

Valley Business

FRONT

INSIDE:
Special Guide
for Meeting
Spaces

FOR THE UP AND COMING
AND ALREADY ARRIVED

\$3 • ISSUE 53 • FEBRUARY 2013

vbFRONT.com



Mastering the Meeting

Landon Howard,
Virginia's Blue Ridge

Not your Daddy's checking

Unless he is one very hip, very smart papa.



MyLifeStyle
Checking▲

MyTunes
checking▲

MyPlainVanilla
CHECKING▲

**OFFERING 3 CHECKING ACCOUNTS
NO MONTHLY FEES, NO MINIMUM BALANCE.**

Choose the one that fits your needs. Then customize it to fit your lifestyle.

All accounts come with your own personal banker to assist you in setting up your account. Including transfer of funds, bill pay, direct deposit, auto deductions, electronic banking, mobile banking, etc. Call us at 342-2265, visit us at MyValleyBank.com or drop by any Valley Bank office. Your personal banker will do everything possible to make the switch simple and easy for you.

MyValley
MyBank▲
Member FDIC
MyValleyBank.com

We just had the nation's first African-American president inaugurated for his second term on Martin Luther King's birthday. February has a special significance in 2013, one signifying progress for a race of people held in slavery in this country for nearly two centuries and fighting for economic equality for the 150 years since being granted freedom.

The recent progress is impressive. The most recent numbers from the U.S. Census Bureau tell us that Black-owned businesses increased by 60.5 percent to 1.9 million between 2002 and 2007. Among all companies the rate was 18 percent. Total receipts generated by those businesses increased 55.1 percent to \$137.5 billion. Employment grew 22 percent to 921,000 workers, much more growth than among non-minority companies.

Virginia ranked 10th in the country with more than 63,000 Black-owned businesses, earning gross receipts of \$5.3 billion, just 3.3 percent of the U.S. total.

As good as that is—and there always seems to be this caveat—it's not good enough yet. Average receipts for minority-owned businesses were \$179,000 in 2007, but the overall average for all businesses in 2007 was \$490,000. Black-owned businesses grossed \$72,000. There's some distance left to cover yet.



Tom Field



Dan Smith

““
We love working,
where people say I really care

— Page 30

STUCK UNDER YOUR
HOME?

With **MORTGAGE RATES** at 50 year lows, we have many different options that can help you save thousands when refinancing your home. Ask us today!

540.982.8811 || 877.MEMBER1
memberonefcu.com



MemberOne
FEDERAL CREDIT UNION 

YOUR HEALTH MATTERS / CHOOSE WISELY.



When it's time to choose a physician, be sure it's one affiliated with LewisGale Regional Health System, where high-quality care produces the best results. But don't just take our word for it.

Healthgrades ranks LewisGale Medical Center among **America's Best Hospitals for Critical Care** and one of **Virginia's Top Hospitals for Spine Surgery and Orthopedic Services**.

In evaluating 4,500 U.S. hospitals, Healthgrades says our **outcomes exceed expectations** for:

- **Back and Neck Surgery**
- **Hip Fracture Treatment**
- **Gastrointestinal Procedures**
- **Critical Care**
- **Pulmonary Care**

The **Joint Commission** has designated us an **Accredited Stroke Center**, meaning we meet or exceed national standards in stroke care.

The **Society of Chest Pain Centers** has designated us an **Accredited Chest Pain Center**, also because we meet national standards in cardiac care.

The **Society of Cardiothoracic Surgery** rates our heart surgery outcomes **among the nation's best**.

The **Commission on Cancer** has accredited our cancer center **with highest commendations**, proving that we offer the very best in cancer diagnosis and treatment.

2012-2013 RANKINGS

**TO LOCATE A PHYSICIAN NEAR YOU OR TO
SPEAK WITH A REGISTERED NURSE FOR HEALTH
INFORMATION, CALL CONSULT-A-NURSE® 24/7 AT
877-2HCA-DOCS (877-242-2362) / LEWISGALE.COM**



TRENDS

- business dress 14
- etiquette & protocol 15
- small business 16

FINANCIAL FRONT 18

LEGAL FRONT 20

WELLNESS FRONT 22

TECH/INDUSTRY FRONT 27

DEVELOPMENT FRONT 28

RETAIL/SERVICE FRONT 31

MEETING SPACES 33

SENIOR FRONT 41

EDUCATION FRONT 44

CULTURE FRONT 46

REVIEWS & OPINIONS

- dan smith 50
- tom field 51
- letters 53
- book reviews 54

FRONT'N ABOUT 56

ECONOMIC INDICATORS 59

EXECUTIVE PROFILE 60

FRONTLINES

- career front 62
- front notes 66

vbFRONT.com
morefront.blogspot.com

COVER STORY



MASTERING THE MEETING



String Theory

Page 31



Water World

Page 46



Hill Design

Page 28

Art direction and cover photography
of Landon Howard by Tom Field.

Valley Business FRONT

P.O. Box 1041
Salem, VA 24153
(540) 389-9945
www.vbFRONT.com

Staff

Publisher / Creative Director	Tom Field tfield@vbFRONT.com (540) 389-9945
Editor	Dan Smith dsmith@vbFRONT.com (540) 556-8510
Special Projects	Lois Caliri newme108@hotmail.com
Advertising	ads@vbFRONT.com (540) 389-9945
Graphic Designer	Nicholas Vaassen nvaassen@berryfield.com
Production	Berryfield, Inc. PO Box 1041 Salem, VA 24153 (540) 389-9945

Departmental Contacts

Advertising	ads@vbFRONT.com
Subscriptions	info@vbFRONT.com
News / Releases	news@vbFRONT.com
Admin / Ops	info@vbFRONT.com

(540) 389-9945
vbFRONT.com
morefront.blogspot.com

© Copyright 2013; Valley Business FRONT, LLC. All rights reserved. Reproduction or use of this publication in whole or in part without written permission is prohibited. Information within Valley Business FRONT is obtained from sources considered reliable, but cannot be guaranteed. Opinions expressed are not necessarily those of the ownership. Valley Business FRONT is primarily distributed to subscribers by mail and select locations throughout the Roanoke Valley, New River Valley, and western Virginia.

FEBRUARY



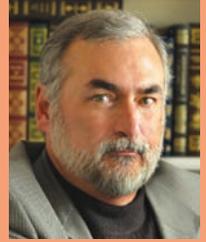
Lois Caliri



Susan Culbertson



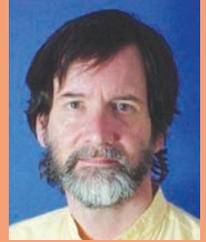
Elizabeth Markham



Michael Miller



Nicholas Vaassen



Randolph Walker

Biographies and contact information on each contributor are provided on Page 42.

Editorial Advisory Board

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

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

CONTRIBUTORS



Jane Dalier



Tom Field



Kathleen Harshberger



Sarah Beth Jones



Anne Piedmont



Dan Smith



Samantha Steidle



Kathy Surace



Competitors are from the
Poconos to Asheville and beyond

— Page 9

2013 Members

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

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



Scarves
are just
one more
weapon...

— Page 14

twitter
facebook

Website: www.vbfront.com
Facebook: [vb front](https://www.facebook.com/vbfront)
Twitter: [@vbfront](https://twitter.com/vbfront)
Blog: morefront.blogspot.com
Editor's blog: editrdan.blogspot.com



MASTERING THE MEETING

Meeting the requirements >

Executive Summary:

Whether you have five people or 5,000 for your meeting, there's a splendid place in this region for you to gather, some with all the accessories you can possibly imagine, others with bare-bones add-ons, but very low prices. It's up to you. Here's how it's done.

**By Randolph Walker
and Dan Smith**

Landon Howard and his colleagues Kelly Burd-Adams and Catherine Fox are leaning forward, hands on the conference table, eagerness in their eyes, talking furiously, selling intensely.

The topic is meetings and conferences and their newly-named organization, Virginia's Blue Ridge (once the Roanoke Valley Convention and Visitors Bureau), is a channel for all things visitor. Landon, who is president of the organization, talks about being "bigger, better than we are." The goal, he almost croons, is to "build a consumer brand, to bring economic development." And for that, "we need awareness of who we are."

And maybe, awareness of what's at stake.

That would include \$703 million that visitors spent here in 2011 (the most recent year for which final figures are available). It would include 7,160 jobs in the five jurisdictions served by VBR (Roanoke City and County, Salem, Franklin and Botetourt Counties). And a payroll of \$138.4 million, with \$50.9 million in taxes. "Visitor spending," says Landon, "is high."

The industry is healthy here. Meeting rooms are available in the obvious places—the big hotels, conference centers and resorts—and the not so obvious. That would include spots like the 4H Center at Smith Mountain Lake, Mountain Shepherd Wilderness Adventure and private venues like Schaal's Catering downtown, a number of restaurants, and



Dan Smith

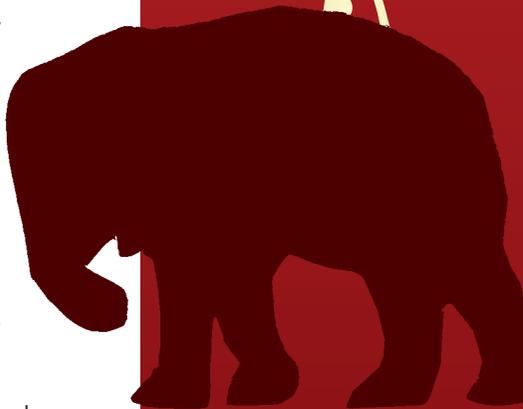
Virginia's Blue Ridge's Catherine Fox, Landon Howard and Kelly Burd-Adams.

facilities owned or rented by private meeting planners, which seem to be springing up like snowmen after a winter storm.

The VBR offers direction for organizations looking at the Roanoke and New River Valleys as a possible location for their conference, meeting or other gathering. It has 444 members, or "partners" as it prefers to call them. Often when a venue like the Hotel Roanoke has more guests for a conference than it can accommodate overnight, it will call the VBR, which will find additional rooms. It's teamwork and it happens often, despite the intense competitive nature of the business. "Competitors are from the Poconos to Asheville and beyond," says Catherine Fox, director of tourism and communications. "It's the world."

"If we want the business," says Kelly Burd-Adams, the VBR's director of sales, "we make sure business is accommodated. We have a list available. If you're full, contact us."

There are many approaches to planning meetings and conventions, most of them similar. The businesses in this region compete intensely by emphasizing what they have





Randolph Walker

Event designer Caroline LaRocca Hammond.

to offer—whether it is solitude or a busy city atmosphere, homegrown entertainment or a great chef, or a huge venue, or a staff trained to a military parade efficiency.

Here is a look at some of the region's meeting, conference and event specialists and how they approach it.

TURNKEY

There are, of course, the different drummer businesses, often small and specialized, like Caroline LaRocca Hammond's Event Design (www.carolinelarocca.com) in Roanoke. She spells it out: "We started in the social facet of the industry and our corporate work came as a result of many referrals from [that sector]. This has impacted my outlook of corporate event planning.

"When called to plan or manage a corporate event, I take a good hard look at the events I have been involved in as a participant over the years ... and I do everything different. Our goal is to create the unexpected for the corporate event client and especially their participants.

"Many corporate events, especially sales seminars can be

... And don't forget the cookie >

Sandra Holt, who directs sales at Hotel Roanoke & Conference Center, was asked to put together 10 points that she emphasizes when she's making a sale to a company or an organization. Here's what sells:

- 1) The CARE Culture (Creating a Rewarding Experience) underscores our approach to everything we do from: a) taking care of the customer by ensuring all teammates understand the little things mean everything, b) treating our teammates with great respect and celebrate and honor them with recognition and c) give back to our community through volunteer activities and to those organizations that support us.
- 2) Support from ownership, not only from the financial resources provided to keep the property up to date and in great physical condition but also for loyalty and support for our teammates. Owners are concerned about the well-being of the employees who work in this facility.
- 3) Hilton Honors Program is a huge part of our success. Guests love the recognition and value of being a member.
- 4) Hilton Worldwide Resources ranges from systems support to training, to employee benefits. Hilton provides tremendous resources to the managing team.
- 5) History and heritage of the Hotel Roanoke means we are proud to continue serving in the shadows of those who came before us building the reputation and legacy of this historic hotel, now in its 130th year of operation. Employees have great pride in the property.
- 6) Community Pride in the hotel, the result of Renew Roanoke and countless other areas in which members of this community support the efforts of the hotel is extremely rewarding. Festival of Trees at Christmas is a good example.
- 7) Tenure of leadership here is impressive. The senior executive team alone has over 100 years of service to this hotel. Low turnover has facilitated in efforts for consistency and an understanding of the marketplace.
- 8) Empowerment means team members are encouraged to make decisions they feel are the right thing to do on the spot. No running to the "man behind the curtain" to address a problem or situation.
- 9) Guest comfort, safety and security is vital and no shortcuts are tolerated.
- 10) The cookie. Don't forget the cookie.



Dan Smith

Sandra Holt of the Hotel Roanoke.



The Cookie from Hotel Roanoke.



Randolph Walker

South County Library's
Penny Lloyd.

dry, if not a downright cure for insomnia. Adding an element of fun—participant interaction, games, movement, contests, anything that gets the blood flowing and the wheels spinning—will guarantee a successful outcome.

"Since a healthy team is the cornerstone to a successful organization, perhaps instead of a coffee break with unhealthy pastries, there should be a yoga break offered, showing the participants a few moves they can do at their desks for extra energy. Or samples of some healthy snacks that can get them revved back up to work efficiently during those 3 p.m. doldrums. Make it fun and get them moving and they'll be excited to find out when the next event is."

Caroline LaRocca Hammond Event Design wants to "provide turnkey convention/seminar services inclusive of room set up/transformation, catering, AV and technical needs, pipe/drape, LED lighting, floral and decor, trade show management, acquisition and speakers and talent, full service planning." All that comes with Caroline's natural creative bent and the cost "depends of a multitude of factors, but we do our best to work within client's budget."

She prefers trade shows and non-profit fund-raisers with 25-250 participants for clients who want "planning, decor/room management, catering, seamless agenda" for between \$50 and \$500.

AMBIANCE

Kent Martin, who owns SRO Productions in Roanoke (www.Gosro.com) is not the operator of a facility, but offers services that some want. "I would be more like a subcontractor to do the entertainment," he says. "We stick with artist

procurement and event production services such as lighting, audio, audiovisual. We light the walls, we light the room, we give it ambiance.”

SRO was hired by the Homestead which was producing the event for a corporate client and “did a ‘Back to the Future’ thing for them. They had a DeLorean [the car used as the time-travel vehicle in the movie] and we built a time tunnel for people to walk through to get to the ballroom.”

CONVENIENCE

The new headquarters library (roanokecountyva.gov/library) opened just a year ago and presents the new standard in public libraries in this region. It has an auditorium that seats 200, a conference room for 18 and meeting rooms that seat up to 70. All of those rooms are equipped with high-definition projectors and WiFi. Meetings can be catered by Mill Mountain Coffee and Tea, which is located in The Commons, or by an outside caterer.

Marketing Director Penny Lloyd says the space gets a lot of use by “corporations, non-profit and government agencies, and civic groups and is “an inexpensive alternative to the area’s convention facilities.” Commercial rates for meeting space are as low as \$25 an hour for a standard meeting room; non-profit rates are \$15an hour. The auditorium rents for \$75 an hour.

Projectors are available at \$10 to \$25 and screen and AV cart are provided free. Also free are tables, chairs, screens, and most audiovisual equipment.

The library has been the setting for “meetings for as few as three people lasting 13 hours over two days and meetings with over 200 people lasting between one and four hours,” says Penny. “We have the ability to broadcast meetings held in the auditorium into the meeting rooms. For the building’s dedication, we accommodated 325 people in the two spaces. One group chose to bring additional chairs into the auditorium so all 250 plus participants could be in the same room for the three-hour presentation.”

Penny says clients don’t expect resort services at a library. They “always want the basics, such as tables and chairs. They often want a podium and microphone for the presenter. If we provide the projector, they usually want someone there to assist with any issues that may arise when connecting it to their laptop. Many clients, especially those meeting in the mornings and during lunch, want either coffee and pastries or boxed lunches. Libraries typically require clients to set up their own meeting spaces, but people who rent at South County are happy to hear that standard set-up is included in the cost of the room.” 





Scarves, the international accessory >

On a recent trip to Europe, everywhere I looked I saw people sporting scarves. Young women, teens, older women—even men—seemed to have creatively draped a scarf around their neck before facing the world.

From Venice with warm, balmy weather, through Milan and teeming high-fashion crowds, walking along the sunlit shore of Lake Como, and on to Paris where the weather had turned brisk and windy—everyone seemed to be obsessed with winding a swath of colorful fabric around their necks.

Fabrics ranged from light gauzy silks, through iridescent Rayons, to bulky crocheted wools. Colors covered the gamut of the color wheel. It was common to see men with pastel paisley print scarves at the neck of their jacket, using colors and textures Americans usually identify with women's wear. Europeans also wear their scarves with outfits of all types; the most casual of jeans outfits, elegant business suits and evening wear.

Returning to the U.S., I realized that I do see a few scarves here and there, and certainly our stores offer scarves. The difference seems to be that Europeans see accessorizing as a means of expressing their individuality. Scarves are just one more weapon in their fashion arsenal.

For the most part I think Americans see a scarf as a cold weather necessity meant to keep the cold from slithering down the back of their neck. Europeans wear scarves year-round in all kinds of weather, any time of day—simply for the look. It's a different approach—not better, not worse.

Hmmm... if they're all wearing a scarf to express their individuality, then aren't they all alike? Good point. Fashion seems to be the perfect outlet for our human need to conform and belong, while at the same time expressing our uniqueness.

Fortunately, I had packed light, taking just a few wardrobe basics, with scarves and costume jewelry to add variety to my outfits. With the help of my scarves, I blended in with the natives at each stop on our itinerary. In Venice I was even approached by a Parisian asking for directions—my scarf fooled her into thinking I was a local.

As a result, my shopping buddy, Charlene, and I had our husbands sporting scarves before we left Paris. After all, when in Paris do as the Parisians do. 

Business Dress

By Kathy Surace

Executive Summary:
In Europe, scarves are "just one more weapon in the fashion arsenal."

Public performance protocol >

Let's talk about the movies, concerts, opera, and the theatre. Each has a slightly different code of behavior.

Classical Music Concerts:

- Dress code has relaxed in recent times, but please don't wear your shorts and flip flops.
- Arrive early, and take your seat well ahead of the concert: Late arrivals are expected to wait until the usher directs you to your seat. Slightly embarrassing this.
- Greet the conductor's entrance with applause.
- Silence during a performance is a must. Coughing, wiggling about, rustling with cough drops will result in glares and a tsk tsk or two.
- Do not applaud between movements—it's bad form at classical concerts.
- When in doubt wait until the entire audience applauds.
- Shouting encore at the end of a performance is welcomed. Most groups already have an encore planned.

Opera:

- There's no need to wear your tails and tiaras, but dress appropriately for the occasion.
- It is acceptable, indeed expected, to applaud enthusiastically during a well-known aria, even if the music continues.
- Shouting bravo! (great!) for the male, and brava! for the female, or even bravissimo! for a particularly stirring performance is welcomed. I'd reserve that fine distinction, however, for the more experienced opera goer.
- Children: be careful here ... opera lovers do not tolerate fussy children.

Live Theatre:

- You will have to wait to be seated if the performance has started.
- Sit in your assigned seat.
- Don't leave your seat until intermission.
- It is dangerous to the performers to use flash photography.
- In musical theatre, the overture is a part of the performance, so please stop talking.
- Lovebirds, when you lean your heads together, the people behind you can't see.
- Children are expected to be quiet and stay in their own seats.
- Leaving while the show is in progress and before the final curtain call is discourteous.

Movies:

- Purchase your snack(s) ahead of time.
- Pick up your trash.
- Don't put your feet on the seat in front of you.

I know I don't need to remind readers of *The FRONT*, but do turn off your cell phones. Except for rock concerts where they won't be heard anyway. 📵



Etiquette & Protocol

By Kathleen Harvey
Harshberger

Executive Summary:

When you're out and about, here's how to behave.

Taking your business national >

Small Business

By Samantha Steidle

Executive Summary:

Some sage words from local entrepreneurs who've expanded their reach.

Often, the business owners' questions boil down to this: "How can I get my products into the hands of customers on a larger scale?" Entrepreneurs with a successful niche in a local market naturally start to think about how they can reach a wider audience. Many micro-businesses are so busy with day-to-day operations they can't see a clear route to growth.

It doesn't have to be that way. Help is readily available. The Small Business Development Center is the best place to start for guidance on your path to growth. Another great source of wisdom is other entrepreneurs. To give you a sampling of their advice, I've talked to three local entrepreneurs whose businesses have a national presence. Here is what they had to say:

Growing your network is important, says Cathy Kropff, vice president of Bulldog Field Equipment (www.bulldogfieldequipment.com). She and her husband Chad, who co-owns the business, go to professional conferences, seminars, and coaching clinics to spread the word about the business personally.

Cathy recommends joining a professional organization. Bulldog is a member of the Sports Turf Management Association, whose members make a lot of field equipment purchases.

Before launching a national campaign, Cathy recommends that businesses consult with mentors, research the competition, and setup a website with all relevant information and working payment options. "Be comfortable with being uncomfortable," she says.

Christa Stephens, online sales and marketing director for Black Dog Salvage (www.blackdogssalvage.com), says the business has found eBay a worthwhile selling tool for 12 years.

Read the FRONT online
vbFRONT.com

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

"Many of our items are one-of-a-kind and hard to find," she says. Black Dog has shipped a mid-century chair to Brussels, Belgium, and it even had a buyer travel from Japan to shop in the store.

PR is important. "Submit press releases, product information, and love letters to all media outlets that may have an interest in your business," says Christa. "A small mention in a national publication can have a long shelf life."

Joining the Roanoke Visitors and Conventions Bureau is great, says Stephens, for being involved in "media tours" that the bureau arranges for outside journalists. One of these tours resulted in a National Public Radio interview for Black Dog.

Christa recommends a professionally designed website and a strong online presence across all social media.

Co-owner of Milkin Cookies (www.milkin-cookies.com), Lennox McNeary, says her business has been selling to a national market from the start. "Because our product is perishable, it makes sense," she says.

Milkin Cookies makes cookies that increase breast milk production for nursing mothers. As a marketing strategy, the company attends a lot of direct-to-consumer national trade shows.

"We've found it helps to give people a chance to taste the cookies and to ask questions in person," says Lennox, a physician. With such a niche market, she says traditional advertising hasn't worked as well as word of mouth. She recommends a mentor: "You need someone who had been successful at what you want to do. Make as many connections as possible."

With persistence, creativity, and – ideally – another partner in the business, entrepreneurs can propel their success, says Lennox. 



Coming soon...

ROANOKE | RICHMOND www.mbcontractors.com

Design and rendering by Hill Studio

After completing the award-winning City Market Building renovation, MB Contractors, Inc. is proud to again partner with the City of Roanoke for the Elmwood Park Improvement Project. Opening Fall 2013.





Financial Matters

Secrets of a Non-Profit Voyeur >

Executive Summary:

It takes a different mindset to work with this different type of business. Many of you at one time or another will be asked to be on a board or committee for a non-profit. Some of you will have for-profit business experience. Others of you will have no business experience at all; you bring to the party solely the love of the organization's purpose.

By Susan Culbertson

In a for-profit business, there are owners or shareholders engaged in providing a service or product. The purpose is to generate maximum sales with minimum expenses. The focus is on profit and subsequent returns to owners. The challenge is to get expenses as close to zero as possible.

Non-Profits are not focused on profit for owners, but are instead focused on a mission to serve the public. While in this type of

business there are still products or services, the mindset is in direct contrast to that of the for-profit. Here, the expenses are the point. Budgeted expenses should be both strategic and realistic given the mission and strategic plan for the organization; the challenge is to locate sufficient funding sources to meet those needs.

Contrary to what many believe, non-profits are not intended to be money losing businesses. Funding sources should cover not only the basic mission expenses, but also provide for some growth and replacement reserves. If the organization is not sustainable, maybe it should not exist. If sufficient funding sources (donations, endowments, grants, foundations, etc.) are not available, and expenses cannot be reduced through narrowing the mission's focus, shifting from more paid staff to more volunteers, and shifting more capital expenses to a capital campaign, then pooling the organization's mission and resources into that of another organization may be one practical way to proceed.

Non-Profits are real businesses. And board members have real responsibilities. Mary Anne McElmurray of Brown Edwards and Company, in Roanoke says that sitting on a board of directors "is great for networking, but you have a fiduciary duty...and the coincident liability if you don't practice due care." There are regulatory requirements that need to be observed. Be sure you know what they are. These include

knowing the answer to such questions as:

- Are we required to file a 990, and in what format is it required?
- Are we making the required payroll and vendor filings?
- Are we up-to-date on all filings?
- What requirements are associated with funds we have received, and are we properly observing and tracking them?

There are also fiduciary responsibilities. For instance, the board should be partnered with the staff in such a way that facilitates the identification and cultivation of potential donors as well as appropriate communication with donors going forward. There should be appropriate board oversight to ensure excellent stewardship of funds at all times. There should be appropriate board insight to provide for sustainability into the future.

The bulk of non-profit expenses should be for program costs, not administrative or fundraising. This is the part of the advertisement where they say something like, "78 cents of every dollar donated goes to help..." If non-program labor, building and fundraising expenses cannot be adjusted further and are expected to be high, program expenses and revenue resources may need to be adjusted upward to keep this ratio in line.

Finally, remember what your flight attendant says: Put the oxygen mask over your own face before you assist others. Often, outside needs come to the attention of the organization, and there is a push to extend services to cover the newly identified need. Non-Profits that attempt to extend programs to the point that the core organization is put in financial peril are risking the life of the organization and that of the programs which are already in place. Program expansion should be handled the same as initial establishment of the organization: if there are not sufficient resources, the organization should allow this opportunity to pass to other organizations.

On a non-profit board, your responsibility and accountability are as demanded in this type of business as in a for-profit one. Yet, the rewards are many.

In the words of Robert Turcotte Sr., Systems Consultant at Entre Computer Center in Roanoke and experienced non-profit volunteer and board member: "The purpose of a non-profit organization is to serve the community. A non-profit organization's services help folks in a way otherwise unavailable to them – say to live independently, or to stay employed. Since our governmental organizations are relieved, there is less bureaucracy and taxes stay low. Find your place. Service to community feeds your heart, and strengthens our community." 



SOLUTIONS START **HERE.**



Randolph Walker

Bob Ziogas: "There's been a slowdown in construction related litigation because there's not that much construction going on."

The litigator >

Executive Summary:

Bob Ziogas of GFD&G conducts litigation for his clients when necessary and helps them avoid it when possible.

By Randolph Walker

Have you ever signed a business contract? Listen to these tips from Bob Ziogas:

"As a litigator I see often the pitfalls that could have been avoided if clients had been proactive early on, before doing a deal or transaction, if they had consulted their lawyer before rather than after. I've seen parties execute contracts that haven't been reviewed by a lawyer, and when the deal falls apart, the absence of provisions that could have been negotiated in, or the presence of provisions that could have been negotiated out, ends up haunting them.

"I see a lot of times, people sign the contract and never go back and read it in the course of its performance. As

you're performing it, refer to it."

Bob Ziogas (pronounced zee-OH-gus) is a guy you don't want to see on the other side of a courtroom. He has successfully litigated insurance, toxic tort, construction, business and other civil suits in state and federal courts for Glenn, Feldmann, Darby & Goodlatte in Roanoke.

"If you're not a litigator you don't have the comfort level that routine court appearances engender," he says, "You've got to know the rules, you've got to know the proceedings. I consider myself primarily a litigator with a focus on construction law."

The faltering economy of the past few years has changed his workload a bit. "There's been a general slowdown in construction and development. We saw several projects that ground to a halt in the midst of the 2008 banking fiasco where lenders stopped funding projects. They were forced into failure by lenders pulling financing on them. Since that time there's been a slowdown in construction related litigation because there's not that much construction going on."

He's negotiating more workouts, which he describes as "trying to work out friendly

foreclosures or deeds in lien where the developer deeds the property over to the lender in lieu of a foreclosure.”

“The other thing we saw early on when the economy tanked—we saw an uptick in mechanic's lien filings,” he says. “That's when a contractor or subcontractor provides labor or materials on a project and they're not paid. The law gives them a right to file a mechanic's lien, which becomes a lien on the property. They can file a suit to force the sale of the property to get paid from the proceeds of the sale.”

As contracting has fallen off in the past few years, he's handled more general commercial litigation. “Litigation has stayed fairly busy although there hasn't been as much construction-related work.”

When not in the courtroom or visiting a client, he's in his office at Glenn, Feldmann, Darby & Goodlatte, where he keeps a tiny glass bouzouki and a picture of Abraham Lincoln with the Gettysburg Address in Greek. Henry Lee's tribute to George Washington—“First in war, first in peace, first in the hearts of his countrymen”—is there too, also in Greek.

Ziogas's family emigrated from Greece to Roanoke when he was 10. He was taught to speak, read, and write English by his fourth grade teacher at Huff Lane Elementary, a Mrs. Helton (elementary school teachers' first names—though not their influence—tend to get lost in

In Brief

Name:	Bob Ziogas
Age:	53
Company:	Glenn, Feldmann, Darby & Goodlatte
Position:	Shareholder (GFD&G is a corporation, not a partnership)
Type of Business:	Law—business litigation
Location:	Roanoke
Background:	Graduated from William Fleming High School in Roanoke (1978); Roanoke College (1982); University of Virginia School of Law (1985). Lives in Botetourt County. Married to Ruby Ziogas; two grown children, two grandchildren.

the shuffle). She voluntarily gave up her break to tutor him while the class went outside to play.

He clerked at GFD&G during his second year of law school, returned to work here after graduation, and has never worked at another firm.

He has traveled a straight path in life, from poverty in the old world to success in the new. “I'll have to be blunt,” he says. “I don't want to hear people complaining about anything in this country.” 

Bank brilliantly.

StellarOne

BANK

www.StellarOne.com | 888.785.5271


MEMBER FDIC



Randolph Walker

Cathy McDowell holds a Stryker hip implant.

Joint replacement: 'An extremely successful procedure' >

Executive Summary:

Joint replacements are usually very successful, but expensive. Is there anything employers can do to reduce the need?

By Randolph Walker

Employers, have you had employees who took time off for joint replacements? If you haven't, you probably will. People want (or need) to keep working longer, but the joints Mother Nature gave us are wearing out fast.

People are walking (or hobbling, or rolling in wheelchairs) into pre-op wards at an ever increasing rate. LewisGale Medical Center performed 629 hip, knee and

shoulder replacements in 2011; Carilion Clinic performs about 1,700 per year, including revision surgeries. By 2030, the number of knee replacements in the United States is expected to grow by more than 600 percent.

Joint replacement patients are typically aged 57 to 65, says Cathy McDowell, vice president of orthopedic/spine services for LewisGale Health System. The leading causes are osteoarthritis (joint degeneration), rheumatoid arthritis (joint inflammation) and avascular necrosis (bone death due to poor blood supply).

There isn't a strong correlation between job duties and the need for joint replacement. The obesity factor is a much larger contributor to a patient's arthritis being too painful ... to continue "their normal daily functions at work," says McDowell.

When the pain or disability becomes too great, patients start considering joint



Randolph Walker

Dr. Joseph Moskal.

replacement. "It is a truly shopped-for service," says McDowell.

Both major hospitals in the Roanoke Valley can point to their credentials. LewisGale (lewisgale.com) received the HealthGrades Orthopedic Surgery Excellence Award in 2011 ([health](http://healthgrades.com)

satisfaction, according to Dr. Joseph Moskal, section chief for orthopaedics. There are pre-surgery classes to instruct in the difficult and often complex recovery.

Regardless of which hospital patients choose, they must commit to a long and difficult road to rehabilitation. A proper



The obesity factor is a much larger contributor to a patient's arthritis being too painful ... to continue their normal daily functions at work.

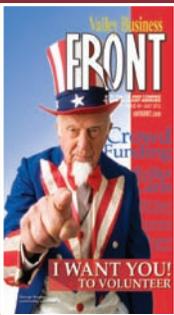
—Cathy McDowell of LewisGale on joint replacement surgery

grades.com). All hospitals in the LewisGale system offer "joint camps" for prospective patients.

Carilion Clinic is accredited by the Joint Commission as a Center of Excellence for joint replacement. Carilion (carilionclinic.org) offers large volume, a low complication rate, and high patient

therapy program can reduce adhesions (bands of scar-like tissue), shorten the recovery time, and increase the chance of regaining full range of motion.

Total hip patients may be able to return to work in two to three weeks, if the job is sedentary or professional, says Moskal. If it involves manual labor or traveling, six



Coming Up...

March 2013

Working through Hardships

When major life disruptions hit, some people fold. We found 16 who didn't. In March, we bring you a story of courage and grit.

April 2013

Wind Energy

Breakthroughs at Virginia Tech, tax incentives for development, and domination of the industry by the Chinese are driving an urgency in this form of minimally-polluting energy. What's happening in this region? A lot. Read all about it in April.

May 2013

Real Estate

In May, we'll see if real estate is on a distinct comeback trail. And to what extent it's being led by consumer need, a strengthening economy, and banks, builders, architects and others throughout the industry who are driving it.

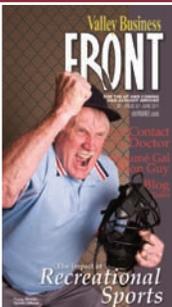
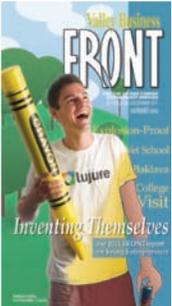
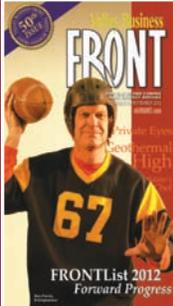
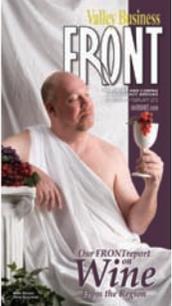
FRONTguide

The FRONTguide is now available at vbFRONT.com. Not just a book-of-lists or directory. In classic and progressive FRONTstyle, we're presenting the businesses, products and services you need most at your fingertips. Compact and easy to use. It's like having your own little black book! An evergreen 247/365 online directory, we continue to build lists and add sponsors. To be a part, contact FRONTadvertising today!

Call or email us for more information...

ads@vbFRONT.com

540-389-9945
vbFRONT.com





LewisGale

LewisGale surgeon Dr. Preston Waldrop operates.

weeks may be necessary. Knees, which require more physical therapy, usually take about six weeks.

Most people return to work with few limitations. Moskal warns patients to avoid contact sports, and encourages patients "not to lift beyond 35 or 50 pounds because of the increased stresses it can put on the joint."

Once the rehab is completed successfully, the joint should be good for at least a decade. "I tell people on an average, 10 to 15 years," says Moskal.

Joint replacements are not cheap. According to an article published on healthline.com in April 2012, the average total charge for a total knee replacement was \$57,000.

Is there anything employers can do to head off the need for joint replacements?

A study originally published in *International Orthopaedics* in 2007, and available on the National Institutes of Health website (www.nih.gov), looked at precipitating factors for total knee replacement (TKR) and total hip replacement (THR). "Obesity was significantly associated with the need for a TKR or THR when comparing the study group to adults of similar age in the general population," the authors found.

An employee wellness program can cut health care costs across the board. In an article that appeared in *Harvard Business Review* in 2010 (hbr.org), the authors state that Johnson & Johnson's return on employee wellness investments from 2002 to 2008 was \$2.71 for every dollar spent.

When it becomes necessary, however, joint replacement usually results in satisfied patients, says McDowell. "This is an extremely successful procedure." 

Great Sales People...

You see them out and about.
At your work. In the community.
Scurrying around town in their
little blue cars. Providing support
back at the office. To the great
sales people of Blue Ridge Copier:
We Salute You!

Now going on Three Decades of Excellence in LOCAL Sales and Service



BACK ROW: Lisa Thaxton • Chris Rose • Tim Pratt • Eddy Jones

MIDDLE ROW: Justen Lazzaro • Todd Bryant • Doug Turpin • Jason Pierson • Bill Mitchell

FRONT ROW: Ken Beckner • Amber Sandidge • Chris Lovatt • Cindy Smith



909 Iowa St., Salem, VA 24153

(540) 389-4400

(800) 552-6907 Toll Free

www.blueridgecopier.com

Blue Ridge copier

Tech Scoop

How strong is your shibboleth? >

Executive Summary:

So your password is 'password123456' and you think we can't figure it out?

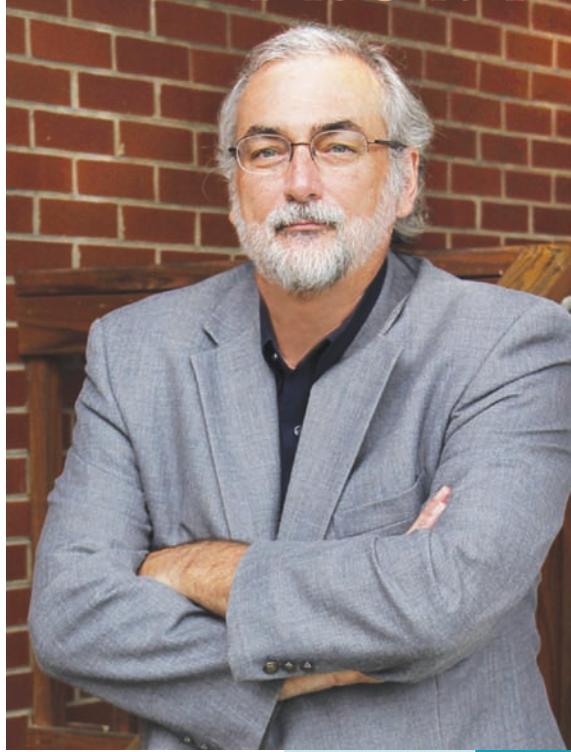
By Michael Miller

It seems that every week we learn of another security hack where thousands of credit card numbers, social security numbers or bank accounts have been stolen. Soon, even our smartphones will function as wireless credit cards to make purchases, further exposing our critical personal data to potential hackers. In spite of these threats, we are reluctant to change passwords, even though just a little thought applied would greatly enhance our security.

According to Morgan Slain, CEO of Slash Data, the most popular password is "password," followed by "123456". Seriously, that's just asking for trouble. Inexplicably, "monkey" comes in at number 6, while "trustno1" makes the list at number 12. "Welcome" made the chart for the first time in 2012, debuting at number 17 with a bullet. Welcome, indeed.

Why do we resist changing our passwords even though it is very important to our security? France Belanger, Virginia Tech professor of accounting and information systems, recently performed a study to explore the attitudes and resistance behavior of individuals forced to comply with a mandated password change policy.

Belanger's study was limited to VT users, and so may not be representative of general behavior, but her findings are enlightening. She found that the perceived severity of the threat did not influence the attitude of the user. In other words, the fact that you understand a stolen password will result in



Michael Miller

the emptying out of your bank account does not mean that you like changing your password. Also, France found that the more technically competent the user, the more resistant he was to the change, presumably because he felt his competence was being challenged. So, in short, we, or at least university types, don't like being told what to do. No surprise there.

So, what's all this have to do with a shibboleth? In the Bible book of Judges, Chapter 12, it describes a battle between Gilead and Ephraim. The Gileadites won the battle, and the surviving Ephraimites tried to escape across the Jordan River, which was being guarded. When a man tried to cross the river, the Gileadites made him say the word "shibboleth." Since the Ephraimites had no phoneme for the "sh" sound, they would pronounce it "shibboleth," whereupon the Gileadites would immediately slay them. In effect, shibboleth became the original password, with somewhat more dire consequences than we might face.

I know what you're thinking, but don't use "shibboleth" as your new password. It's the name of the program used to check passwords. 



Elizabeth Markham

David Hill: "He's good at putting all the design details and development pieces together to establish a definable vision that people understand."

The right design >

Executive Summary:

Hill Studio's David Hill's architectural approach is to take what's there and make it better. Much better.

By Elizabeth Markham

David Hill was still in high school when he met the chief landscape architect of the Blue Ridge Parkway. He knew instantly he wanted to pursue a career in the same field.

After finishing degrees at Virginia Tech and Harvard in landscape architecture, he won the Eliot Fellowship and studied European city design. He was interested in the Laws of the Indies: Spanish guidelines for city design in the Americas, which date back almost half a millennium. He wanted to know what had worked in the past, what was worth copying in the future.

No one was practicing city planning, preservation, and landscape architecture

to the extent he envisioned in Roanoke Valley, so immediately after graduation from Harvard, he returned to Roanoke and founded Hill Studio in 1988.

Construction of new cities was minimal. David and his team honed other skills: town design, historic preservation of buildings and battlefields, community planning, campus design, and the design of parks, amphitheatres, and trails.

A native of the Roanoke Valley and Bent Mountain, he is genuinely excited about Virginia's small towns. He explains that his firm focuses on "making things work with the resources that are in smaller places." He sees good design as being "like cards: you have to play what you've got. That's what makes places authentic, rich, and enjoyable." This is also known as asset based design: discover the strengths already there and develop them to their full potential. The challenge, says David, is "figuring out what those assets are."

Hill Studio's local projects include the Martin Luther King Bridge in Roanoke, the Blue Ridge Music Center near Galax,

the new downtown amphitheater in Roanoke and extensive design of the UVa campus at Wise. David takes the lead or plays a minimal role based on what is best for each project. His goal is to make Hill Studio “a real team-oriented office” and readily acknowledges that the company has branched out beyond his personal areas of expertise.

Hill Studio collaborates with outside talent on almost every project. David enjoys bringing together just the right individuals to produce, “extraordinary projects,” noting that, “Even though they might have cameo appearances [...], we get to get their thoughts on this [specific project].”

He also seeks to merge the best in design concepts, whether they date back hundreds of years or are the latest energy efficient technology. The result is a sensitive synthesis of conservation, preservation and innovation.

In the last decade David has returned to city planning, designing cities in China. He always connects with local talent, so that the designs reflect the values and meet the needs of the people who will live there. He insists he’s interested in bringing to life their stories, not imposing his own vision. “When presenting a project to a community, David is a great storyteller,” says Evelyn Slone an employee at Hill Studio and former Roanoke City Planner. “He’s

In Brief

Name: David Hill

Age: 52

Company: Hill Studio

Employees: 15

Location: Roanoke

Titles: President

Background: Grew up in the Roanoke Valley and Bent Mountain area. North Cross High graduate and earned degree in landscape architecture from Virginia Tech and a master’s in landscape architecture from Harvard. Founded Hill Studio in 1988. Passionate about preservation, conservation, and innovation.

Business Philosophy: “Authenticity, creativity and integrity and a collaborative approach to asset based design. Finding and enhancing the positive features integral to each site, as opposed to imposing an external vision, and then bringing together the best minds to bring projects to fruition.”

good at putting all the design details and development pieces together to establish a definable vision that people understand.” Clients and communities get excited because he’s taken the time

1983 ... 2013 ... tomorrow



**Entré Computer Center
Celebrates 30th Anniversary.**

Why?

**Outstanding IT
Customer Service and Advice!**

www.entre-roanoke.com | (540) 989-6000

ENTRÉ

to figure out their story and vision and express it in a tangible form.

Recently, his interests in city design and green technology have merged in Buchanan County. Hill Studio has created a master plan for a sustainable

lines to be run just like other utilities so businesses can take advantage of efficient energy.

Nowhere is his search for the community's vision and integral assets more evident than in the recent redesign of Elmwood



Hill Studio has created a master plan for a sustainable town [in Buchanan County] located on top of a reclaimed strip mine. It's not an obvious asset but creating a town on this artificial mountain plateau avoids flooding, allows people to garden, enjoy a spectacular view, fresh air, lots of daylight and "all the things you really want in a town."

town located on top of a reclaimed strip mine. It's not an obvious asset but creating a town on this artificial mountain plateau avoids flooding, allows people to garden, enjoy a spectacular view, fresh air, lots of daylight and "all the things you really want in a town" says David. Reservoirs in abandoned deep mines allow geothermal

Park with its amphitheater. Hill Studio catalogued thousands of suggestions in a process which David says was unusually open for the type of project. He relates "There is a whole lot of care about that park. That is where we do the best, that's where we love working, where people say I really care." 

So much more.

vbFRONT.com

- > Girl Scouts Head New CEO of RVSPCA
- > David Bandy New President at Spectrum
- > Taubman Selects Art Museum Professional as ED
- > Breakell Inc., 'Green' Roanoke Builder, Closes
- > Betsy Parkins: PRSA's Illuminator
- > Expansion Set at Homestead Creamery; 20 New Jobs
- > Women's Foundation Presents Record Award Amounts

morefront.blogspot.com

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

- > Seven Montgomery Winners Among Gap 50
- > Sarah Beth Jones Cited as FRONT's Top Contributor for 2012
- > Preservation Foundation Issues 2012 Awards
- > Startup Virginia Starts Up Tonight in Roanoke
- > Tech Approves Unique Real Estate Program
- > EventZone, Roanoke End Long Affiliation
- > Localities to the Rescue of SPCA in Roanoke Area
- > Roanoke Hires Economic Development Director

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



Randolph Walker

Christi Salisbury Shesler: "You can make a difference in your little corner of the world by sharing things you love with other people."

Fine tuned >

Executive Summary:

Cue the Beethoven: a store specializing in orchestral strings—Salisbury & Heer Stringed Instruments Inc.—is open in Roanoke.

By Randolph Walker

Can a violin business succeed in a banjo town? Christi Salisbury Shesler intends to find out.

Her instruments are mainly played by bowin', rather than pickin'. Her storefront window, next to old Fire Station No. 1 on Church Avenue, is full of standup basses—

the kind that look like overgrown violins. The walls are lined with violins ranging from teeny tiny to full-sized.

The Roanoke opening of Salisbury & Heer Stringed Instruments Inc., is the latest chapter of a musical story that started in Lynchburg.

"My parents were amazing," says Christi, 35. "We grew up in my house with the spirit that anything is possible. They just let me do my own thing."

Christi decided on a music career and was admitted to the Eastman School of Music in Rochester, N.Y. After three years, Christi, a violinist, had to drop out with a repetitive stress injury. After taking some time off, she graduated from Rutgers with a bachelor's of music.



Randolph Walker

"It was a difficult time still with this injury," Christi says. "I moved back to Lynchburg to figure out what I was going to do." A musical acquaintance decided to sell his instrument rental business. "I was looking for something to do. Obviously it was related to music, so it was a good fit.

"I'm interested in business too. I was looking at how can you be a musician and also do well financially." Together with her business partner, Lynchburg pianist Allan Heer, she bought the rental business.

"In Lynchburg it's going great," says Christi. "In Lynchburg we're blessed to have a thriving string education program." The Lynchburg store had some customers from Roanoke, which gave her the idea of opening a Roanoke store.

"I like the idea of being able to start something. There's a little bit of an entrepreneurial bent."

In the fall of 2012, she started keeping afternoon hours three days a week (Wednesday, Thursday, Friday) at 7 Church Ave. S.E. (www.salisburystrings.com). "I guess I just like it downtown. I think it's a great place to be. It seems to suit our vibes, rather than a strip mall. We're not so much a walk-in type of store. It's a destination place where people find us, so it doesn't matter where we are."

About 80 percent of her business is rentals, mostly to children who participate in school programs and/or study privately. She also sells vintage and new instruments.

Roanoke, of course, already has music stores, including Melody Haven, two blocks up Church Avenue from Christi's storefront and the Fret Mill, a few blocks away on City Market. "We've worked with the schools for many years. The City [of Roanoke] has a nice string program," says Sue Rowe, owner of Melody Haven.

In Roanoke County, the Band Room on Brambleton Avenue carries violins. "We have quite a few that we rent out for the Roanoke County string program," says Naomi Bolling, the owner. "A lot of people rent 'em until they decide what they're going to do."

Christi points out that her store is devoted exclusively to orchestral strings: violins, violas, cellos, basses and accessories. "We feel like we're the string people. It's what we know the most about."

This is not to say that bluegrass fiddlers are turned away. Same instrument, just played in a different way.

Flexibility is needed to make a living in music. In addition to running her store, Christi teaches violin, performs with the Roanoke Symphony Orchestra and Lynchburg's Opera on the James, organizes music festivals, and does weddings and other gigs.

"It disheartens me to hear parents steer kids away from music," she says. Success is possible, although "you have to be creative, you have to make your own way." 



*guide for
meeting
and event
planners*

MEETING Spaces

from elegant to practical
sophisticated to simple
off the beaten path
to in the heart of it all
FRONT showcases a dozen
spaces for you to host
your next meeting or event
with memorable results



the lodge during construction

Sometimes the best place to bond is off the beaten path

Reggie and Dina Bennett's Mountain Shepherd (www.mountainshepherd.com) is expanding in a lot of ways, including physically with the construction of 6,500 square feet over two buildings. The expanded facility will mean additional services that will include—Bennetts hope—a lot more businesses interested in leadership and team development.

The lodge at Mountain Shepherd sleeps 45. There is catering and help with speakers available for large groups. Companies like Member One Federal Credit Union, church groups and other organizations are scheduled to use the facility, which is open year around.

Dina coordinates the tailored packages for companies.

"I find out what they want, and we work to provide it," she says. "We want the expertise [learned in the conference] to last."

Some of the gatherings want the outdoor adventure; others do not, she says. She has two separate women's groups that use the facility both for outside survival testing and inside inspiration.

Mountain Shepherd Wilderness Survival School has been featured on CNN, National Geographic Adventure Magazine, Yahoo! News, The History Channel, Examiner.com, PBS, and O Magazine (Oprah Winfrey).



Dina Bennett

For more information visit www.mountainshepherd.com or call 540-588-1611.

leadership training
like you've never experienced before
right here in
Catawba, Virginia

"An amazing course!
The leadership parallels are clear.
I now will more easily survive both
the challenges of Mother Nature as well as the office!
Reggie is a masterful teacher. I would do this again in a heartbeat
and whole-heartedly recommend it!"



540-588-1611
mountainshepherd.com



The Sweet Spot Near the Airport

The **Sheraton Roanoke Hotel and Conference Center** is a longtime Roanoke favorite, especially for lunch and breakfast meetings.

Robin Sampson, the director of sales and marketing, says it is looking for groups in a range of two to 600 people. It has been host for associations, non-profits, corporations, government and religious organizations. It can accommodate a small group of 10 for one day to a group as large as 350 for three days

Clients are "normally looking for meeting space, meal functions or guest room needs," says Robin and "if the event is for several days, we would normally provide some entertainment such as music, comedy, golf at a nearby course or tickets to a ball game."

540-563-9300

www.sheratonroanoke.com



Fred Pryor, director of center services at Roanoke's **Jefferson Center** says as many as four separate conference rooms and the Shaftman Performance Hall are available for between 20 and 200 people for corporations, non-profits and government agencies.

"Our biggest client group is for managerial meetings or seminars for different companies in the Roanoke Valley," he says. Costs "can be as low as 50 dollars, or for the larger ballroom on the weekend the cost can be as much as \$2,000. Typical weekday rental of the ballroom [300 capacity] for four hours is \$500."

The center has audiovisual equipment, a list of caterers and can help with music and other entertainment.

JEFFERSON CENTER FOUNDATION

541 LUCK AVENUE, SUITE 221

ROANOKE, VA 24016

E-mail: info@jeffcenter.org

Box Office: 540.345.2550 | Office: 540-343-2624

www.jeffcenter.org

Chateau Morrisette is conveniently located in Floyd County, Virginia, just off the Blue Ridge Parkway (MP 171.5). Enjoy expansive views, desirable meeting and conference space, elegant dining rooms, complimentary wi-fi, and over 90 rural acres of farm, vineyard and entertainment venues.

Our winery and restaurant space is ideal for meetings, small day conferences, employee and client appreciation events, team building workshops, and strategic planning retreats.

Contact our Events Manager, **Sally Truslow**, at (540) 593-9223 or struslow@thedogs.com to plan your next event.

CHATEAU
MORRISETTE®
.....
HAND-CRAFTED WINES SINCE 1978



Plan your next meeting or company event at our winery. Enjoy an elegant venue away from the office. Stimulate creativity, plan business strategy, and build your team spirit in a relaxed and comfortable setting not far from home. From ten people to a hundred, your group will savor the experience.

Cheers!

Contact: Sally Truslow, Event Manager
540-593-9223 www.thedogs.com



42.8 Miles Apart.

Located in the heart of downtown Roanoke, Virginia, the beautiful and historic Hotel Roanoke & Conference Center offers the optimal venue for your next conference, meeting or special event.

History aficionados will marvel at the refreshed look being given to our historic Regency Room. Guests can reserve our new group dining area, The Regency Overlook, for wedding receptions, rehearsal dinners, corporate lunches, dinners, and other functions.

With its 63,000-square-foot, high-tech conference center, the Hotel can accommodate a full range of functions, from intimate gatherings of 20 to grand occasions of 1,200.

Our unmatched service and attention to detail form the framework for everything we do. The abundance of flavors and visual intrigue offered in our culinary presentation is unparalleled. Our food and beverage team, led by Executive Chef Billie Raper, uses local, sustainable and organic ingredients to prepare dishes ranging from the light and healthy to the decadent and hearty.



The IACC (International Association of Conference Centers) accredited facility offers an array of meeting packages that pull together all the details for your meeting at one predetermined, all-inclusive price. Our professional event planners will custom design meeting packages that best suit your needs.

This renovation completes a progression of improvements to the entire hotel, including the Garden Courtyard, a large, multi-versatile space for events. The Hotel Roanoke & Conference Center proudly continues its commitment to preserving the traditional look of this National Historical Landmark.

The Hotel Roanoke & Conference Center invites you to earn triple event planner points and a 5 percent master account rebate when you book a meeting that takes place by **April 6, 2013**. To learn more visit www.HotelRoanoke.com

The Hotel Roanoke & Conference Center is a joint project of Hotel Roanoke LLC, the City of Roanoke and Virginia Tech. It is managed as a DoubleTree by Hilton Hotel by the Hilton Hotels Corporation.



THE HOTEL ROANOKE & CONFERENCE CENTER
A DOUBLETREE BY HILTON HOTEL



Together in Quality.

Welcome to The Inn at Virginia Tech and Skelton Conference Center, the premier hotel in Blacksburg, Virginia, and the only hotel located on the campus of Virginia Tech.

Casual elegance and state-of-the-art wireless networks come together to form the perfect venue. It's about being on our beautiful campus, but getting away from it all. Its excellent service, attention to detail, and comfortable accommodations make The Inn an ideal destination in the New River Valley.

With an assembly hall that accommodates 135, 10 dedicated meeting rooms, and 147 guest rooms, The Inn at Virginia Tech can plan a sophisticated gala for 700 or a relaxed gathering for seven. An IACC (International Association of Conference Centers) and Virginia Green accredited facility, The Inn at Virginia Tech and Skelton Conference Center offers productive meetings and convenient accommodations, plus an events venue for business and special events.

Our staff has extensive experience hosting events for diverse groups, and we welcome both university and non-university business, including corporate meetings, association meetings, government meetings, military meetings, and religious retreats. Our dedicated conference center provides an environment conducive to learning, creating opportunities to advance education and collaboration.

Amenities for meeting attendees include Preston's Restaurant, the Continental Divide lounge, and a comprehensive fitness center. From delicious hors d'oeuvres and full-service, day-long coffee breaks to extravagant dinners and scrumptious desserts, our award-winning chefs will indulge any taste imaginable.



For conferences, special events, or leisure, come experience the hospitality, luxury, and latest innovations in beautiful southwest Virginia. The Inn at Virginia Tech and Skelton Conference



Center is the perfect destination to explore all that Virginia Tech, Blacksburg, and Montgomery County have to offer.

For more information about The Inn at Virginia Tech and Skelton Conference Center, call 540-231-8000 or 877-200-3360.



THE INN AT VIRGINIA TECH
AND SKELTON CONFERENCE CENTER



Jeffery Burwell, general manager of **Mountain Lake Hotel** says his facility is “in a rural location which appeals to meeting organizers” allowing them to capture their attendees’ time by offering food/beverage, lodging, entertainment and recreation... I stress the importance of having a captured audience. We are 20-30 minutes away from most restaurants and entertainment. Being at the top of the mountain, many attendees park their cars and stay; they aren’t ducking meetings to go shopping. Organizers like this because they increase their attendance at seminars.”



Mountain Lake Hotel has more than 7,500 square feet of convention/meeting space with all the extras. Costs “begin at \$35 per person for groups of 25,” says Jeffery, and overnight lodging rates begin at \$150 per person single occupancy to include lodging, dinner, breakfast, lunch, WiFi, and recreation. Conferences that reserve at least 15 lodging rooms receive complimentary meeting space.

Mountain Lake still thrives off the popularity of the 1987 movie “Dirty Dancing,” which was filmed there.

540-626-7121
www.mountainlakehotel.com



Primland at the Meadows of Dan is a Virginia resort that sits in isolation, and Ann Walker, director of sales and marketing, says that is a huge part of its appeal.

“Primland is a self contained resort destination with everything on site,” she says. “This facilitates the planning of the event as it becomes a one-stop planning process.”



“Having a captive setting facilitates networking and the exchange of business ideas after the business meeting concludes. Having recreational activities on site fosters improved interaction between group attendees.”

Primland has spaces ranging in size from 512 square feet to a board room with permanent seating for up to 17 persons and a ballroom of 2,178 feet divisible into two additional rooms. Costs—with all the bells and whistles—start at about \$350 per person

and Primland is looking for groups of six to 50 that will include association or corporate boards or strategic planning events, rewards programs and the like. Primland will help arrange speakers for spouse/guest programs, music, magicians and “a full range of entertainers.”

866-673-7802
www.primland.com

The Greenfield Center in Botetourt County (www.viriniawestern.edu/workforce/GreenfieldCenter.php) is one of those hybrids that grew up out of a specific need: worker training. Cassandra Dove, the coordinator, says the focus is often on customized training, since Greenfield is affiliated with Virginia Western Community College.

“The Greenfield Center typically works with businesses and organizations directly. If training is provided, it is customized to the needs of the business, and can range from technical hands-on training to interactive lecture based training.”

The center has an 85-seat Lecture Hall, a board room, a computer lab with 20 individual stations, and other spaces of variable size. Greenfield is in a relatively rural area outside Roanoke, but easily accessible. Meetings cost \$300–\$600 a day, depending on the number of hours needed. Multiple room rentals go to \$1,500 a day, and customized training is extra.

540-966-3984





Good Company Choice

Gather in good company at the Virginia Museum of Transportation

The Virginia Museum of Transportation is not your average meeting space. This unique venue offers a sense of place, history and function that is unmatched by any other venue in the Blue Ridge.

Guests can explore the N&W Class A 1218 and Class J 611, historic steam and diesel engines, cabooses, and other rail equipment as modern trains rumble past; dine next to beautifully and accurately restored classic cars; and toast to happiness and success under soaring planes.

The Museum can accommodate parties and meetings up to 1000 people — from the high-end to the good ol' boy barbecue. Multi-media solutions are available. Open year round. The Rail Yard is outdoors. The Auto and Aviation galleries are indoors. Preferred caterers available for hire — or choose your own caterer. Liquor license required. Ample parking. Banquet rentals available.

"We have the WOW factor," said Beverly T. Fitzpatrick, Jr., executive director of the Museum. "The Virginia Museum of Transportation is the place to share, learn, network and celebrate. If you want to gather in good company, we're the venue of choice."

Virginia Museum of Transportation | 303 Norfolk Avenue SW | Downtown Roanoke
vmt.org | 540-342.5670

Photo courtesy of Lori Hedrick Photography





Charter Hall, located on the third floor of the City Market Building, is a spacious and beautiful venue for meetings, receptions, and special events. Steeped in over 90 years of history, this space has been home to nightclubs, discos, basketball courts, and boxing rings. Now, as part of the recent renovation of the entire building, Charter Hall has been grandly brought into the 21st century with state of the art audio/visual components, a seating capacity of up to 460, and elegantly simple decor.

Charter Hall is an affordable and flexible option for meetings. Located right in the heart of Historic Downtown Roanoke, it is an easy walk from the Hotel Roanoke and many parking options. Additionally, the first floor of the City Market Building boasts nine restaurants that can offer catering upstairs or provide convenient dining options for participants throughout the day. After the work day is done, don't forget to take advantage of the entertainment and nightlife that surrounds you!

For more information on reserving Charter Hall for your next function, please contact:

Sara Guerry
Market Building Director
540.986.5992
sara@citymarketbuilding.com

www.citymarketbuilding.com

CHARTER HALL



Beliveau Estate
Winery / Event Center
Corporate Retreats

A Place to Work Hard/Play Hard
Blacksburg, VA
540-961-0505
www.BeliveauEstate.com



Just Right Audio Visual, Inc.
Lester Hamrick
President



3237 W.Lynchburg-Salem Trpk.
Bedford, Virginia 24523
Office & Fax 540.586.4147
Mobile 540.314.2130
les@justrightav.com
www.justrightav.com



Randolph Walker

Hiawatha Nicely: "Most new jobs coming today will require less than a four year degree."

Getting the workforce ready to work >

Executive Summary:

Hiawatha Nicely brings long and varied business experience to his volunteer job of developing the region's workforce.

By Randolph Walker

There are people in Virginia who want jobs. There are employers in Virginia who need employees. Hiawatha Nicely's mission is to match the two.

"Unemployment in Virginia is just south of six percent. Most of that unemployment is due to minimal technical training or [lack of] access to that type of training," says Nicely.

Welding positions offering \$100,000 are unfilled, as are satellite dish installation positions offering \$12 an hour. But Nicely and other workforce advocates are making progress.

The Virginia Workforce Council is appointed by the governor and includes representatives from business, the Virginia Employment Commission, and the community college system. It oversees state implementation of the federal Workforce Investment Act, which provides money for training and education of the workforce and calls for business participation in workforce development.

A Botetourt County resident, Nicely, 63, comes to workforce development from a varied career in business. He was plant manager and general manager with Hercules Inc.; co-founder and executive vice president of Magnox, manufacturing coatings for audio, video, computer tape; he helped start Community National Bank in Pulaski and worked 14 years in banking. As CEO of New Century Consultants, based in Fincastle, he advises bank startups and individuals entering business.

"The states are the grant recipients," says Nicely, a former member of the council. "The states in turn distribute the money to the regions based on unemployment levels and some other formulas. Each of those regions generally falls within a planning district. Then the local elected officials in those areas appoint a workforce development board."

Nicely is chairman of Western Virginia Workforce Development Board, headquartered in Roanoke and covering Franklin County north to Alleghany County. He is former chairman of the New River/Mount Rogers Workforce Investment Board, which covers Montgomery County to Washington County. Both regions exceeded the state-established benchmarks for 2011, he says.

The state is "looking at expanding the number of people that are put through a program of workforce readiness training," he says. "And these career readiness certificates are far from an associate's degree, but they

CONTRIBUTORS

Lois Caliri is a freelance writer/editor based in Christiansburg, Virginia. She was a writer at Virginia Tech; the editor of a trade publication based in Essex, Connecticut, and a business writer for The Roanoke Times. She has contributed to several issues of FRONT in 2012, including the March cover story on the future of country clubs. [newme108@hotmail.com]

Susan Culbertson, the owner of Controllers, Etc, an accounting and financial contracting service, specializing in transitional, temporary and heavy workload projects, contributes articles on finance and management. [susan@controllersetc.com]

Jane Dalier is an Account Executive for FRONT, with extensive experience in publication sales and small business ownership. [janedalier@gmail.com]

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

Kathleen Harvey Harshberger is a graduate of Radford University and the Protocol School of Washington. She conducts seminars in business etiquette, international business protocol, and dining skills. She has an international clientele in business, government, and higher education. She is a certified Protocol Officer. [harshbergr@aol.com]

Sarah Beth Jones is a veteran newswoman who owns—with her husband Rob—Nary Ordinary Business Services (NO B.S.) in Floyd. She is a former columnist for the Greensboro Daily News and a native of North Carolina. [sbj@naryordinary.com]

Elizabeth Markham is a recent graduate of Hollins University. She writes, blogs, and creates art from her home in Botetourt county. [EMarkham@hollins.edu]

Michael Miller is senior licensing manager for Virginia Tech Intellectual Properties in Blacksburg. His consulting company is Kire Technology. With more than 25 years as an inventor and technology consultant, working with Fortune 500 companies and startups, he screens businesses for the World's Best Technology Showcase and mentors tech startups through Development Capital Networks and the National Science Foundation. [mbmiller2@gmail.com]

Anne Piedmont is the president of Piedmont Research Associates, a marketing communications firm she has started after working for the Roanoke Regional Partnership as director of research for more than 18 years. She's also worked in public relations and journalism. She loves numbers and wants them to make sense for you. [annepied@yahoo.com]

Dan Smith is editor and co-owner of Valley Business FRONT. A native of Asheville, N.C., he has been a journalist for more than four decades and has won many journalism awards (writing, photography

and design). He is a member of 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]

Samantha Steidle is owner of the Business Lounge in Roanoke. She has an MBA from the University of Wisconsin-Eau Claire and has worked in TV advertising, marketing, education and small business counseling. [samanthasteidle@gmail.com]

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

Nicholas Vaassen is a graphic designer with 12 years experience, specializing in publications. His design projects include FRONT, lifestyle, real estate, municipal, classified sales and cultural organization magazines in the Roanoke and southwestern Virginia markets. [nvaassen@berryfield.com]

Randolph Walker graduated from the University of North Carolina at Chapel Hill with a journalism degree in 1983. He has been a daily newspaper reporter in Roanoke and an advertising copywriter for the Edmonds Packett Group. He is now a freelance writer as well as a performing musician and guitar teacher. [rwalker25@cox.net]



Melanie Huber

January 2013 >
Contributor of the Month

Melanie Huber, a newbie with the FRONT freelance writing corps, is off to a good start, taking our Contributor of the Issue award right out of the box. Melanie's story on military veterans adjusting to the workplace and what companies are doing to help that transition was a well-written piece built around some solid research and a good understanding of the topic. Melanie is a poetry critic for a national magazine, a Hollins graduate and a woman whose talent is obvious. Congratulations. You can read Melanie's back issue articles at vbFRONT.com

“”
We resist
changing
our
passwords

— Page 27

“”

Can a violin business succeed
in a banjo town?

— Page 31

are indicators to employers that employees have a minimum level of competency in reading, writing, math and safety training.”

Nicely encourages job seekers to visit the Virginia Workforce Center at Crossroads Mall in Roanoke. There are also centers in Radford, Rocky Mount and Covington. “Any individual seeking work or training can go to that center and be directed to the right organization to fulfill their need. Foot traffic averages 200-plus a day looking for those services.”

Operated by Goodwill Industries, the one-stop center doesn't just serve people with disabilities; job counselors also help young people, dislocated workers, and adult workers seeking better positions, he says.

The other side of the equation is working with employers. “We work with local businesses and manufacturers in a broad range from

health care to direct manufacturing,” he says. “All a business has to do is call us. We will find a way to put together a program to provide the training necessary to provide them [with qualified] employees.”

That training often involves the community college system, headed by Glenn DuBois. “The chancellor of the community college system, along with the governor, has taken charge of workforce development for the state and has taken in, as part of the community college mission, this particular part of workforce training,” he says, referring to the goals of the Workforce Investment Act.

The community colleges offer fast track programs get a certificate or a two-year degree in about 18 months, he says. 

Contact information for Nicely and the Western Virginia Workforce Development Board is at www.westernvaworkforce.com.



JDRF IMPROVING LIVES. CURING TYPE 1 DIABETES.

DENIM & Diamonds

The JDRF 10th Annual Star City Gala

March 23rd, 2013, 5:30 p.m. | The Shenandoah Club

Join us for a fun evening and help cure type 1 diabetes.

JDRFgreaterblueridge.org (540) 772-1975



Tom Field

On a tablet or mobile device, Pivotal Testing is cross-platform and academically interdisciplinary (world geography and science shown in this demo).

A big jump from No. 2 lead pencils >

Executive Summary:

Put away your pencil, paper, laptop or remote control in tomorrow's college classroom; two VT students point to something else—and it's right in your own pocket

By Tom Field

It's rude to pull out your cell phone during a lecture, right? Not if Braden Croy has anything to say about it. In fact, he's working on an app that encourages mobile devices in the classroom, from phones to tablets. And to push it further, he wants students to use their own digital devices when they're taking tests.

Introducing Pivotal Testing, a new venture and idea from two Virginia Tech students that's already gaining a lot of attention since it was first presented just months ago at an entrepreneurial forum (a 54-hour event called "Startup Weekend"). Croy, a Blacksburg native and senior majoring in human geography, along with his partner,

Hayden Lee, a computer science major from Australia, formed their 11-member team for the Friday-through-Sunday competition, quickly built a demo, introduced their product, and won second place.

Croy says he was standing in a restaurant before the event, and an idea popped in his head. Why not replace online or in-class testing / assessments using the i-clicker® response system (a popular but proprietary technology used by many colleges) with the students' own smart phone?

The result from that entrepreneurial challenge was a presentation of an application called "Quizz Taker" that has since been fast-track developed into a real business model named Pivotal Testing.

Croy says the product is built using standard HTML5 coding, which is universal and works on all commercial platforms. But it's not the technology that excites him most—it's the solution and real advantages to learning.

"We're moving from mere memorization to conceptual understanding," says Croy. The way the tests and student response interactivity is presented, Pivotal Testing offers a discernible improvement over conventional performance measures such as the standard multiple choice format.

Indeed, in a quick demo on his mobile phone, you see a very graphical interface that seems to beckon the test-taker to actively respond to what he is supposed to know—not just guess at the answers. On a geography quiz, you move pictures of world leaders to their respective countries or other relevant associations. On a science class lecture response, you identify the correct bone in a skeletal rendering, and the system not only shows the correct bone, but points out the selections from your classmates as well.

Croy says Pivotal Testing is designed for both of the primary areas of educational assessments: student response (i.e. teaching and learning in class) and testing.

After the product pitch and second place win during Startup Weekend, Croy and Lee followed the classic “Lean” business development scenarios they learned in the Entrepreneurial Club (E-Club) and marched their new venture directly to a serious pilot test. Right on the VT campus was what had been dubbed “the nation’s largest lecture class.”

“[Professor] John Boyer’s class of world regions was a great test,” Croy says. “We pushed Pivotal Testing out to 2,500 students.

[After the experiment], when we asked the participants whether they would like to take their regular tests on a system like this, we got an overwhelming ‘yes’.”

The idea of Pivotal Testing looks promising. Croy says the professors are interested in the app, especially the younger ones, and he and Lee are now moving to team building, conducting more pilots, exploring viable revenue models, and a public launch in the Fall.

But the real sparkle in Braden Croy’s eye seems to come from the hunt. The entrepreneurial spirit that simply must bring a real solution, product or service to a market in need.

As a kid, the Blacksburg native loved to make money selling vegetables from a stand, necklaces, mowing lawns, anything. He addressed the Junior Achievement ceremony, he is inspired by successful leaders, and now serves as president of the E-Club, raising \$10,000 for the cause.

Croy likely subscribes to the notion that life is always a pursuit for the true entrepreneur. In that sense, it’s always a pivotal moment. 



Tom Field

Braden Croy, Virginia Tech senior and president of the Entrepreneur Club.



Annette Patterson and Lewis Tudor at Charity Cottage in Vinton, which is run by The Advancement Foundation.

Swimming toward a better life >

Executive Summary:

Lewis Tudor and Annette Patterson hope to open up a whole new world for those needing a boost in this region. A waterworld.

By Dan Smith

For Lewis Tudor, it has always gravitated back toward swimming, even when everything was going ... well ... swimmingly. The swim focus is a new version of an old obsession for Annette Patterson. Together they hope to create a waterworld that will be of significant benefit to a number of Roanokers who don't get much of an opportunity to take part in a form of recreation that can build a lot more than big shoulder muscles.

Lewis recently closed his nearly 30-year-old

Tudor's Biscuit World (to much moaning and gnashing of teeth among his large following) because it had ceased to bring in the profits that had helped him raise his family. Annette, who is one of Lewis' best swimmers (we'll get to that in a minute), was looking for a way to combine her newly-re-discovered passion for the sport with her other passion: helping those who need help.

They have been coach (Lewis) and star swimmer (Annette) for nearly two seasons now. Lewis, who is 56, has been deeply involved in swimming as a coach and a competitor virtually all his life. Annette, 47, who made a huge splash—so to speak—coming out of a 28-year “retirement” a year or so ago as been re-energized with the vigor she had as a swimming youngster when she showed so much promise. Lewis calls Annette the swimmer “a diamond in the rough who never made it to a jeweler” until now, he being the jeweler. The two of them have made the Hunting Hills Swim Club one of the powerhouses in this region.

And now the duo is jumping into a deeper pool, one they hope to create and one which will allow them to follow their bliss and create a whole new group of swimmers: those either too poor or too handicapped or too old to have participated in the past. Their goal is to build a Community Aquatic Center near downtown Roanoke and away from the monied suburbs.

Because Annette has been involved in another passion since 2007 (The Advancement Foundation, an umbrella non-profit organization she created after tiring of an executive position that wasn't improving the lives of those in need). She believes the marrying of the AF and the

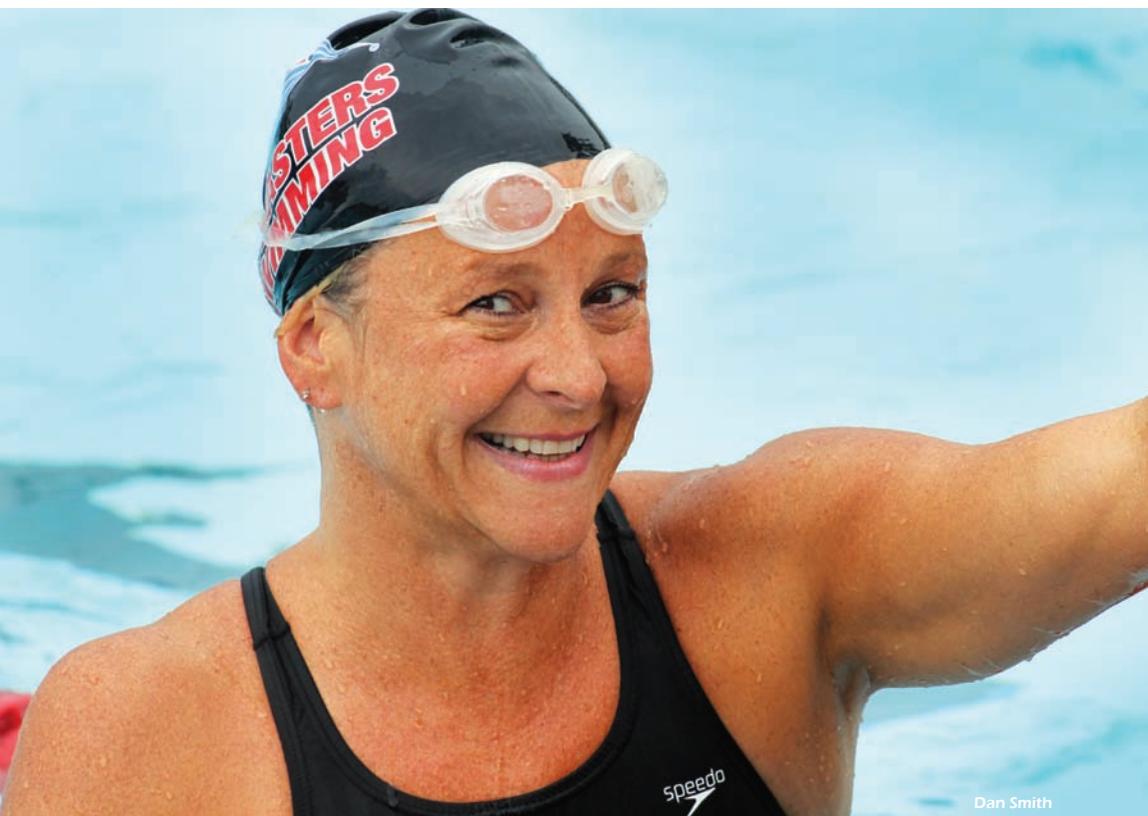
Aquatic Center can create a new energy. The pool will be built with community support and designed by Adam Cohen, he of the Passivhaus technology (to this point used only in buildings). It would be the first Passivhaus pool in the U.S. and its energy savings would be monumental (a drop from \$100,000 a year electric bill to \$50,000 for starters). The pool would be 10,000 square feet and the Aquatic Center would be two floors of 10,000 square feet each.

The pool would create partnerships with other organizations to involve their clients in swim classes and activities and even a swim team that would compete locally and regionally.



Dan Smith

Lewis Tudor with his daughter Erin, a former West Virginia University swimmer.



Dan Smith

Annette Patterson in competition.



forget the mixer

We're going to the BizTalkBlender

Brought to you by:

AssessmentPros + Valley Business FRONT
vbFRONT.com

- ✓ Facilitated Discussion
- ✓ Deeper Level Connections
- ✓ Structured, Informative, Entertaining

HURRY!
Don't Wait

Find Out More or Register NOW at: RoanokeBizTalk.eventbrite.com



Thursday, February 21 • 5:30 to 7:00pm
Ramada Inn Rivers Edge • Roanoke
540-420-1004
Jennifer@AssessmentPros.com



The AF has put together several businesses that help sustain it and the Aquatic Center would follow that mold, says Annette. The AF's Charity Cottage store in Vinton, by itself, has earned income "for four or five non-profits," says Annette. The AF has four employees (including Lewis and Annette) and a number of volunteers, including a couple of youngsters from Americorps. Annette's goal has always been "a multiple income stream" to benefit non-profits and the people they serve.

Annette—the passionate Annette—is constantly emphasizing "taking steps to develop life plans, to change lives long-term" for clients. "I've watched Lewis build confidence in people who don't have it," she says. "We hope to create social change, beginning with these [poor] kids," says Lewis.

The initial idea is to "try to open swimming up to people without access or inclination.

We want to use the Y[MCA] for programs, get grants to incorporate swimming, work with a group from the Rescue Mission, Big Brothers and Big Sisters" and on and on. Mental health clinicians will be available to help.

The pool will be operated based on programs, not memberships, says Annette. It will have 10 lanes (the biggest pool in the area) and will be an attractive home for big meets. Annette talks about the economics involved of bringing large numbers of teams to the region. It will, she insists, "create a new revenue stream, growing with a different demographic."

So, next up is putting together the funding from various sources, including participating businesses. Those interested in taking part, can reach Annette at annette.taf@gmail.com. 

PROTECTING YOUR COMPANY FROM THE NEW FEDERAL ENFORCEMENT AGENDA:

THE GUARDIANS



Plan to attend Gentry Locke's 2013
**LABOR & EMPLOYMENT
LAW SYMPOSIUM!**

LYNCHBURG:

Thursday, March 14, 2013
Craddock Terry Hotel and Event Center
Register today at:
www.gentrylocke.com/LE13

ROANOKE:

Monday, March 18, 2013
Hotel Roanoke & Conference Center
Register today at:
www.gentrylocke.com/LE2013



This program has been pre-approved for 6.0 (General) credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute.

The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.

GENTRY LOCKE
RAKES & MOORE^{LLP}
Attorneys

Questions?

Call 540.983.9382 or
email glrm@gentrylocke.com

Maximizing the change >

My View

By **Dan Smith**
Editor

BLOG: [fromtheeditr.blogspot.com]

Excutive Summary: *Regardless of how you feel about the health care law, you probably want the system changed. It's a matter of how it's done and who bears the cost that is sticking us.*

There are almost daily reports of small businesses across the landscape who are taking what some would consider drastic measures as a response—whether political or practical—to the new healthcare law, which will require them to make health insurance available to workers.

These are businesses with more than 50 workers, so they're not tiny and most will have HR departments at that size. Most will have benefits, as well, though health insurance is one that has become more and more expendable for businesses of all sizes as costs have risen exponentially.

One of the curious phenomena I'm seeing here is the increasing politicization of our country, this time individual business people who oppose the president taking matters into their own hands and saying, "Hell, no! I won't go!" to recapture a popular phrase from my youth.

There are reasons to be opposed to the new health care law, from my perspective, most of them having to do with what it doesn't do, rather than what it does. Its effect should be measured in who it doesn't cover, rather than in who's mandated to have it. We should all be covered and if we were, studies have shown conclusively and consistently, costs of insurance and medical care would decline precipitously.

McGladrey, a large tax consultant, concludes (after a lengthy examination at its website mcgladrey.com) that "the beneficiaries of the health care subsidies—ostensibly provided for individuals—may end up being small employers. They may see their labor costs decline as a portion of their employees' total compensation package is effectively paid by the federal government."

There is going to be some initial pain in this law for some companies and for some people. The more resistance to the law, the more pain and the longer it will last. I would much prefer to have the kind of national health care so common in Europe and in Canada, insurance that covers everybody and every condition. It creates a predictable system whose costs can be controlled and gives the entire population the confidence in its health future. Many of these systems concentrate heavily on prevention (taking the lard out of the population's butts would be a lovely start), which has proved to be a dramatic cost-saver. If you don't get sick, you don't spend money on it. Simple stuff.

One of the odd turns in the debate about the law, which a consistent half of the population has opposed, is that when it is broken down into pieces, the law has overwhelming support. In March, a CBS News/NYTimes poll revealed that 85 percent of Americans want coverage of pre-existing conditions; 70 percent want



continued on Page 52

Old News >

By Tom Field
Publisher

On Tap from the Pub

Old people know better.

Older, experienced professionals and experts in their vocations are much smarter and wiser than everyone else. They've "already arrived" as we like to describe them in our FRONT slogan, in comparison to the "up and coming."

I guess if you've already arrived, you've got nowhere else to go.

Certainly not training classes.

On a whim, rather than sending an employee, I decided to scoot off to Richmond myself to attend a Dale Carnegie workshop. Over the past thirty years, I've been to what seems like one thousand such seminars in various professional capacities; but I figured I could still learn something. The first thing I learned was 50 year olds already know it all. Not one in sight. I had just celebrated my 50th birthday the previous week, and apparently I was supposed to go golfing this week instead. People my age no longer need training.

I kicked ass on many of the assignments; but alas, I got my ass kicked on some. I guess I haven't completely arrived, and I've still got somewhere to go.

Professional development networks are a waste of time, too.

I don't recall the exact moment when it hit me, but I'm sitting at the conference table and realize every other board member is about half my age. The AAF Roanoke advertising club (old folk know the club founded in 1958 as the Ad Fed) is one of the best business networking groups in the region, and by far the best association you have for keeping up with developments in the advertising, marketing and communication fields. But at least in Roanoke (not so much in other clubs across the country), middle aged and older guys and gals in the profession certainly don't need to serve in active roles. How gauche.

People my age are running agencies or directing serious marketing programs for major corporations. We have much better things to do than rub elbows with people who don't know everything like we do. In fact, if I'm seen with this club, I'm admitting I still have things to learn. I've still got somewhere to go.

If it weren't for the damn mirror, I would never have known I was old. I thought it was okay to attend a training class. I thought it was no big deal to take a board position at the ad club.

I've failed my generation.
As it turns out—I didn't know better. 



Smith / My View

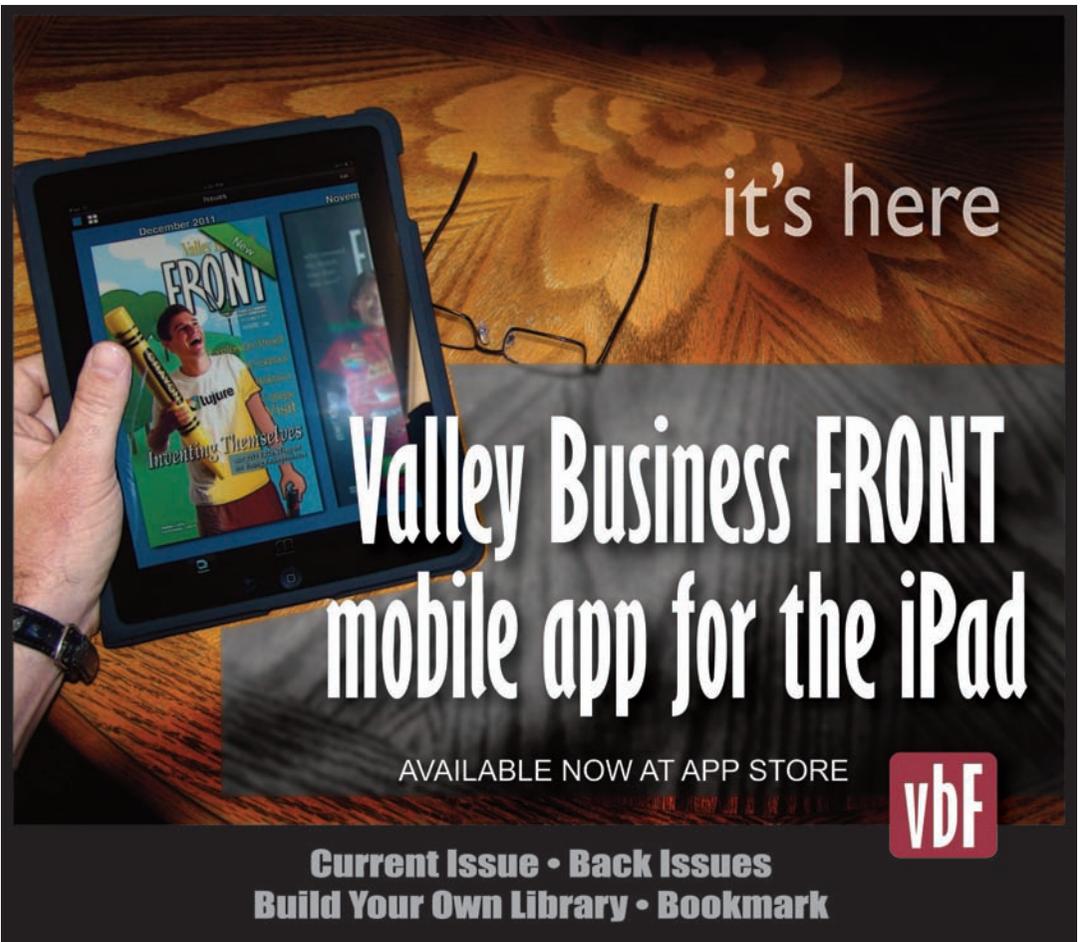
from Page 50

people younger than 26 to be able to be covered by their parents' plans; 77 percent support discounts to reduce Medicare drug coverage's gaps.

It is the requirement that everybody be covered that most Americans object to because so many believe that coverage will eventually be rationed and that physician selection will be determined by some imagined shadowy government worker who wants to kill their grandmother. Regulation of health care, however, will mean a reduction in cost, which means more care will be available to those who can't afford it (and those who can).

Insurance companies aren't happy with the law because it will likely cut down on abuses and out of line costs. Some medical people don't like it because the government compensation for many services is less than what they want (though hardly out of line—in a relative sense—with compensation in First World countries).

Fact is that 19 percent of us want to maintain the status-quo and it's a matter of how change is accomplished, rather than whether there is change that is causing all the ruckus. The change that is coming at this point is relatively minimal. In my world, I'd like to see it maximized. 



it's here

Valley Business FRONT

mobile app for the iPad

AVAILABLE NOW AT APP STORE



Current Issue • Back Issues
Build Your Own Library • Bookmark

Letters

From Valley Business FRONT Facebook postings:

Congratulations to my friends who were among Valley Business FRONT's Top 50 salespeople [December 2012 edition]. All well deserved! — LC

I just wanted to let you know how much we enjoy your publications. We really like the great articles about all the wonderful local businesses. Keep up the great work! — Things In Roanoke That Don't Suck

Great tech column by Michael Miller! — AC

It's mid-[month]. Have you downloaded the latest issue of Valley Business FRONT yet? — SJ



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

“ ”
The joints Mother Nature gave us are wearing out fast

— Page 22

Reach Out!

There's no better audience than readers of the **FRONT**. Reach the region's most-engaged, progressive, informed buyers right here—each and every month and online 24/7.

Call or email us for more information.

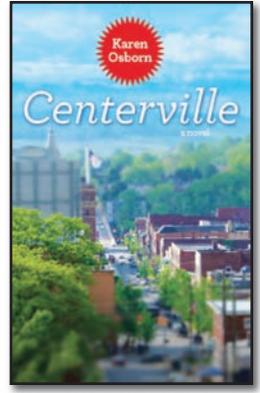


ads@vbFRONT.com

540-389-9945
vbFRONT.com

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 150-word reviews of books you've read during the past six months. Our goal is to recommend good books on any topic and in any genre. Send reviews to Editor Dan Smith at editrdan@msn.com



The unexpected

Hollins University graduate and former Roanoker Karen Osborn has put together a fascinating look at the small-town reaction to a horrific 1967 act of violence in *Centerville* (Vandalia Press). In this novel, based on a revenge bombing incident from her childhood in the Midwest, Karen examines the emotions of families of the victims, those who knew and influenced the people who died and the emergency workers who tried to make sense of it.

The pieces don't all come together in a tight package; they are more like the mosaic of broken dishes the confused and devastated wife of the owner of the bombed drugstore is piecing together throughout the book. There's a picture there, but it's unclear what the picture is. Osborn, who is a writer in residence at Hollins this semester (and who teaches at Mt. Holyoke), is a mature voice at the top of her game. Her *Patchwork* was a New York Times Notable Book of the Year and *Centerville* is certainly noteworthy for its style, depth and its unexpected turns at a time when casual mass violence is epidemic.

—Dan Smith

A tale of food and community

Raised by hippie parents in the wilds of Idaho, Novella Carpenter, author of *Farm City: The Education of an Urban Farmer* (Penguin Books) had fully absorbed their Back-To-The-Land ethos and wanted to live it, but being social creatures, she and her partner wanted neighbors and all the delights and resources that the city offered. So she and Bill set up 10 blocks from downtown Oakland, Calif.,

in what can only charitably be called a marginal neighborhood, using the deck on their upstairs apartment, the back yard and an abandoned lot next door to raise vegetable, honeybees, poultry and ultimately, pigs. From that experience she created this funny and tender memoir and an ongoing blog called "Ghost Town Farm."

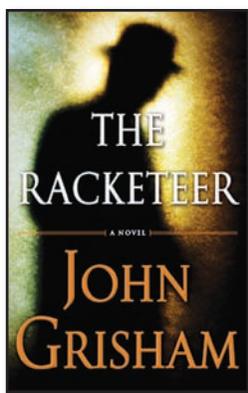
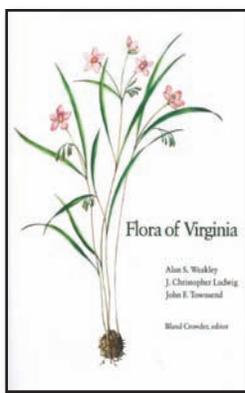
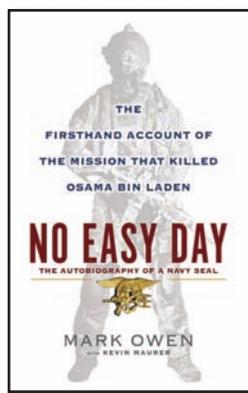
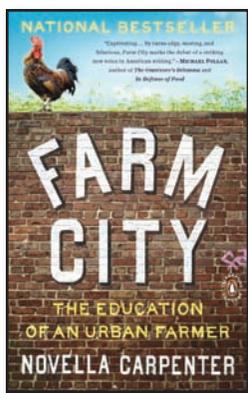
Carpenter is a thoughtful eater, a committed locavore and interested in reducing the waste stream. So growing her own food and foraging for her livestock within the gritty community she lives becomes a way of life. But the book is not just farm tips and adventures, it's a great story about community-building as Novella meets her neighbors—Buddhist monks, Vietnamese refugees, homeless squatters, drug addicts, the people on the fringe—and shares her bounty, and ultimately profoundly changes the place. It's a delightful tale, exquisitely told.

—Becky Hepler

Killing bin Laden

Interest in the killing of 9/11 mastermind terrorist Osama bin Laden by the U.S. Navy's SEAL Team Six is at an all-time high. ("Zero Dark Thirty" anyone?) Americans can't get enough of the details on how bin Laden met the wrong end of an American gun. *No Easy Day: The Firsthand Account of the Mission That Killed Osama Bin Laden* (Dutton Adult) created its own controversy upon release recently.

This was written by Navy SEAL Mark Owen (an alias), who saw and lived the hunt and its final shots. *Day* opens with the 2011 mission at a heart-stopper moment: Owen's helicopter is about to crash inside the Al Qaeda leader's



compound. With his co-author Kevin Maurer, Owen then zips back to his youth, early military life, and the arduous training to join the hardcore unit.

Owen's prose is fast, uncluttered, matter-of-fact truth; no chest-beating or "what does it all mean" analysis. Exact details are sketchy as Owen guards his fellow SEALs, discussing tours in Iraq and Afghanistan, Somali pirates, as well as the bond that unites these men. When we return to the hunt the pages turn breathlessly. Owen enralls with white-knuckle suspense as he recreates a room-by-room search. What surprises this desk jockey—who considers a paper cut a cruel injury—is the coolness of these men as they top a staircase and a figure appears. Yes, history is around the corner, but many more days like this lie ahead. None of them will be easy.

—Steven Mackay

Flora gets an update

The Virginia Native Plant Society has finally published the long-awaited *The Flora of Virginia* one of the few volumes to attempt to put all this information between two pages since John Clayton's *Flora Virginica* in 1762. There are several regional books on Virginia's flora, but their total weight—according to one source—is 13 pounds, so this new volume is nothing if not efficient. It took 12 years to compile.

The team that put the book together includes Alan Weakley, Christopher Ludwig and John Townsend. The illustrators are Lara Call Gasteringer, Michael Terry, and Roy Fuller.

The new volume looks at 3,164 plants within

200 families. The book is not for the casual reader. It contains taxonomic descriptions of native species (or those well-established) and has identification keys "with 1,400 captioned, scaled, and botanically accurate drawings."

—Dan Smith

Grisham's latest

The Racketeer (Doubleday), the latest John Grisham novel, is set in southwestern Virginia towns up and down I-81 and begins in a white collar prison. The story is told from the perspective of a disbarred attorney who claims to be innocent. The lead character is an African-American partner in a small law firm in Winchester.

He handles a simple real estate deal and unfairly becomes snared in a federal investigation. He's sentenced to five years in prison and things get interesting quick. I felt compelled to finish reading it the second time I picked it up.

The ending of the novel works in a hot Virginia story regarding a touchy subject that has been frequently in the media of late. I don't want to give away the ending so we'll leave it at that.

—Connie Wright Stanley

(The reviewers: Becky Hepler is a Newport-based school librarian. Steven Mackay works at Virginia Tech. Connie Wright Stanley is a Roanoke Valley banker by day and an occasional blogger. Steven Mackay is a communications coordinator with the College of Engineering at Virginia Tech. Dan Smith is editor of FRONT.)



Freedom First in Daleville >

Freedom First Credit Union held a ribbon cutting Jan. 11 at its newest branch in Daleville. Here you see FFCU CEO **Paul Phillips** (sixth from left) surrounded by bank officials and government officers. The branch is managed by **Matt Graybill** (third from left). Those cutting the ribbon include **Sarah Andrews** of FFCU, Travis Jones of the Botetourt County Chamber of Commerce, **Graybill**, **Jeff Poff** and **Nelson Shibley** of the FFCU board, **Phillips**, **Pete Peters** who is Botetourt's parks and rec director, and **Frank Turk** and **Judy Harrison** of the FFCU board.



Writers conference chat >

New WVTF-Public Radio morning man **Tab O'Neal** (left) interviewed FRONT Editor **Dan Smith**, who is also the director/founder of the **Roanoke Regional Writers Conference**, Jan. 7 as the conference approached. The RRWC, which is at Hollins the last weekend in January each year, was a sellout for the fourth straight year.

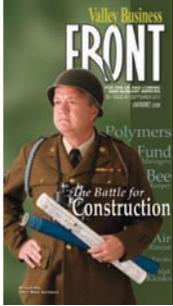
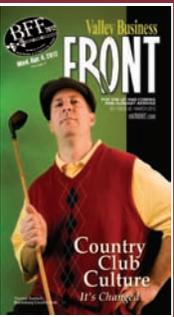
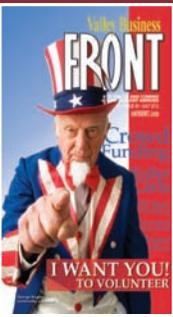
FRONT'N ABOUT



Puttin' on the mask >

The **Square Society**, a fundraising charter of Roanoke's Center in the Square, held its annual **Black & White Masquerade Ball** at Hotel Roanoke Jan. 19. FRONT publisher **Tom Field** with his wife, **Emily** (above) attended the event, which included a casino, dance and piano bar.

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



Coming Up...

March 2013

Working through Hardships

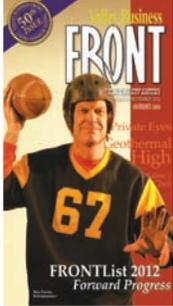
When major life disruptions hit, some people fold. We found 16 who didn't. In March, we bring you a story of courage and grit.



April 2013

Wind Energy

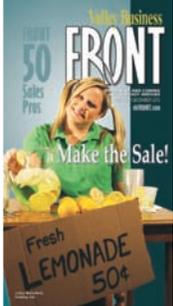
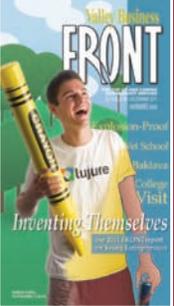
Breakthroughs at Virginia Tech, tax incentives for development, and domination of the industry by the Chinese are driving an urgency in this form of minimally-polluting energy. What's happening in this region? A lot. Read all about it in April.



May 2013

Real Estate

In May, we'll see if real estate is on a distinct comeback trail. And to what extent it's being led by consumer need, a strengthening economy, and banks, builders, architects and others throughout the industry who are driving it.



FRONTguide

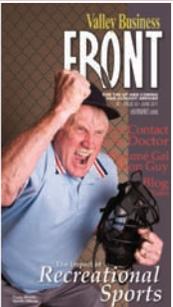
The FRONTguide is now available at vbFRONT.com. Not just a book-of-lists or directory. In classic and progressive FRONTstyle, we're presenting the businesses, products and services you need most at your fingertips. Compact and easy to use. It's like having your own little black book! An evergreen 247/365 online directory, we continue to build lists and add sponsors. To be a part, contact FRONTadvertising today!



Call or email us for more information...

ads@vbFRONT.com

540-389-9945
vbFRONT.com



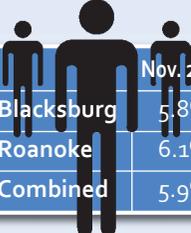
ECONOMIC INDICATORS

The economic recovery may not be dramatic, but it is steady. And undeniable. The economy continues to show sustained improvement. More people are working and fewer people are filing initial unemployment claims. Home prices are up from a year ago.

(December 28-January 3) from the same week last year. The regional drop was significantly better than Virginia's 36.4 percent decline over the same period. The Roanoke MSA's initial claims fell by 50.8 percent, while the Blacksburg MSA dropped by 77.3 percent.

Unemployment/Employment

Unemployment rates in the Roanoke and New River Valleys stayed below 6.0 percent in November, with the Blacksburg Metropolitan Statistical Area rate slightly lower than Roanoke's. The combined Roanoke and Blacksburg MSAs' unemployment rate dropped more than six percent over the year, a slower pace than that of the national decline of 9.7 percent (from 8.2 percent to 7.4 percent). Virginia's unemployment rate fell from 5.8 percent in November 2011 to the current 5.3 percent (down 8.6 percent).



	UNEMPLOYMENT		
	Nov. 2011	Oct. 2012	Nov. 2012
Blacksburg	5.8%	5.6%	5.4%
Roanoke	6.1%	5.5%	5.6%
Combined	5.9%	5.6%	5.5%

More people were **employed** in the region in November than a year ago, though that number dipped from October to November.

	EMPLOYED		
	Nov. 2011	Oct. 2012	Nov. 2012
	234,924	239,374	236,316

Initial unemployment claims – another sign of an improving economy – for the region fell by 65.1 percent during Week 1 of 2013

INITIAL UNEMPLOYMENT CLAIMS

Week 1 2012	Week 1 2013
1,431	499

Source: Virginia Employment Commission

Real Estate

Home prices continue to increase locally – though with some monthly ups and downs. November's average home price of \$192,413 was up 8.6 percent from October, which, in turn, was down 11.8% from September's average price of \$200,878. Since January, home prices are up more than 23 percent. Nationally, the January to November rise was 14.2 percent. The number of **homes sold** in November was down from the previous month, but up by 13.4 percent from a year ago.



	HOME PRICES		
	Nov. 2011	Oct. 2012	Nov. 2012
	\$180,131	\$177,128	\$192,413

	HOMES SOLD		
	Nov. 2011	Oct. 2012	Nov. 2012
	261	356	296

Sources: Roanoke Valley Association of REALTORS & National Association of REALTORS

—By Anne Piedmont,
Piedmont Research Associates

Read the FRONT online

vbFRONT.com

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



Rose McCutchan: “Because of where we lived, we didn’t feel very integrated into the community.” The people in the wedding photo are (from left to right): Theda McCutchan Anderson, Clementine Anderson, Lily Anderson, Tully Anderson, Justin Holcomb, Elsie McCutchan Holcomb, Mac McCutchan, Avis McCutchan, Haden Polseno-Hensley, Rose McCutchan, Katie McCutchan Mayer, Sunny Anderson, Brian Mayer, Grace McCutchan

Rose McCutchan and her very busy family >

Executive Summary:

In Floyd, it's "family business" as in "extended".

By Sarah Beth Jones

The year 2010 was a big one for Rose McCutchan. She and Haden Polseno-Hensley, her fiancé, along with two longtime friends, Benjie and Becky Osborne, opened Red Rooster Coffee Roaster in Floyd. A fascination with coffee didn't fuel the venture, though. Instead, they saw coffee as a product around which they could build a sustainable, ethical business.

Rose and Haden married later that year, commemorating their marriage with a special coffee blend with their portrait, drawn American Gothic style, printed on the bag.

For some, it's hard to imagine sharing not only a life but also a business with a spouse. But for Rose, family business has long been the norm.

Rose's parents, Lawrence "Mac" and Avis

McCutchan, went to Virginia Tech, moving to the north-eastern edge of Floyd County when there were only two daughters in their clan, and baby Rose was barely a year old.

"Because of where we lived, we didn't feel very integrated into the community," says Rose, who noted that Christiansburg was closer than the Town of Floyd from their childhood home. "Part of the fun of running a business in town has been meeting all of these people. It's really helped us become a part of the town."

The "we" Rose refers to had grown over the years from two daughters to five, now Theda McCutchan Anderson (36), Rose McCutchan (33), Katie Mayer (30), Elsie Holcomb (24) and Grace McCutchan (22). And the business in town she mentions? It's not Red Rooster.

Before the roaster was so much as a hint of a scent, Avis realized a dream by opening noteBooks, a quirky books and gifts shop in downtown Floyd. The shop is housed in a two-floor, 100-year old building that the family describes as magical.

"She wanted it to be an eclectic hodgepodge," says Rose, and that's exactly what Avis has achieved with stacks in which sealing wax stamp sets and fine art paintbrushes are interspersed with a thoughtful collection of new and used books.

EXECUTIVE PROFILE

From the beginning, Avis was interested in reviving the second story's previous life as a coffee shop. Or rather, she was interested in it being done. Enter Rose and Katie who opened Black Water Loft, Floyd's only coffeehouse.

In its early years, the sisters treated the shop as little more than a complement to their mom's business. Still, their customer base just kept growing, and the sisters regrouped accordingly.

In the nine years since the two businesses opened, Theda has joined in as a barista and lead baker, Grace has added savory treats like a new soup offering, and Elsie is now working in noteBooks with their mom, where the slower pace is better suited for her second pregnancy. Katie moved to northern Virginia with her husband but still returns to write the menu boards and help staff big events.

Each family member has an outside interest that they all pitch in to support. Rose founded the Young Actors Co-op in 2005 and led it until 2012, when she stepped down to create more time for the growing businesses. Grace recently organized an event to raise money for and awareness of Music 4 Mental Health. Theda is on the board of Blue Mountain School, a private elementary school in Floyd.

Rose admits that with so many busy family members, communication sometimes slips through the cracks, but even that doesn't faze this cohesive family. "It makes me put my pride in check because I know no one was trying to hurt my feelings. It's just not a big deal."

The winter is a slow season for all three businesses. Rose says they plan on doing some renovations during that time.

"Then we'll probably take a vacation," Rose says, and then grins. "But maybe not together." 

In Brief

Name: Rose McCutchan
Age: 33
Family Businesses: noteBooks, Black Water Loft and Red Rooster Coffee Roaster
Location: Floyd
Background: Rose was born and raised in Southwest Virginia, leaving to study theater at Marymount Manhattan College. Though she never intended to start coffee-based businesses, she loves how it allows her family to contribute to the local economy and community. "It feels really really good to be creating work for people," she says. "Now we have three young baristas who are fully trained and could get work anywhere. They have a skill."



Rose McCutchan and her husband on their coffee bag.



Employees and friends (left to right): Justin Holcomb, Tony Greatorex, Kevin DiPietro, Haden Polseno-Hensley, Rose McCutchan, Shannon DiPietro, Indya DiPietro, Tully Anderson, Theda McCutchan Anderson

Career FRONT

FINANCIAL FRONT



Pack

Banks

National Bank in Blacksburg has named **Dwane A. Pack** VP and trust officer.

Karen Turner has been named market executive for the Roanoke Valley by StellarOne Bank.

Credit Unions

Matt Graybill has been named the Freedom First Credit Union Botetourt County branch manager. **Randall Sink** is the new personal banking rep; and **Deborah Johnston, Teresa Joynes** and **Marty Kabler** are new tellers.

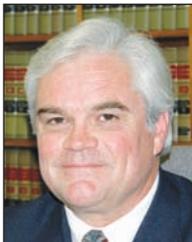
Financial Advice

Steven Holt has been named district manager of the American Division of AXA Advisors in Roanoke.

LEGAL FRONT

Law Firms

Michael Hertz and **Alden English** have been promoted to principal at Woods Rogers, a Roanoke law firm.



Manitply

The law firm Spilman Thomas & Battle, has elected **M. Mallory Mantiply** of its Roanoke office a new member.

Roanoke law firm Gentry Locke Rakes &



Monday

appellate practice group, and frequently writes and lectures on appellate issues. Monday will now be responsible for strategic planning for the firm as well as overseeing day-to-day operations.



Pace

Moore has named **Monica Taylor Monday** managing partner, succeeding **G. Michael Pace Jr.** Pace will continue his law practice at Gentry Locke while pursuing leadership opportunities at the Center for Teaching the Rule of Law, and its flagship program, the Virginia Law Foundation/Virginia Bar Association Rule of Law Project. Monday is a partner at Gentry Locke, chairs the

WELLNESS FRONT



Slonim

Education

The CMR Institute, a provider of non-brand related education for biopharmaceutical representatives and managers, has elected **Dr. Anthony Slonim** as chairman. He is, among other things, professor in the Department of Internal Medicine at Virginia Tech-Carilion

Subscribe to the FRONT

now only \$19.99

Save 44% off cover price!
Give a gift subscription!
Credit cards accepted.

Go to vbFRONT.com or call 540-389-9945

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.

School of Medicine.

Dr. Michelle Jacobs has been named department chairwoman for preventive medicine and public health at the Edward Via College of Osteopathic Medicine-Virginia Campus in Blacksburg. **Matthew Lojacono** is the new director of student services.

Carla Santos has been named COO for Roanoke's Bradley Free Clinic.

Services

Tommy East has been appointed president and CEO of American HealthCare, the Roanoke-based management company for 16 Heritage Hall



East

Healthcare and Rehabilitation Centers throughout Virginia.



Dowdy

Greg Dowdy has been named chief operating officer.

Hospitals

The Virginia Board of Medicine has appointed **Dr. Kenneth Walker** of Carilion Clinic Family Medicine in Pearisburg.

Your Business Deserves a Real Phone System.

It's Your Business Lifeline!

Cost Effective Growth

Click-to-call

Web based Voice-Mail

Scales to 1000 Users per Site

Site to Site Extension Dialing

AVAYA
BUSINESSPARTNER

Supports Analog, Digital & IP Phones

Remote Worker Setup

Easy to Administrate

Call Reporting

DEMO – February 15, 2013
See Website for Details
Your Needs Are Our Goals!

Professional Network Services

6711 Peters Creek Road
Suite 204
Roanoke, VA 24019
www.pnsinc.net



Call us today!
P: 540-265-1200 x400
F: 540-265-1204

Voice & Data Cabling ● Avaya Telephone Systems ● Network Integration

Career FRONT

DEVELOPMENT FRONT



McKnight



Wright

Associations

Peter McKnight of McKnight & Co. Inc. has been installed as the 59th and 2013 president of the Roanoke Regional Home Builders Association Inc. Other 2013 RRHBA officer positions are: **Suzi Fortenberry**, VP, Bench Mark Builders Inc. in Roanoke County; **Gary Judd**, secretary, 84 Lumber Company in Troutville; **Frank Caldwell IV**, treasurer, Sawyer Paving Co., in Salem; **Brett Bennett**, vice president/associate, Roanoke Gas Company, Roanoke; **Brad Graham**, immediate past president, Graham Construction, Salem. The RRHBA has named **McKnight** as winner of its 2012 Member of the Year/Builder Award. The 2012 Member of the Year/ Associate Award was presented



Martin

to **Barry Wright** of B. Wright Marketing in Roanoke. **Christine "Chris" Martin** of F&S Building Innovations and ADA Specialties in Roanoke, is the Rookie of the Year.

Apartments

Mendy Sink of Foxridge and Hetwood Apartment Homes in Blacksburg has graduated from the Leadership New River Valley program of the Montgomery County Chamber of Commerce.

Economic Development

Dan Motley of Norfolk Southern Corporation has been elected chairman of the Southern Economic Development Council board of directors.



Cox

Real Estate

Karen A. Cox of Long & Foster Realtors of the New River Valley has earned her Associate Broker License issued by the Commonwealth of

Virginia Real Estate Board. **Sheila P Miles** has been named the 2012 Good neighbor Award by the New River Valley Association of Realtors. **Walter Turner** of the company's Smith Mountain Lake-Halesford office has earned the Distressed Property Expert certificate and **Frank Kregloe** has joined the Blacksburg office.

The Roanoke Valley Association of Realtors has named **Henry Scholz** of MKB Realtors Commercial Division its 2012 Realtor of the Year. **Jeff Fletcher** of Prudential Premier Realtors has won the community service award.



Kregloe



Greear

Frank Kregloe and **Darin Greear**, of the Blacksburg office of Long & Foster Realtors, have been appointed by the New River Valley Association of Realtors to serve on its Board of Directors.

David Henry of Atlantic Bay Mortgage Group in Roanoke, has won the 2012 Affiliate Individual of the year Award from the Roanoke Valley Association of Realtors.

RETAIL/SERVICE FRONT

Counseling

Carol Stockton has opened a licensed professional counseling office, Tanglewood Counseling & Psychology, in Roanoke.

Grocers

Kroger Mid Atlantic vice president of merchandising **Valerie Jabbar** has been named one of the Top Women in Grocery by Progressive Grocer magazine.

Wreckers

Shane Spradlin of Fat Boys Wrecker Service in Roanoke has won the American Towman ACE Award.

EDUCATION FRONT

Schools

Linda Leap is the new director for Roanoke's Sylvan Learning Center.

CULTURE FRONT

Arts

Dan Kellogg is the new animal care

specialist at the Science Museum of Western Virginia. **Mark Hodges** is a new exhibits technician and Michael Hempill is the new director of development and marketing.

OTHER FRONTS

Chambers

Lauren Parcetich has been named event and membership development manager at the Smith Mountain Lake Regional Chamber of Commerce.

Government

Roanoke County has named **William Hunter** director of the communications and information department.

Media

The Virginia Travel Guide and Blue Ridge Country Magazine (both

Leisure Publishing products) have named **Scott Templeton** senior VP and publisher. **Julie Mayer** has been named Roanoker magazine sales



Motley

director.

Organizations

The Roanoke Regional Chamber of Commerce has elected **Dan Motley**, industrial development manager of Norfolk Southern, its chairman. Other officers are **John Francis**, First Citizens Bank, past chairman; **Barry Henderson**, SunTrust Banks, chairman-elect; **F.B. Webster Day**, Spilman Thomas & Battle, vice-chairman economic development;

Ken Randolph, Rockydale Quarries, vice-chairman membership; **Vickie Bibee**, Scott Insurance, vice-chairwoman of public policy; **Jonathan Hagmaier**, Interactive Achievement, vice-chairman at large; **Melinda Chitwood**, Brown, Edwards & Company, treasurer; and **Joyce Waugh**, Roanoke Regional Chamber, president and secretary. New members of the 2013 Board of Directors are: **Jeffrey Marks**, WDBJ7; **Greg Freeman**, Roanoke Stamp & Seal; **Ellis Gutshall**, Valley Bank; **Tye Campbell**, SFCS; **Phil Anderson**, Frith, Anderson & Peake, P.C.; **Karen Turner**, StellarOne Bank; and **Cynda Johnson**, Virginia Tech Carilion School of Medicine.

Andy Dickinson has been appointed to the Goodwill Industries of the Valleys board of directors.



Klinefelter



Parkins

PR/Advertising

Beth Klinefelter of Access Advertising & Public Relations and **Betsy Parkins** of Neathawk Dubuque & Packett, both in Roanoke, have been recognized for their commitment and service to the local chapter of the Public Relations Society of America (PRSA).

Even After 50 Years, We Never Forget It's More Than a Box.



cccbox.com

where
creativity
unfolds

corrugated
container corp. **50**
celebrating 50 years... 1963-2013

Roanoke, VA • Winchester, VA • Piney Flats, TN • Holly Springs, NC

FRONT Notes



David Bandy, John Garland and John Missell

Bandy to head Spectrum

Spectrum Design has named vice president and director of design David L. Bandy president, succeeding John Garland who retired from the firm on Dec. 31 in order to solely focus on his many downtown Roanoke renovation and development projects. In addition to Bandy's appointment, the firm also announced the hiring of John A. Missell as Chief Operating Officer.

Bandy has been involved

in many of Spectrum Design's most notable projects including the renovations to Center in the Square, the Roanoke Higher Education Center, and the O. Winston Link Museum and Roanoke Visitors Center. His unique "design-to-teach" approach and design expertise for educational facilities has also garnered significant attention through Roanoke County school projects, including Cave Spring Middle School and Northside High School.

Prior to joining Spectrum

Design, Missell served as regional director of Middle East operations in Doha, Qatar for Tetra Tech, a leading provider of consulting, engineering, and technical services worldwide.

Breakell closes

Breakell Inc. in Roanoke, a major construction firm with a green reputation, has closed at least partly because an employee cheated the company out of more than \$1 million, according to the chairman and CEO

of Breakell. The company is more than 50 years old and in recent years has been a leader in the green building revolution, starting with its own offices, which were heated and cooled by the sun.

Charges are pending against former project manager Jamie Graham, who has been indicted by a federal grand jury. The company's Patterson Avenue headquarters has been sold at auction (bought by Suntrust Bank for \$288,750).



EXTRA THINGS YOU DON'T NEED ANYMORE?

Give it to Goodwill®!

Your donations help people in our community get back to work.

For Goodwill donation center and store locations, visit www.goodwillvalleys.com

You Donate & Shop • We Train • People Work



Advance acquisition

Roanoke-based **Advance Auto Parts**, a retailer of automotive aftermarket parts, has completed the acquisition of B.W.P. Distributors of Armonk, N.Y., in an all-cash transaction. BWP is a privately held company that supplies, markets and distributes automotive aftermarket parts and products principally to commercial customers. It was founded in 1962 and operates or supplies 216 locations in the Northeast.

Advance will operate 124 BWP company-owned stores and will transfer

the rights to distribute to 92 independently owned locations to an affiliate of General Parts International, a privately held auto supply company. Advance will continue to operate two of BWP's distribution centers in Massachusetts and New Jersey.

GLRM ranked nationally

The Roanoke law firm of **Gentry Locke Rakes & Moore** has been ranked as one of the 2013 U.S. Top Ranked Law Firms, based on LexisNexis Martindale-Hubbell. The list appears in Fortune magazine's

Have an announcement about your business?

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

December issue and the January 2013 editions of Corporate Counsel and The American Lawyer. The list is based on Gentry Locke's large percentage of AV-rated attorneys, the highest rating from Martindale-Hubbell.

Layoffs, salary cuts

Liberty Medical Supply in Salem laid off 200 workers and two weeks later cut the pay of the remaining workers by 20 percent in December and early January. The cuts "will ensure the company is profitable in 2013,"

So much more.

vbFRONT.com

- > Girl Scouts Head New CEO of RVSPCA
- > David Bandy New President at Spectrum
- > Taubman Selects Art Museum Professional as ED
- > Breakell Inc., "Green" Roanoke Builder, Closes
- > Betsy Parkins: PRSA's Illuminator
- > Expansion Set at Homestead Creamery; 20 New Jobs
- > Women's Foundation Presents Record Award Amounts
- > Seven Montgomery Winners Among Gap 50

morefront.blogspot.com

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

- > Sarah Beth Jones Cited as FRONT's Top Contributor for 2012
- > Preservation Foundation Issues 2012 Awards
- > Startup Virginia Starts Up Tonight in Roanoke
- > Tech Approves Unique Real Estate Program
- > EventZone, Roanoke End Long Affiliation
- > Localities to the Rescue of SPCA in Roanoke Area
- > Roanoke Hires Economic Development Director
- > FedEx Breaks Ground for Roanoke Facility
- > Novozymes, Syngenta Reach Distribution Agreement

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



Dan Smith

Della Watkins: New Taubman executive director

according to published reports quoting CEO Frank Harvey. Liberty sells diabetic supplies.

Taubman picks ED

The Taubman Museum of Art in Roanoke has selected a native of Tappahannock and graduate of both James Madison University and Virginia Commonwealth, **Della Watkins**, as its newest executive director after a search of several months. She has been an art educator and comes to Roanoke from the Virginia Museum of Fine Arts where she was the chief educator. She has two grown sons and is looking for a home in Roanoke.

Watkins has been with the VMFA since 1997 and has taught in Richmond, Virginia Beach and Charlottesville. Heywood Fralin of the Taubman board of directors said,

"We're not ready to disclose that" when asked what her salary would be. She replaces David Mickenburg, whose term was ended Oct. 8 with the appointment of a new board and the announcement of a new director (including a couple of major gifts). The Taubman, says Fralin, has drawn 13,600 visitors since the restructuring, which he calls "remarkable." Watkins says, "I look forward to working with this community, outstanding staff and committed board to take the Taubman Museum of Art to new and lively levels, applying the skills and knowledge I gained over the years while serving one of the nation's leading art museums. I am committed to leading the Taubman to be an even more engaging social, educational and cultural organization."

LG-Montgomery names CEO

LewisGale Hospital/Montgomery County has named Alan Fabian its new CEO. He most recently served as CEO of Dauterive Hospital in Louisiana, another HCA-owned facility. Fabian has been in the field 20 years and is a fellow of the American College of Healthcare Executives. He replaces Scott Hill, who is now the COO of Columbus Regional Healthcare System in Georgia.

Restaurant changes

Yet another landmark Roanoke restaurant is facing change, but this one will stay in business, unlike Tudor's Biscuit World, Norberto's, The Library and the Little Chef. **Coach & Four Restaurant** on Williamson Road, which has operated since 1977 and for the past 24 years under Ronnie and Wally Nicholls, has been sold to Julian, Erion and Mariel Tani, who own Harbor Inn Seafood.

Delta Dental award

Virginia Tech has received \$4.75 million in grants for the creation of a new curriculum and for materials research. The **Delta Dental of Virginia Foundation** has awarded \$1 million to the Virginia Tech Carilion School of Medicine to create an endowment for a comprehensive oral health curriculum, one of the nation's first for a medical school.

The award, payable over

four years, will allow the School of Medicine to weave oral health training throughout its curriculum. The funds will also be used to support clinical rotations, service learning projects, research scholarships, and the development and implementation of standardized patient cases. The program represents a significant expansion of the school's pilot oral health curriculum, which an earlier Delta Dental gift had enabled.

In addition to the \$1 million grant, Tech has received a \$3.75 million grant from the Air Force Office of Scientific Research to study the development of a new class of materials that uses biological molecules for sensors, actuators, and energy conversion devices.

Tech a top value

Virginia Tech has landed on Kiplinger's Personal Finance list of the 100 best values in public education for 2012-13. The ranking cites four-year colleges and universities that combine outstanding education with economic value. Since the ranking began in 2006, Kiplinger's has included Virginia Tech each year among the top public universities for its value in this annual survey.

WVCC is safe

Virginia Western Community College has been ranked as the safest college of 2012 in Virginia and eighth nationally by

the annual list compiled by StateUniversity.com. The college improved from being ranked second in Virginia and ninth in the nation in 2011. The Safest Schools findings are based on incidents of campus crime as reported by campus safety officials.

Free clinic gift

The partnership between **Ferrum College** and Franklin County is now even stronger thanks to a \$1 million gift to the Free Clinic of Franklin County from philanthropist Guy E. Beatty and his wife, Betty Beatty, a longtime friend of Ferrum College president Jennifer Braaten, is founder and chair of The Beatty Companies, headquartered in northern Virginia. In addition, writer/philanthropist and Ferrum alumnus Allen DeHart has given the 172-acre DeHart Botanical Gardens in Patrick County to Ferrum College.

New Asian restaurant

Kabuto, a new Japanese restaurant, has opened in the space formerly occupied by the popular Norberto's in Grandin Village, Roanoke. The restaurant is owned by Jargal Jarvis, wife of the former owner and chef at Norberto's.

Diversity award

Community Housing Partners (CHP) is has won the Diamond Diversity Award from the New River Valley Society for Human Resources Management for exemplifying inclusive excellence in employee recruitment and retention strategies, programs and offerings, and contributions to making the New River Valley an attractive and inviting place to live and work.

Concrete company sold

Salem Ready Mix Concrete has been

purchased by Conrock, which is headquartered in Harrisonburg. Salem Ready Mix owner Horace Thomas has retired after 45 years. Conrock formerly had a facility in Roanoke known as Roanoke Concrete Supply, but sold out. Conrock has 65 employees and Salem Ready Mix has 10, who will keep their jobs.

Cox offers home security

Cox Communication announced the launch of home security systems to its product lineup in Virginia. The new security product has already created about 40 jobs across the state, according to a company official.

Novozymes profits

Novozymes reported a corporate net profit growth of 10% in 2012, exceeding industry projections. The bioinnovation and

industrial enzymes manufacturer headquartered in Denmark operates a plant in west Roanoke County.

Wheeler Broadcasting tops ratings

The Arbitron rating service for Fall 2012 reports three radio stations operated by **Wheeler Broadcasting** in the top three positions in the Roanoke-Lynchburg Metro market. Number one was Star Country (WSLC-FM) with 10.5 shares; number two Q99 (WSLQ-FM) with 10 shares; and VIBE (WVBE-AM/FM) with 7.7 shares. The remaining rankings include: (4) WROV; (5) K92; (6) WYYD; (7) WJJS; (8) WFIR; (9) WLNI; (10) WSFF. "Share" refers to the percentage of radio listening audience who are tuned to a specific station.

Compiled by Dan Smith

Additional FRONT Notes posted online at moreFRONT.blogspot.com.

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

Read the FRONT online

vbFRONT.com

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

Assessment Pros /	
BizTalkBlender	48 & 71
Beliveau Estates	40
Berryfield	71
Blue Ridge Copier	26
Carilion	BC
Chateau Morrisette	35
City Market Building	40
Controllers, Etc.	71
Corrugated Container Corp	65
Davis H. Elliot Company	71
Energy Healing	71
Entre Computer Center	29
Fantasy Creations	71
Gentry Locke Rakes & Moore	49
Goodwill Industries	
of the Valleys	66
Hotel Roanoke &	
Conference Center	36
The Inn at Virginia Tech	37
JDRF	43
Just Right Audio Visual	40
LewisGale Regional	
Health System	4
MB Contractors	17
Member One	
Federal Credit Union	3
Mountain Shepherd	
Wilderness Survival School	34
Professional Network Services	63
Renaissance Computer Service	71
Roanoke Business Lounge	71
StellarOne	21
Valley Bank	2
Virginia Museum of	
Transportation	39
Woods Rogers	19



The economic recovery may not be dramatic, but it is steady

— Page 59

Subscribe to the FRONT

now only \$19.99

Save **44% off**
cover price!
Give a gift subscription!
Credit cards accepted.

Go to **vbFRONT.com** or call **540-389-9945**

 **AssessmentPros**
Building Better Teams



Join our Discussion
February 21. See page 48.

Jennifer Leake CMC®
866.373.0300 (office)
540.420.1004 (cell)



BERRYFIELD
marketing that moves

Tom Field President
Tel: 540.389.9945
Fax: 540.389.6366
Email: TField@BerryField.com

www.BerryField.com

P.O. Box 1041; Salem, VA 24153

Increase Your Productivity
Reduce Your Stress
540-344-4538
susan@controllersetc.com
www.controllersetc.com




Controllers, Etc.
Susan M. Culbertson, CPA



Electrical Excellence
~ Since 1946 ~

www.davishelliot.com
(800) 755-6702

Davis H. Elliot Company, Inc.
Full Service Electrical Contractor

ENERGY HEALING
Relax, Restore, Renew



Christine Ward, RN
Brennan Healing Practitioner

(540) 521-1360
hermtony33@yahoo.com



Teresa Martin, Owner

For All Your Costuming Needs...Rental or Special Order
www.fantasycrationscostumeshop.com

4020 Williamson Rd.
Roanoke, VA 24012
FANTCREAT1@aol.com



(540) 265-1112
(540) 265-1113 FAX
(540) 691-8059 Cell



RENAISSANCE
COMPUTERS
EDUCATION & REPAIR

Alecia Nash
President/Owner

Phone: 540-793-2233
alecianash@yahoo.com



ROANOKE BUSINESS LOUNGE CO-WORKING Community

Entrepreneurial Work Space
Memberships start at \$100/month

126 Campbell Avenue SW • Roanoke, Virginia 24011 • (540) 397-4377
www.RoanokeBusinessLounge.com

**Put your Business Card in
the FRONT for only \$144.90**

Email ads@vbFRONT.com or call 540-389-9945

P.O. Box 1041
Salem, VA 24153

Rises before the sun.

Works outside, every day.

Living with an irregular heartbeat.

Couldn't be ignored anymore.

Had advanced procedure to correct arrhythmia.

Heart doesn't skip a beat anymore,

Unless it's for his wife.

Back outdoors, for work and play.

So grateful Carilion is here.

**We treat heart conditions
in ways others can't.**

As the region's leading heart care team for advanced procedures and techniques, such as cryoablation, we're here to keep a close watch on your heart, care for your condition, and keep you looking forward to all the moments to come. To watch patient videos, visit CarilionClinic.org/heart.


**CARILION
CLINIC**