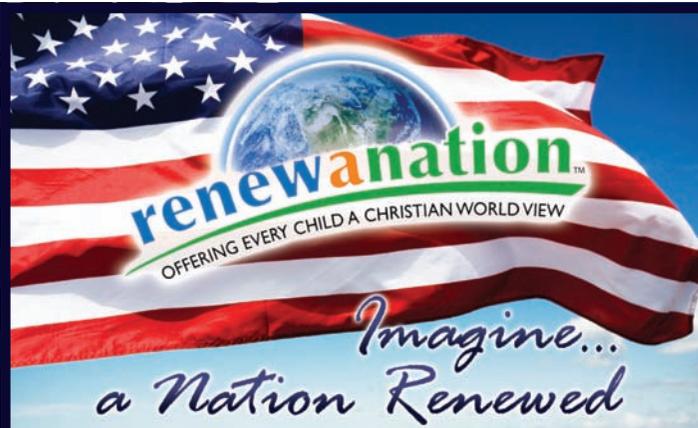
He adds that businesses can impact global warming "not only from the standpoint of how they use energy, but how they influence their customers and their vendors."

"It's easy to make the case from a business standpoint," says Diana, citing high adoption rates of CFLs by businesses as an example.

"Businesses are always looking to save a nickel. The guy managing the facility, once he realizes this is going to use a fourth as much energy and last 5 to 10 times as long—this is not a hard decision."

She adds, "Another thing that's helped is both us of coming out of business, so most of the people that we deal with, we can talk to them. They want to do the right thing but don't always know how to do it. They know it's a problem, but they're not really sure what they can do about it that's justifiable from an economic standpoint."

They can't compare the Roanoke Valley with other areas—"We've never done this anywhere else" says Diana—but "the Roanoke community has a great collection of businesses that want to do this." 



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My View

By **Dan Smith**
Editor

BLOG: [fromtheeditr.blogspot.com]

In a culture where children playing is tightly scheduled as “play dates,” it probably borders on heresy to suggest unstructured work schedules for some types of workers, but that’s just exactly what I see as the most efficient and agreeable practice.

I’m one of those who works best without structure but with specific assigned tasks and goals. For many years, especially in larger organizations, my work preferences were not considered and my contribution to the overall product was a good bit less than it could have been. For example, about 30 years ago, while working for a local daily, I expressed an interest in learning how to shoot photographs for the paper. I was told that writers did not photograph. End of conversation.

Later, working for a weekly newspaper, I had to learn to shoot and became good at it and a much more valuable employee because I could both write and photograph. That saved time, effort and, ultimately, a lot of money for the company. It also kept my interest high because I was learning a new skill, one that was enormously satisfying.

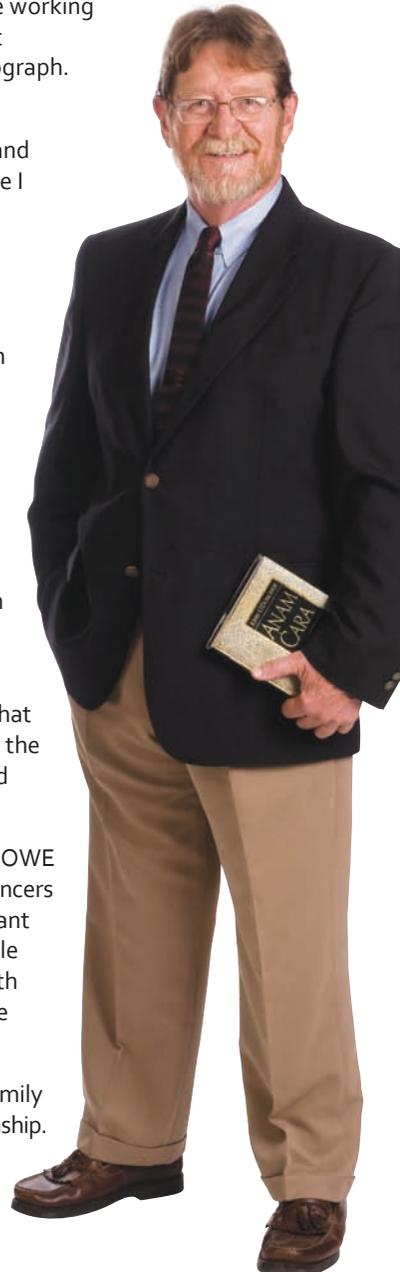
Allan Tsang of 88 Owls in Blacksburg and I had a conversation in mid-August at Montgomery Regional Chamber of Commerce event about the notion of giving people room to operate. Allan talks about ROWE (Result Only Work Environment), a concept he apparently picked up in a book titled *Why Work Sucks and How to Fix It* by Cali Ressler and Jody Thompson. This is the notion of giving people the option of working when the time is best and doing other things when it is not. According to the book, this philosophy has resulted in dramatic increases in both productivity and job quality in many instances.

Of course, it can’t work for every kind of job because many are dictated by rigid schedules or assembly lines or other realities that prevent workers from going to a 10 a.m. school play or mowing the lawn on an early Wednesday afternoon after several days of hard rain.

That it isn’t universally applicable is a bad reason not to apply ROWE where it has a chance to work. A lot of us work directly with freelancers and independent contractors who do their jobs the way they want on a schedule that suits them. I have found this a most agreeable group to work with. Our writers get their work done on time with high quality and at a price we can afford. They’re happy with the freedom; we’re delighted with the quality and the cost.

We’ve also discovered that if we treat these workers well—like family even—then they and we benefit beyond a worker-employer relationship. They become more loyal, more willing to do the kinds of things that make both them and us more successful. They feel

continued to Page 50



Your eyelids are getting very heavy... >

On Tap from the Pub

By Tom Field
Publisher

BLOG: [ontapfrompub.blogspot.com]

I miss sleep. Oh, I intend to find it again—one day. But I'm not sure exactly where (or when) I lost it. My cycles, metabolism, biorhythms—whatever you call them, seem a bit out of whack these days, but I do recall a time when regular and uninterrupted sleep was practiced. Such a thing wasn't celebrated however, because I took it for granted.

The connection between sleep and performance is a subject that fascinates me. This very column that you're reading, for example, would be a masterpiece had it not been composed at, let's see, 1:18 a.m. on a Tuesday morning. Of course that's not a very good excuse. Salvador Dali, it has been said, never slept for any extended time. He only took micro-naps—which could explain the warped clocks in his art, I suppose. Many famous people throughout history existed on one to four hours of sleep per night on a regular basis. You know them—presidents, scientists, artists, entrepreneurs. But you can't really consider their sleep habits a badge of honor when their habits are the same as another group of people. You know them—serial killers, ruthless dictators, drill sergeants, that inhumane boss you had (or have).

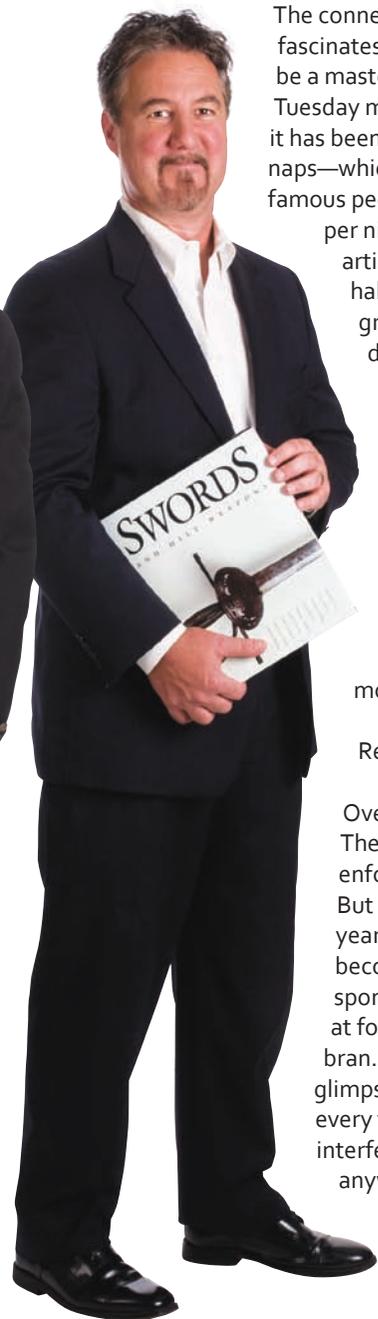
My unorthodox sleeping patterns are a temporary phenomenon, I suspect. Irregular working hours and a strange influx of projects that affect one week's schedule differently than the next can wreak havoc on a person—even if he has some pretty good management systems in place. In creative enterprises, you work when the spirit strikes or when the muse tells you to.

That's why it's hard to believe some of the experts who say lack of sleep is self-induced and you can control it. What I've learned from my sleepless escapades are discoveries I don't think most experts would appreciate.

Regularity?

Overrated. Oh, I *insist* on regimentation for my wife and children. The old seven or eight hour regimen every night is practiced and enforced (and embraced) in my household. Even the dog complies. But here's my problem with it. Such consistency year after year after year eventually seeps into your DNA, where, like a bacteria that becomes resistant to antibiotics, a person will become resistant to spontaneity. A special hunting trip where you have to leave the house at four in the morning? Forget about it. You might miss your raisin bran. A little trip and camp out on the parkway so you can catch a glimpse of a comet in the clear night sky that only comes around once every three hundred years? Are you kidding? Such a thing could interfere with the nightly news. And in fact, the news might cover it anyway, so you can stay at home. You can grow old on that good ol' eight hours of sleep every night. But you'll never grow young on it. You'll look back at the folly of the all-nighters you

continued to Page 50



Smith / My View

from Page 48

valued and we have great people working for us, people who would go through a wall if asked.

I simply can't emphasize enough—as we start our third year as a publication—how valuable this philosophy has been to our operation. Loyalty in a time of extreme transition is a luxury few enjoy and we have it from all of our contributors, people who feel part of this enterprise because we want them to be part of it. You benefit, as well, because the work you read is superior and filled with the kind of enthusiastic involvement you expect the news community to have.

It makes being in my position a delight, as well, and I like that. Work has never been more fun or rewarding than it is at this moment and I honestly hope those who work for us feel the same way. 

Field / On Tap

from Page 49

pulled in college on exam eves, and the double guard duty you were assigned in the Army. And your poor little stomach will turn sour and sick on you *just imagining* if you had to do such a thing again. Regularity is safe. Comfortable. Your body thanks you for it.

Deprivation?

Also overrated. That's right—some people, like artists and ruthless dictators, swear that your best creative impulses come when you lack sleep, or you're at that weird state between consciousness and slumber. Where

too much regular sleep and consistency can make you soft and predictable, unable to adjust to change or see opportunities—too little sleep can result in erratic behavior, unpredictable performance or work that is less than dependable. Even if depriving yourself of sleep on an extended basis isn't healthy for you, it's particularly annoying and unfriendly to your relationships. Jumping up and playing your saxophone at three in the morning? People who you thought enjoyed your music suddenly seem irritated with it. Streak naked through the yard in the middle of the night while singing "The Sound of Music" on a whim of pure inspiration? Even though it may be on your own private property, you might discover your dog suddenly developing the mange.

I'm learning my lesson. When I slept like a baby, each and every night, all was fine and dandy. Until the guys in the band wanted to play through the night. One little venture like that can give you jet lag for three days. When I wrote a novel over a period of eight months, during non-business hours, after my family went to bed, between midnight and six in the morning, I patted myself on the back for the diligence, sacrifice, and accomplishment. Until an editor and agent reviewed the manuscript and said it was overwritten with way too much detail.

The connection between sleep and performance? I'm convinced it's like a favorite recipe. You need lots of regular, proven ingredients with a dash of secret herbs and spices thrown in.

You figure things out like when you watch reruns on the *Food Network* at two in the morning. 

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Letters

Aging adaptation

With more people choosing to live independently rather than in assisted living facilities, it's becoming increasingly important to make homes friendly and accessible using aging-in-place techniques. I'm glad to see that more remodelers are prioritizing the needs of their clients as they grow older (August FRONT, "Adapting the home for the aged"). The certification is Certified Aging-in-Place Specialist, or CAPS.

As the first Certified Aging-in-Place Specialists in Southwest Virginia since 2000, we've seen how the new mentality of staying in one's home and adapting the surroundings is affecting not only our business, but the industry as a whole.

The CAPS program teaches the strategies and techniques for marketing, designing and building aesthetically enriching, barrier-free living environments. Going beyond just universal design, CAPS also addresses the communication and technical needs of the older adult market.

Tim Lawrence
Blue Ridge Home Improvement

Most committed state

As a native Iowan I took offense to your recent indictment of Iowans for being non-committal. Your string of logic somehow tied commitment to the geography of our birthplace. Being born in the center of the country is not a choice. However, being a grounded, stoic, phlegmatic representative of the state is a choice and, I think, a good one. Yes, we may not have Paris

Hilton or Lindsey Lohan. Nor do we have Donald Trump or Washington D.C. (thankfully). However, many famous, very steady and committed progeny have sprung from the fertile loins of Iowa including John Wayne, Johnny Carson and even Harry Reasoner. Tom Arnold was merely an aberration.

So, I suggest if you are looking for people to dislike you look farther to the north—like Minnesota. Now those are some messed up folks up there. A bunch of misplaced Norwegians still clinging to their lefse and lutefisk!

Mark Nichols
Pulaski Community Hospital

Diversity manual

You should be very proud of the September issue of Valley Business FRONT on Immigrants. I think this the one of the most important publications and documentaries ever produced in the Roanoke Valley. Everyone, everywhere should read and understand this. It is an important manual on diversity in the U.S.

Cabell Brand
Salem

Correction

In the September FRONT story "Beauty and the Geek" Shafagh Ganjikia's name was misspelled, as was the name of Simon Kaczor's employer, Meridium.

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

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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



Mountain tour

Deborah Huso, a writer who lives in the Allegheny Highlands and writes for magazines all over the country (including Blue Ridge Country in Roanoke), is the writer behind Moon Handbooks' *Blue Ridge & Smoky Mountains*, a new illustrated travel guide from Avalon Travel (\$16.95).

The focus here is the North Carolina-Tennessee border area (my home area) and Deborah writes about it like a native, with a native's appreciation. The detail is impressive and if you are planning a getaway weekend, you can pick a place to stay (a nice little B&B), a good restaurant and something to see, simply by flipping through this small format paperback. It's a worthy addition if getting away is important to you.

—Dan Smith

Change made easier

Switch: How to Change Things when Change is Hard by Chip Heath and Dan Heath (Crown Business, \$26), may be one the most powerful, useful books I've ever read.

The descriptions and examples of how individuals have made astounding, effective change with little to no resources make *Switch* impactful. Like modern day parables, the stories are real and have applicability in our everyday world.

The authors' portrayal of engaging not only the "riders" (minds), yet also the "elephants"

(emotions) to create change is an analogy that makes sense and stays with you. It's an easy book to read when you only have time for a chapter here or there without losing the book's impact.

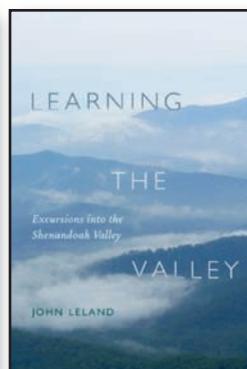
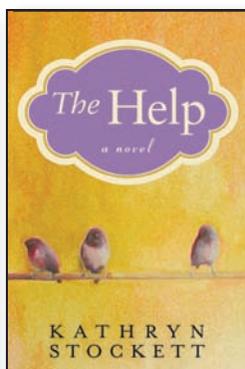
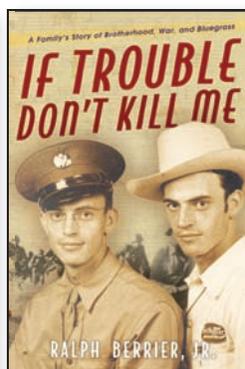
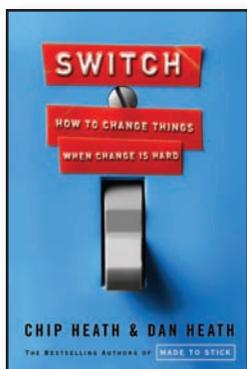
—Joyce Waugh

An authentic feel

Ralph Berrier Jr.'s *If Trouble Don't Kill Me* (Crown, \$25) has the feel of a work that didn't give him many choices. It is a story told in the tradition of its mountain setting, filled with the duality of the talented rednecks who are charming and menacing, physically courageous and endearingly juvenile, content with little but talented beyond reason.

The book tells the story of nearly famous early country musicians Clayton and Saford Hall (Clayton was Ralph's granddaddy) and these poor boys'—born bastards—rise to the crest of fame. They stopped at the edge because World War II came along and sent the twins in opposite directions: one to Europe, the other to the Pacific, where they fought, endured and returned different men with different perspectives on everything.

I heard Ralph talking about this book at a baseball game in Pulaski two years ago and he laid it out in a droll monotone that didn't give it the authentic Appalachian yarn aura that he has poured all over the pages of the book. Ralph is a fine writer—a genuine Southern writer with an honest Appalachian pedigree—whose skill as a storyteller is



evident with every turn of the page here.

Ralph is a feature writer for Roanoke's daily newspaper and though newspapering is good for creating discipline in writers, this is not the Ralph Berrier you're accustomed to reading. It is Clayton's grandkid and the writing just bleeds authenticity. My guess would be that much of the authentic feel is the result of deep research and many, many hours of listening to the old boys while they were alive and later on their few recordings.

This is a notable book by an underappreciated writer at the top of his form. Ralph is rarely mentioned among even the best writers at his paper, but he is every bit of that and likely a good bit more.

—Dan Smith

An Extraordinary Story

While the theme of Kathryn Stockett's first novel, *The Help* (\$15, Berkley Trade), is the extraordinary risk taken by three ordinary women in the 1960s South, I don't think that is why this 400 page future classic—now out in paperback—has stayed on the bestseller list for more than a year. What grips readers is the relationship that forms between these two African-American maids, Aibileen and Minny, as they dare to share the secrets of their lives and those of their employers with a young "Miss Skeeter" as she learns that some secrets are hers as well.

As Dreamworks Studios prepares this summer to begin immortalizing this story for the big

screen, a new audience will have the opportunity to experience this amazing story and the incredible three women who tell it.

—Rosa Lee Jude

Mountain writing

Those would-be Public Radio essayists struggling to say something of value about our mountains and our heritage would do well to get away from their purple prose and into John Leland's *Learning the Valley: Excursions into the Shenandoah Valley* (University of South Carolina Press, \$24.95). Leland, an English professor at VMI in Lexington is a marvelous essayist who understands that a good story is the best essay.

Learning the Valley is a small book (both in format and in length, 144 pages) full of good stories about Stonewall Jackson and mastodons and landmarks you'll know. He talks of the flora and fauna without flora-ing and fauna-ing all over it (some fascinating history here) and his reverence for his mountain home is obvious on every page. A worthy read and a memorable gift.

—Dan Smith

(The reviewers: Joyce Waugh is president of the Roanoke Regional Chamber of Commerce. Rosa Lee Jude is director of the Wytheville Convention & Visitors Bureau and the Wytheville Meeting Center and a freelance writer. Dan Smith is editor of FRONT.)



Student challenge >

The VTKnowledgeWorks-sponsored **Global Student Business Concept Challenge** at the Hotel Roanoke & Conference Center Sept. 2 brought out some of the world's brightest students with innovative ideas to present. Teams were represented from France, Israel, Ireland, Mexico, England, Italy, Finland, Uruguay, and United States.



Breaking ground at CRC >

Virginia Tech President **Charles Steger** addressed a large gathering Sept. 20 for the breaking of ground for facilities that will eventually lead to a doubling of the size of the **Virginia Tech Corporate Research Center**, one of the most successful business enterprises in this end of Virginia in decades. The facility will eventually add 2,800 jobs. From left to right in the ground-breaking photo are: CRC Director **Joe Meredith**, Congressman **Rick Boucher**, **Steger**, Virginia Tech Foundation head **Ray Smoot** and Blacksburg Mayor **Ron Rordam**.



Social media talk >

A social media panel at the **Montgomery Regional Chamber of Commerce Expo** in Blacksburg Aug. 19 featured **Allan Tsang** of 88 Owls; **Janeson Keeley** of JTKWeb and Valley Business FRONT's Internet columnist; **Anne Clelland** of Handshake2.0 and FRONT's Business Advice columnist; **Lynda McNutt Foster** of Wheeler Broadcasting and FRONT editor **Dan Smith**. They talked about the inner—and outer—workings of social media and what it means to business. Here, Janeson Keely addresses the group as Tsang, Clelland and Foster watch.

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

FRONT 'N ABOUT



FRONTretreat >

Friends and family gathered for dinner with the FRONTstaff at Mariners Landing resort on Smith Mountain Lake, September 10, for the company's annual **FRONTretreat**. Publisher Tom Field observed the irony in that the business started exactly two years ago when the staff and writers celebrated their final cruise with another publication on the same lake.

Boomers in spotlight >

Advanced Home Care representative **Jennifer Neice** helps **Alberta Butler** (with hat) and **Mamie Jones** at the **Baby Boomer Expo** at the Roanoke Civic Center Sept. 14. More than 100 exhibitors showed products and services to people over 50.



photo: Jo Lynn Seifert

photo: Tom Field



VT Career Fair >

More than 130 companies set up recruiting booths on multiple levels at Squires Student Center for the **Business Horizons Career Fair at Virginia Tech** on September 16. Exhibitors reported record attendance and long lines, mostly comprised of upper level students, sharply attired in black suits, seeking internships and entry level positions. VT / Pamplin career services organizer **Stuart**

Mease said "about 2,000 students attended" from Virginia Tech, and "at least five other schools: Radford University, Roanoke College, Hollins University, VCU, and High Point."

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Virginia Tech

Theresa Reineke: “My husband says I’m the poster child for obsessive-compulsive perfectionism.”

The team approach at Tech >

Executive Summary:

Theresa Reinke grew up as an athlete and a science nut. She’s still both, still using lessons learned from each.

By Rachael Garrity

Often in the business world, there is a certain stereotypical impression of scientists—more cerebral than jovial, more rigid than flexible, more intellectual than athletic. Perky? Personable? Passionate? Probably not.

Meet Theresa Reineke, the charming exception to the rule. Not yet 40 years old, she is a tenured

associate professor of chemistry at Virginia Tech, who won a \$2.3 million grant from the National Institutes of Health for the work she and her team are doing in the field of polymers, drug delivery and medical imaging.

Not only is Reineke out-going and engaged in the world around her, she insists it’s an attitude she learned from a series of mentors. In high school, her early interest in science blossomed under the influence of two chemistry teachers. It didn’t hurt, of course, that they were heavily involved in the track program. A committed athlete, Reineke ran track, played soccer and participated in competitive figure skating. Then, at the University of Wisconsin, Eau Claire, where she did her undergraduate work, her professors also took a personal interest in her achievement.

“Now,” she smiles, “I find myself very engaged with my own students. I like them,

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EXECUTIVE PROFILE

and I'm quite aware that it is their work that drives the research. I strongly believe, too, no one wants to work with you, if you are not dynamic."

When Reineke was recruited to bring her work to Virginia Tech from the University of Cincinnati, her acceptance meant not only moving her family, but asking 10 people to move theirs as well. That team has now doubled in size, and, she has carefully chosen individuals with a full array of backgrounds and talents, adamant that the goal is better met when the work is multidisciplinary.

On the personal front, this tall, willowy young woman gives new meaning to multi-tasking. The mother of two pre-schoolers and the wife of a student at VCOM—"No mistake, my family is my first priority"—she regularly does demonstrations for school children and speaks not only at scientific meetings but community gatherings. Asked where all the energy comes from, Reineke chuckles. "My husband says I'm the poster child for obsessive-compulsive perfectionism," she admits. "Frankly, I don't think we could lead this life anywhere else. A welcoming community where everything is close is crucial." She traces her competitive spirit to years of figure skating, but it is clear, also, that she's no stranger to collaboration, focused far less on who gets the credit than on how the job gets done best.

"I chose this field of research when I was doing post-doctoral work at Cal Tech," she says, "because I could see that it has the potential to significantly affect human



health. But, no matter how efficient the research, going through clinical trials and bringing a therapeutic solution to market takes a long time. In the meantime, though, we are assembling data and providing results that help other researchers."

Part of that multiplier effect is in full swing via Techulon, a business formed in 2006, where she serves as consulting scientist. Headquartered in the Virginia Tech Corporate Research Center, the firm has the exclusive license to manufacture what is called "glycofect, a plasmid DNA transfection reagent," invented by Reineke's research team.

With a soft smile—no condescension here—Reineke explains: "What we're trying to do is use a polymer that biodegrades to deliver anti-cancer therapy directly to the tumor site, rather than invading the whole body with toxic substances."

Tall order, but not too tall for an indomitable spirit. It all makes "You go, girl!" seem not quite so silly a statement. 

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Career FRONT

FINANCIAL FRONT

Accounting

Goodman & Company has added **Lesley A. Cupec** as a senior associate in the Roanoke office.



Baker

Thompson Jr. and **Peter E. Rosden** in the office.

The law firm of LeClairRyan, which has offices in Blacksburg, has selected **David C. Freinberg**, a shareholder in its Newark, N.J. office, to become its next chief executive officer, assuming responsibilities no later than the fall of 2012. **Gary LeClair**, the firm's co-founder, chairman and CEO, will retain his role as chairman. Co-Founder and Chief Operating Officer **Dennis Ryan** becomes vice chairman and President **Micheal Hern** adds COO to his duties as president. They will be based in Richmond.



Rooker

Roanoke, has been honored by the Robert Wood Johnson Foundation as a 2010 Community Health Leader.



Gruchow

Banks

SunTrust Bank, Western Virginia in Roanoke has named **Gayle Gruchow** vice president and client Advisor within its Private Wealth Management Division.

Scott D. Baker has joined StellarOne as asset management relationship manager for the company's Wealth Management Division.

LEGAL FRONT



Schundler

Law Firms

Roanoke-based Woods Rogers is expanding with the opening of a new office in Charlottesville. The office is led by partner **Russell T. ("Rusty") Schundler**, a former Roanoke-based Woods Rogers attorney whose practice areas include mergers and acquisitions, securities and corporate finance. He joins **W. McIlwaine**



Claytor

Dental

Kathy Claytor, Delta Dental of Virginia's Director of Human Resources in Roanoke, has earned her certification as a Global Professional in Human Resources.

WELLNESS FRONT

Brain Injury

Fran Rooker, founder of the Brain Injury Services of Southwest Virginia and the Jason Foundation in

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Have a career announcement?

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

Eldercare

Warm Hearth in Blacksburg has named **Susan Blankenship** activity coordinator at the Kroontje Health Care Center.

Free clinics

Free Clinic of the New River Valley Executive Director **Michelle Brauns** has been appointed to the Rx Partnership board of directors. RxP, based in Richmond, solicits free medications in bulk from pharmaceutical companies.

Optical

PixelOptics of Roanoke has named **Scott McClure** area sales manager for the Southeast Region and that **Dennis Geuder** target account manager for eye care practitioners across the country. They are responsible for building PixelOptic's atLast! Enhanced Multifocal brand in their respective regions and

preparing for the launch of emPower!, the first electronic focusing eyeglasses.

TECH/INDUSTRY FRONT

Industry

NetVentures Corporation in Roanoke, which provides state-of-the-art software for an array of



Nelson

non-profit organizations, has named **Jenna Nelson** as its new marketing and brand manager.

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Career FRONT

DEVELOPMENT FRONT

Architects, Engineers

Architect **Chris Schooley** recently joined Gay and Neel in Christiansburg as manager of its Staunton office.

Real estate

Megan Anderson and **Janice Steele**, leasing consultants for Foxridge and Hethwood Apartment Homes, have earned the professional designation of National Apartment Leasing Professional



Anderson



Steele

from the National Apartment Association.

EDUCATION FRONT

Colleges

Mark C. Rowh has been appointed vice president for workforce development and external relations at New River Community College in Dublin.

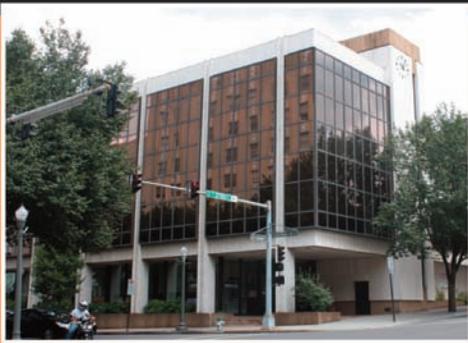
Angela E. Covey has been appointed executive director of the NRCC Educational Foundation at NRCC.

Roanoke College's Board of Trustees has added **Olin Melchionna** of Roanoke law firm Spilman Thomas &



Melchionna

Battle. In addition, **Dale Sarjeant** of Charlotte and **Pam Cabalka** of Edina, Minn., were named. **Rick Oglesbee** of Charlotte will head the Alumni Executive council.



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Etiquette

Donna Dilley, area director of the National League of Junior Cotillions (and etiquette columnist for FRONT), has won the "Best Corporate Etiquette Training" award from NLJC. The program has more than 140 directors in 30 states.

Government

Kevin McGuire, research assistant professor of forest



McGuire

hydrology at Virginia Tech, has been appointed to the position of associate director of the Virginia Water Resources Research Center.

Carolyn Glover has been named the City of Roanoke's HR director.

Organizations

Kim Bratić has been named YMCA of the Roanoke Valley communications director.

The Science Museum of Western Virginia



Bratic



English

has announced new members and officers of its board of trustees. Officers are: **Sam**

English of CIE Partners, chairman; **Dick Willis**, Soft Solutions, vice chairman; **Lynne Pope**, retired from Roanoke County Schools, immediate



Willis

past chairman; **Carole Massart**, Roanoke City Schools, secretary; **Rob Vaughan**, Carilion Clinic, treasurer. New members are **Mike Ayre Sr.**, ITT Geospatial Systems; **Edward Goyette**, American Biosystems; **Mack McGhee**, Sunapsys; **Tom Roller**, Boxley Materials.

Carthan Currin III, director of business development for MB Contractors in Roanoke, has been named to the Southside Virginia Community College



Phelps

Foundation Board.

The Roanoke Valley Society for Human Resources Managers has named the following chairmen for the Virginia State Conference: **Barbara Phelps** of First Citizens Bank, **Lauren Siegel** of Adecco USA, **Sharon Bowers** of First



Siegel

Citizens Bank, **Sandy Hamilton** of Commercial Svc Insurance, **Coy Renick** of The Renick Group, **Dan Oyler** of ITT, **Ken Redick** of Carilion, **Johnna Campbell** of Cogent Management Services, **Kathy Claytor** of Delta Dental, **Sylvia Moore** of Friendship Retirement Community, **Terri**

Stevens (no job listed), **Tracy Hale** of Virginia Lutheran Homes, **Debbie Honaker** of ITS, **Chris Stacer** of Varney, **Charlotte Mason** of Advantage Resource Group, **Janelle Joyner** of Associated Asphalt and **Kim Drew** of First Citizen Bank.

AAF/Roanoke (formerly the Advertising Federation of Roanoke Valley) has named its 2010/2011 board, which includes **Allan Mower**, president; **Chris Dodd**, vice president; **Tom Field**, Director of

Development; **Chris McAdams**, AAF Virginia governor; **Jamal Millner**, diversity chairman; **Krystal Profitt**, media auction chairwoman; **TJ Wells**, communications chairman; **Tony Pearman**, public service chairman; **Stephanie Sterrett**, programs chairwoman; **Courtney Fitzpatrick**, membership co-chair; **Kevin Smith**, membership co-chair; and **Tracie Hoprich**, club achievement chairwoman.

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FRONT Notes



Daniel Barchi

Barchi leaving Carilion

Carilion Chief Information

Daniel Barchi, a key player in the creation of Carilion Clinic's updated electronic medical record system and former president of the Carilion Biomedical Institute, is taking a job with the Yale School of Medicine and Yale New Haven System. Kay Hix will serve as interim CIO. She has been with Carilion 15 years and has been a manager with the Epic electronic records implementation team. Barchi, a former Naval officer, joined Carilion in 2003 as president of the Carilion Biomedical Institute.

Chief Financial Officer Don Lorton says, "Although there are many benefits to the significant strides Carilion Clinic has made in recent years, one of the downsides of these accomplishments is that our talented people who worked to make it happen are sought after by others. Through strong leadership and by guiding the partnership between Carilion, Virginia Tech, and the University of Virginia, Daniel and CBI were able to develop intellectual property into companies, guide millions of dollars of private equity and venture capital into our region, and create several hundred jobs."

Monetizing the arts

The **Arts Council of the Blue Ridge's** year-long study of the impact of the arts on the local economy found that \$11,581,147 is generated annually in new sales activity. That results from art sales, visitation/tourism, and other funds attracted from external sources. The Arts



Laura Rawlings

Council of the Blue Ridge partnered with the Roanoke Valley – Alleghany Regional Commission to create and implement the study. Seventeen arts and cultural organizations throughout the Blue Ridge Region and 37 individual artists participated in the study.

Laura Rawlings, Executive Director of The Arts Council, said, "The findings from this economic impact study clearly demonstrate that arts and cultural organizations, along with individual artists, who work much like small business entities, are creating jobs, enhancing state and local tax

revenues, enticing tourists to the region, and generating funds from external sources on an annual basis."

The study also recognized the arts and cultural community as having positive impacts as they relate to leveraging human capital and cultural resources to generate economic vitality in distressed communities; restoring and revitalizing communities by serving as a centerpiece for downtown redevelopment and cultural renewal; and contributing to a region's "innovation habit" by simultaneously improving quality of life and permitting new forms of knowledge-intensive production to flourish.

Moose Jeweler closing

After 83 years in business, **Frank L. Moose Jeweler** will close at the end of this year and owner Geoff Jennings plans to open a new specialty jewelry store in Grandin Village in March of 2011. Frank



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Geoff Jennings

Dan Smith

L. Moose Jeweler was opened by Jennings' grandfather in 1928 and three generations of the family have worked in its downtown location. The lease will end in February 2011 and Jennings decided not to renew it.

Jennings will open a smaller jewelry store named F. Geoffrey LTD. The shop will feature estate and high-end consignment jewelry pieces, as well as sterling silver jewelry and hand-blown glass from Fenton Art Glass Company. Two current staff from Frank L. Moose Jeweler will work in the new shop, which will be at 1919 Westover Avenue.

Carilion to study helicopter use

Carilion Clinic Patient Transportation (CCPT) received a grant from MedEvac Foundation International to study helicopter utilization and educate emergency medical services (EMS) agencies on how to best utilize medical helicopters. This is the first study of its kind in the nation.

At a conference in February 2009, the National Transportation Safety Board (NTSB) identified helicopter utilization as an area of concern. According to the NTSB, medical helicopters are a scarce resource and should be used for patients that need the speed or critical care that can only be provided by the helicopter's medical crew.

Network expands

Citizens Telephone Cooperative in September was awarded a \$9.2 million dollar grant to extend its open-access

fiber network into unserved and underserved communities. Citizens will apply the grant to its \$11.5 million dollar construction project to provide high-speed broadband access for economic development, research, education, emergency response and health care across a seven county region, including Wythe, Pulaski, Floyd, Giles, Montgomery, Roanoke and Botetourt.

Trinity Packaging expanding

Trinity Packaging Corporation, a manufacturer of food service and industrial plastic bag products, plans a multi-million dollar investment in an

additional facility in Rocky Mount that will create 25 new jobs over the next 36 months, bringing employment to 100.

The company has purchased the former Erath Veneer building, which is adjacent to the facility Trinity has operated since 2002 in the Franklin County-Rocky Mount Industrial Park. The company's investment will include the building purchase, new equipment and expanded infrastructure.

Offices up to LEED

The office renovation at **Clark Nexsen**, an architecture, engineering, interior design, planning,

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Jimmie Blanchard, owner

FRONT Notes

and landscape architecture firm in Roanoke has earned LEED-CI Certification through the U.S. Green Building Council (USGBC). The project combined the existing Clark Nexsen office with two adjacent office suites, creating a single space for the growing Roanoke office. Up-fitting space in a 1970's-era high-rise posed several challenges, including working with dated HVAC and electrical systems. To achieve LEED Certification the project team used several design strategies to be energy efficient and environmentally responsible. Lora J. Katz is director of architecture for Clark Nexsen's Roanoke office. Benjamin F. McCreary Nicole G. Hall were the leaders of the design team.

Carlin back to TV

Former longtime WLS-TV 10 news anchor **John Carlin**, who has had a busy year of job changes, has yet another

new gig, this one back on television. Carlin joined WFXR FOX 21/27 's Ten O'Clock News team as host of "John Carlin's Virginia" in late September. Carlin left Channel 10 to join Access, a public relations and advertising firm, but left that position after only a few months to join Ferrum College in PR. He also had a small PR firm of his own.

75th anniversary

First Bank of Virginia, which was founded in Montgomery County, N.C., is celebrating 75 years for its branches. First Bank was founded in 1935 as Bank of Montgomery, changing its name to First Bank in 1985. The bank expanded into Virginia in 2002, opening its initial First Bank of Virginia branch in Wytheville. "We look on this anniversary as an opportunity to remember and celebrate everything the bank has achieved over the last 75 years as a result of always putting

our customers and safe banking practices first, just as our founders did," said President and Chief Executive Officer Jerry Ocheltree. The bank has 92 locations in communities throughout the Carolinas and Virginia.

Kroger, Shell team

Retail supermarket giant **Kroger** and gasoline company **Shell** have teamed to offer customers in the greater Roanoke area the opportunity to earn fuel points that can be used at Shell when they make a purchase with their Kroger Plus Card. Kroger customers can redeem 100 points per visit to save 10 cents per gallon instantly at participating Shell stations, or redeem up to 1,000 Fuel Points per visit to save up to \$1 per gallon at Kroger Fuel Centers. This offer is valid up to 35 gallons per fuel purchase. Says Public Affairs Manager Carl York of Kroger, "In today's economic times, it's more important than ever for

companies like Kroger and Shell to join forces to offer our customers optimum savings and rewards."

Real estate static

Real Data Apartment Market Research, a real estate research firm, says the overall occupancy rate for Roanoke improved slightly from 93.1 percent in 2009 to 93.5 percent in 2010. Absorption was positive with the gain of 10 renters. While low, it is an improvement from the prior years' absorption. There are 108 units proposed for construction in Roanoke at this point. Same-stores rents have increased 1.8 percent since last year, says Real Data. The average monthly rent is \$670. Rents are expected to rise at moderate rates.

Environmental design

Warm Hearth Village in Blacksburg is in the design development phase for a proposed



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Village Center that would serve the more than 550 residents at the Blacksburg senior living community and features a heavy dose of sustainable design. The building will include a welcome center, wellness and fitness suite, a large community gathering wing, and a meal on the go option.

One of the tasks related to the construction of this building is to procure timbers for the structure of the building. Architect Mark McConnel of Summit Studio has collaborated with Jason Rutledge of Draftwood to use restorative forestry techniques to harvest trees from the Warm Hearth campus. Draftwood is a Floyd Virginia based business whose primary concern is preserving the natural environment and fostering future forest health through traditional

harvesting techniques. The project will include selection of trees throughout the 220 acre campus that are of the right size and type that are in the declining phase of their lifecycle. Those trees will be cut and pulled from the woods by draft horse minimizing damage to the forest floor. Trees will be milled by Streamline Timberworks, which will manufacture the timber frames and joinery needed for the building.

New VWCC building

Virginia Western Community College broke ground in August for a new 68,000 square foot, LEED-certified academic building, its first new building in nearly two decades. The Center for Science and Health Professions building will house science and health professions classes

currently located in Anderson Hall. The Center will feature building-wide access to high tech features, expanded classroom space and state-of-the-art clinical and skills labs.

Carilion wired

Carilion Clinic has been selected as a 2010 "100 Most Wired" hospital system according to the Most Wired Survey and Benchmarking Study. Hospitals are named to the list based on a detailed scoring process. The survey evaluated hospitals on four factors: infrastructure; business and administrative management; clinical quality and safety; and care continuum, which assess IT in the health system's ambulatory centers and physician practices.

AmRhein wins

AmRhein Wine Cellars of Roanoke has been awarded both the Gold Ribbon for its 2007 Aglianico and the Silver Ribbon for their 2008 Pinot Grigio by the State Fair of Virginia Wine Competition. This competition featured a record 260 entries from 55 Virginia wineries.

Hires Boston agency

PixelOptics in Roanoke, which makes composite lenses and develops ophthalmic lenses, has hired Boston-based LehmanMillet as its advertising agency.

Compiled by Dan Smith

FRONT Notes posted daily online at 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.

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Wind turbines at the new William Fleming High School Stadium will generate a portion of the power required to run the stadium. When the turbines produce more power than the stadium uses, the excess power will flow backward through the meter into the APCO grid for use by other APCO customers. The Stadium's electric bill is in turn reduced by the amount of power returned to the APCO grid.

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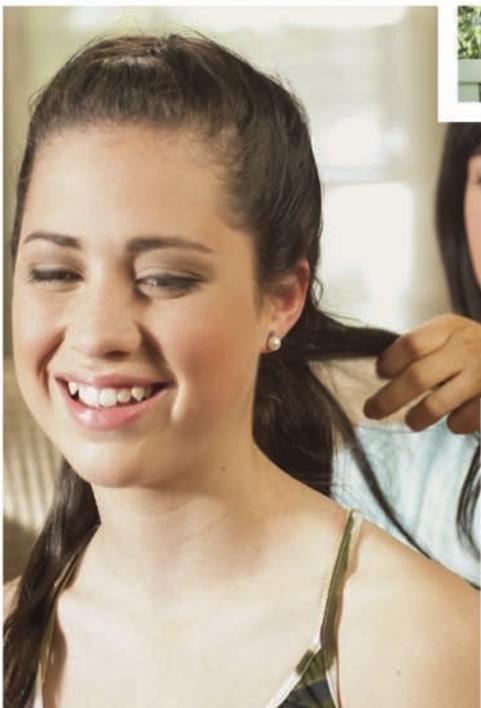


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