

Valley Business FRONT

THE SMALL BUSINESS & ENTREPRENEUR
CHAMPION IN VIRGINIA'S BLUE RIDGE
FREE • ISSUE 79 • APRIL 2015

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Shine On



Scott Schumaker,
Appalachian Mountain Spirits Distillery

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Practice Areas

Bright Ideas



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WELCOME to the FRONT

Alcohol in the United States. Why is this a relevant subject? Because we have a business response. We have an economic response. We have a social response. And we have a moral response.

Not a lot of people realize the love-hate relationship we have had regarding alcohol production, consumption, and distribution in this country. The government's involvement goes back to our beginning and building of our nation, highlighted by the Whiskey Rebellion in the late 1700s. Taxes and regulations were devised (just as they are now) to fund wars and repay debts. And of course our most overreaching effort involving alcohol was the Prohibition itself—a long, dry run from 1920 to 1933. A regulation that directly contributed to increased crime and the creation of one of the largest black markets in our history. On the flip side, alcohol abuse has also been directly attributed to unemployment, accidental deaths, and family disintegration.

Whether you're completely against alcohol, totally for it, or as indifferent to it as any other product or commodity, one thing is certain: a society's level of acceptance or rejection causes ripples like dumping a scoop of grain in a cool mountain stream fed copper kettle.

I tend to look at examples. Examine the countries that ban alcohol and impose the strictest regulations against it and compare them to the countries that treat it no differently than any other product.

Cheers?



Tom Field



Anne Sampson
Moonshine currently available at the ABC store on Williamson Road.

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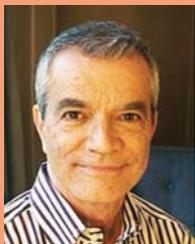
Valley Business FRONT has organized an Editorial Advisory Board in order to help direct coverage. FRONT selected a group of 16 diverse business professionals, who will serve as a sounding board throughout the 18 month rotational term that will turn over every year and a half.

This board has been given the task of helping FRONT understand the issues and develop coverage. "Members essentially have a red telephone at their hand," says publisher Tom Field. "They can inform us best on what is important, what is new, what impacts the greater community. Of course, our red phone reaches right back to them as well, for assignments and insight on our coverage. Although the members are encouraged to keep FRONT updated on their own industries and the key players, they aren't limited to their area of specialty, as all commercial enterprises ultimately collaborate to impact our quality of life here in this part of Virginia." An additional contribution by the Editorial Advisory Board involves direct input on the various FRONTLists we present throughout the year.

CONTRIBUTORS



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Biographies and contact information on each contributor are provided on Page 40.

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

“To be put on a board to meet some pre-determined quota belittles [women’s] accomplishments. You can’t legislate merit. — Page 35

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Miss Dana, the 200 gallon turnip still

all photos: Anne Sampson

MOONSHINE!

"They call it that good old mountain dew,
And them that refuse it are few.
I'll hush up my mug, if you'll fill up my jug
With that good – old – moun – tain – dew."
*'Good Old Mountain Dew', Bascom Lamar Lunsford
and Scotty Wiseman, 1928, 1935*

It's known by many names: Mountain Dew, Happy Sally, Branchwater, Hillbilly Pop and Mule Kick being just a few. But everyone knows what you're talking about when you say Moonshine. It's the stuff of legends for a lot of reasons, from the wallop packed by good hooch ('Popskull'), to the running war between state and federal agents ('Revenuers') and the illicit distillers of grain alcohol ('Bush Whiskey'), to the birth of NASCAR ('White Lightning').

There's a simple difference between a legal distiller and a moonshiner: The moonshiner doesn't license his distilling operation or pay taxes on his whiskey. His product, unencumbered by the extra cost of tax revenue, is less expensive. In the mid 17th century, Great Britain slapped a tax on spirits that gave birth to a burgeoning coastal smuggling trade. Necessarily unloading their cargo at night, these stealthy traders were known as 'moonlighters.'

In the Blue Ridge, there were many reasons to feel – strongly – that making your own alcohol was a right and not a privilege. A crop of grain or fruit was easier to transport from isolated farms over bad roads in liquid form, and much more valuable, too. Alcohol, with addition of fruit, bark, roots or herbs was used as a tonic, liniment, antiseptic and anesthetic by people who were accustomed to doing their own doctoring. Self-reliant frontiersmen were resentful of interference from a faraway governing body that was ignorant of the challenges they faced.

The United States used whiskey taxes to help pay the debts of the Revolution and the Civil War, and there were many licensed distilleries. According to "Moonshine – Blue Ridge Style," an exhibit produced by the Blue Ridge Institute and Museum of Ferrum College, there were dozens of licensed distilleries in the Blue Ridge by the 1880s; 77 in Franklin County in 1893-94. Many of these operated on 3 month licenses after

Gettin' our Shine Back On in Virginia >

Executive Summary:

Not as many people as you might think (given our Blue Ridge and Appalachian folk lore) are aware that moonshine is now available at the ABC store — at least the kind regulators have allowed.

By Anne Sampson



Aged whiskey gets its smoky flavor and caramel color from charred wooden 'honeycombs' in the barrels; clear corn whiskey ages while you drink it

the peach or apple harvest came in, converting fruit into brandy.

Then the nation went completely dry in 1920, and moonshine went back underground.

Make almost anything illicit and it will develop a mystique, and moonshine is certainly no exception. A casual search of the internet turns up over 100 American songs about moonshine. Moonshine haulers like Curtis Turner, a legend of NASCAR's formative years, inspire awe with stories of their evasive driving skills, developed in the rough country that makes it easy to hide a still. Whatever the motivations of the individual distiller, the public mind often sees the moonshiner as a romantic outlaw and a heroic representative of personal freedom.

Curtis Turner, 1924-1970, is said to have been a master of the 'bootleg turn,' that exciting skidding spin that sends a car 180 degrees, back toward its pursuers. According to Curtis's daughter, artist Margaret Sue (Suzi) Turner Wright, Curtis was never caught with moonshine, although he was once stopped on the highway with the car riding low on its suspension. The cargo: pounds and pounds of sugar, an important ingredient in the 'shine distilling process. A judge accepted his story of the folks back home suffering a sugar shortage and needing syrup on their pancakes and sent him home to Floyd County. Suzi has donated a couple of her father's cars to the Virginia Museum of Transportation in Roanoke.

There's a whole lot of moonshine mystique in Franklin County, self-named and universally acknowledged Moonshine Capital of the World. There are no records for the amount of illicit liquor made in Franklin County over time, but from 1920 to 1933, the years of Prohibition, over 130,000 gallons of moonshine were seized by government

agents. 99% of the county's population was connected somehow to moonshine. It was big business.

"During Prohibition, they had a boxcar on a siding over near Ferrum," says Morris Stephenson, who covered the moonshine trade for the Franklin News Post for 50 years. "They'd ship (moonshine) to D.C. and Chicago." Al Capone bought Franklin County moonshine for his speakeasies. Stephenson, who maintains friendships with moonshiners and with ABC agents, was called to cover raids for the newspaper two or three times a week. "It got so the front page always looked the same, so we said, 'How about just calling us if it's a real big or unusual raid?'"

In 2000, a collaborative operation between the Virginia and North Carolina Alcoholic Beverage Control agencies and the FBI, called Operation Lightning Strike, netted 27 modern moonshiners, who faced serious federal charges.

"Operation Lightning Strike kind of dried this county up," says Stephenson, adding that "people still make moonshine," but on a small scale. Stephenson published a book in 2013 called *'A Night of Making Likker and Other Stories from the Moonshine Capital of the World.'*

* * *

The Legend Now Lawful, Local

Marion snugs up to I-81 in the Blue Ridge Highlands region of Southwest Virginia. Almost in Tennessee, it's the seat of Smyth County and a quintessential small town, with a mid-twentieth century feel and a population hovering between 6,000 and 7,000. In spite of its small stature, Marion is the home of the Lincoln Theatre, a restored architectural gem which hosts the nationally syndicated bluegrass program, 'Song of the Mountains.' Two doors up is the restored General Francis Marion Hotel and the Black Rooster restaurant. The modern version of the soft drink 'Mountain Dew' was created when Marion resident William H. Jones reworked an old Tennessee recipe.

It's also the home of another mountain dew: Virginia Sweetwater Moonshine, distilled legally by Appalachian Mountain Spirits Distillery.

"I got into this because I wanted to make fuel," says Scott Schumaker, legal moonshiner. A native New Englander who spent many years in Florida, Scott is interested in self-reliance and off-grid living. He heats with wood, and thought maybe he could learn to make fuel and become more energy efficient.

"I got a still from someone who will remain nameless," he says with a grin. "I started working on it, and tweaking it, and I finally asked him, 'When do you think I can burn this





Scott Schumaker with award-winning spirits. Virginia Sweetwater Moonshine is on the shelf behind him

stuff?' He said 'Boy, you're not making this to burn, you're making this to drink!'"

Scott gets interested in things, and then he has to master them, so he began honing his distilling skills. He says, without ego, that he has a talent for this work. Before long, he was offered a job at a distillery in Wytheville. It was not, as it turned out, a legal operation.

"But I wound up with a lot of the equipment," he says, "so I wrote a business plan."

Scott settled in Marion because the mountains remind him of his childhood home, so when he started distilling whiskey, he wanted to honor local culture.

"I wanted to make a product that was historically correct," he says, "an authentic Appalachian moonshine." It almost didn't happen.

The process of getting a federal permit and state licensure for alcohol is a complex one, as fraught with switchbacks as a mountain road, and saddled with a two-inch-thick application manual. Scott's capital ran out as delays mounted, first discovering he was in a dry county, then as the manual was rewritten. He worked a full time job; he was hospitalized for stress-related illness; he considered bankruptcy. He was making liquor he couldn't sell, while visitors returned two or three times to see if he was up and running yet. Finally, in September 2014, he was approved to sell his whiskey and moonshine.

COVER STORY

"It was a three year journey just to get to the beginning," he says.

Scott's retail outlet is at 112 East Main Street in Marion. The 114-year-old store features local art and handicrafts in the front, where you can buy lamps made from his moonshine bottles. The rear of the store is the tasting room, where you can sample spirits any day of the week.

What makes a distillery legal? "A legal distillery requires a license. Obtaining a license triggers a Virginia ABC inspection and background investigation, as well as federal oversight. Virginia ABC ensures that the product is sold only to Virginia ABC or to those out of state that the law permits to receive it. Applicants must furnish Virginia ABC with a copy of their label approval by the federal agency: Alcohol and Tobacco Tax and Trade Bureau. Spirits sold in Virginia must conform with regulations adopted for the federal agency relating to labels, definitions and standards of identity." Provided by Virginia Alcoholic Beverage Control.

Books on moonshine history line rough-hewn shelves and a bar runs the length of the tasting room. Bottles of product are displayed in shadow boxes made from trays from an old knife factory. A farmhouse table sits in the center of the room, with benches made of split tree trunks. There's an air of rustic elegance; there are no hillbilly caricatures here, just bottles of hand-crafted whiskey and moonshine bearing awards from the American Distilling Institute.

The stillhouse sits on a switchback overlooking hardwoods and laurel outside Marion



You can purchase flights of Virginia Sweetwater Moonshine at 85 proof, Shiner's Gold at 101 proof and War Horn barrel-aged whiskey, with souvenir glasses. Although Scott doesn't make flavored moonshine, he'll provide you with "mixin's" so you can add your own fruit flavoring.

"This is essentially an ABC store," he says. "The state gets the profit and I get 15% commission." The tasting room is a marketing tool, to introduce visitors to the product and encourage them to look for it in liquor stores and bars.

"When there's a show at the Lincoln, we're busy," says Scott, who serves on the Lincoln Theater's board. "And I get people in here who wouldn't be caught dead in a regular ABC store."

To get to the stillhouse where all this magic is made, we hop in Scott's dual cab pickup and head out of town. A rural road dotted with homes and small farms leads us to a switchback track which disappears up the side of the mountain. Scott owns 42 pretty vertical-looking acres here, bounded by creeks and furred with hardwoods and mountain laurel. Someday, his home will be at the top of the ridge, with 360 degree views.

Scott built the small stillhouse himself, on a little flat place he dug out of the side of the mountain. It houses Miss Dana, a 200 gallon turnip still, a corn cooker, fermenting vats and a tabletop bottling operation. Barrels of whiskey age in racks against one wall. Tubs of ground, non-GMO



(left) Scott uses non-GMO, native Pamunkey Indian corn

(right) Cooked corn mash will be reused as livestock feed. "The pigs fight over it."





Pamunkey Indian corn await the cooker. Although there's no music playing today, Scott says they play bluegrass for the yeast, and talk to the whiskey.

"Bluegrass makes the yeast happy," he says.

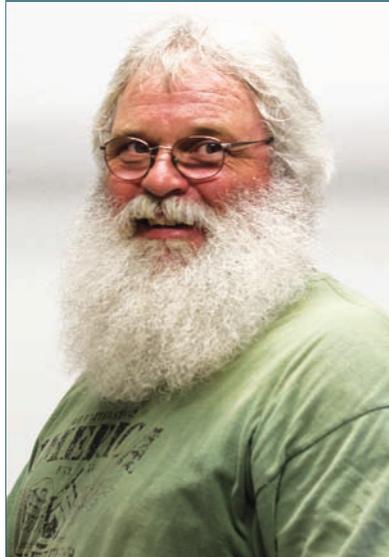
Today they're bottling War Horn, the caramel-colored spirit named for Scott's brother's unit, the 32nd Signal Battalion. His brother, Lt. Colonel Sean Schumaker, was the last commander of this unit before it was deactivated. He died in 2012.

While Doug Kaufmann, distiller and investor, seals bottles with a hand held heater, Lead Distiller Nick Crvich (Crvich) tweaks the corn cooker. Bottles labeled 'Virginia Sweetwater Moonshine' are stacked in cases, awaiting the completion of the distilling process.

"The difference between whiskey and moonshine is the aging," says Scott. They give War Horn a little jump on aging, as well as its color, with the addition of charred oak "honeycombs" added to the barrels. Virginia Sweetwater Moonshine, on the other hand, ages as you pour it into your glass. "The only clear spirit which can be labeled as whiskey is made of corn," says Scott. He plans to introduce a new spirit soon – a single malt corn whiskey much like Scotch, aged in red oak.

The Tasting Room at Appalachian Mountain Spirits

**Doug Kaufmann, Distiller,
investor, bottles War
Horn Whiskey**





Nick Crvich (Crvich), Lead Distiller

A little sample of War Horn is passed around in a shot glass. Scott takes a sip and smiles.

Scott is not the first legal distiller of moonshine in Virginia, although he says he's the only one in the US who still distills "in a holler." In 1988, Chuck Miller started a distillery on his farm in Culpeper, Belmont Farm. Smarting from low commodity prices, he was looking for new ways to make a living from the land. Remembering his granddad's corn liquor sideline, he started from scratch and came up with a product called Virginia Lightning. Tim Smith, Pittsylvania County moonshiner and star of the Discovery channel docudrama, "Moonshiners," has "gone legit." His Climax Moonshine is named for his hometown of Climax, Virginia, where he is chief of the volunteer fire department.

According to Morris Stephenson in Franklin County, there are three or four Rocky Mount distillers attempting to get licensure from the state. One, a third generation moonshiner, is "maybe two months away" from being legal.

Legal distilling "will definitely help the economy," he says. "It maintains the mystique and it ties in with the Crooked Road (Southwest Virginia's Heritage Music Trail). This April, the United Way is having a Shine 'n Dine fundraiser at the Bootleggers Café with dinner, music and moonshine tasting." Moonshine has come a long way from the hollers.

Scott says people from Franklin County come to taste his moonshine, expecting an inferior product.

"Once we get past the 'where I grew up' talk, we find out we're the same," he says. "Local moonshiners say I do this right."

"I want to honor the tradition," Scott continues. "A man who could make good whiskey was worth something. There's an art and a science to this. It's an iconic mystery." 

Appalachian Mountain Spirits www.virginianwhiskeys.com
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Tasting is a necessary part of the job



Sweetwater Mule >

- 2 oz. Virginia Sweetwater Moonshine
- 4-6 oz. Ginger Beer
- 1/4 Fresh Lime
- Muddled mint, optional

Squeeze lime into Collins glass and drop into glass. Add 2-3 large ice cubes then pour in the Sweetwater Moonshine and Ginger Beer.



The sheath dress >

Recently I noticed a post for sheath dresses on an online site catering to fashionistas looking for great bargains. I clicked on it to see what classic dresses they had for sale. To my annoyance, I had to scroll through an endless stream of dresses that were not sheath dresses at all.

They had sweater dresses, halter dresses, peplum dresses, tank dresses and turtleneck dresses. They showed one-shoulder dresses, draped dresses, and ruched dresses. If you looked really hard, you could find a few pure "sheath" dresses.

The distinction of the sheath and its name is lost when we use it to describe so many different styles.

The sheath dress first appeared in the 1930's as a long dress with an extremely narrow "hobble" skirt. Thankfully, it evolved in the 1950's as a knee-length style with simple design lines and neckline. Most often sleeveless, it was form fitting in the bust and waist, narrow at the hem, and relatively unadorned. Although fitted at the waist, it had no waistband.

The sheath dress was just one of the designs that sprang out of the 1950's fashion scene. Others from that era included the A-line, the Shift, the Sack and the Trapeze dress, to name a few. These styles, however, didn't remain as popular.

Over time the sheath dress became a go-to style for a range of diverse places from the office, to church, to a cocktail party. It complements the body shape of a wide range of women. It's extremely versatile, appearing casual or dressy depending on whether it's sewn in cotton, wool, or silk.

Few dress styles have the glamorous simplicity of the sheath dress. Its simple design is delightful to the eye, being neither too revealing nor too frumpy. It needs no added pleats, frills, zippers, ruffles or flounces to be dependably good-looking.

Like the tuxedo jacket, the trench coat, or even the denim jacket, iconic styles like the sheath dress have a unique place in fashion history, reflecting cultural trends from a certain era. At the same time, they are timeless, enjoying resurgence in fashion quite often.

For those of you who own and wear the sheath dress already, I'm sure it's a favorite in your wardrobe rotation. For others it's worth experimenting with the sheath to discover how useful this garment can be as a work wardrobe staple. 

Comments? Email Kathy@peacockimage.com

Business Dress

By Kathy Surace

Executive Summary:

The sheath dress is simple, yet stylish, and quite suitable for multi-function occasions.

Afternoon tea >

Legend has it that about 5000 years, Chinese emperor, Shen Sung, discovered that boiling water made it safe to drink. One day, while waiting for his pot to boil, leaves from a nearby bush fell into the hot water. The emperor drank the water, and found it tasty, refreshing and relaxing.

Let's segue to England. In the 1650s coffee houses were popular, indeed part of the fabric of everyday life. Tea was for medicinal purposes only, and stocked in pharmacies. By the late 1650s, however, tea started to be brought to the coffee houses and the "taking of tea" became the rage.

Tea drinking was also popular in America, but in December, 1773 something happened in Boston, Massachusetts. England had been heavily taxing tea in the colonies, and those taxes infuriated the colonials. Fifty armed men disguised as Indians attacked three tea ships in Boston Harbor. They hurled 342 chests of tea into the water – "the Boston Tea Party." People began to drink coffee because tea became the symbol of English oppression.

Today afternoon tea meetings have become a valuable tool in the business arsenal. Breakfast meetings are difficult to attend, and some say uncivilized! Luncheon meetings break up the day, and many prefer to go home to their families rather than take a chunk of their evening for a dinner meeting. Afternoon tea business meetings are inexpensive, have a finite time frame, and the taking of tea adds a certain civility to negotiations.

Internationally, in Turkey for instance, tea is the pre-cursor to doing business. In the sophisticated boutiques in Istanbul, in the stalls of the Covered Bazaar, and in high level negotiations, one socializes and drinks tea before business.

The traditional time for afternoon tea is 4 o'clock, although the time can be stretched in either direction. There are three distinct courses – savories, then scones, and finally sweets. Warning! High tea is not synonymous with highbrow! High tea is a hearty, simple, sit-down meal that originated during the industrial revolution of the 19th century. Calling afternoon tea "high tea" is very bad form.

Afternoon tea is about socializing and enjoying colleagues and friends. No one will *really* care whether you eat your scone or hold your teacup correctly. So step away from the hum-drum, and plan afternoon tea for your next business meeting.

"I got nasty habits...I drink tea at three." Mick Jagger 



Etiquette & Protocol

By Kathleen Harvey Harshberger

Executive Summary:
For business or pleasure, consider bringing back the delights of afternoon tea.



A new regime >

Executive Summary:

LewisGale has seen significant change at C-level; a quest to assign "new and promoted" talent, says its CEO.

By Sarah Cox

LewisGale Regional Health System (LGRHS) has undergone significant changes in leadership since the appointment of Jon Bartlett as CEO of LewisGale Medical Center and Market President of LewisGale Regional Health System in October 2013. Just over five months after Bartlett joined LGRHS, a new chief nursing officer and chief nurse executive, chief medical officer, and chief operating officer were announced.

Bartlett explains that these appointments have to be taken in context. "We have 20 senior leadership positions and have had six transitions. While that can be significant, that is a minority, and within those changes, three were promotions of leaders to other HCA opportunities.

HCA owns 44 patient-care facilities, among which is LGRHS. Those facilities include hospitals, regional cancer centers, outpatient centers and affiliations with physicians, both employed and independent providers.

Bartlett even says that he came "partially from the inside, because I was with HCA for 10 years, then another company for 12, then I returned." Charlotte Tyson, who was promoted to CEO of LewisGale Hospital Alleghany, was replaced with Loressa Cole, the new chief nursing officer and chief nurse executive. For Cole, this was a promotion, as she has 30 years experience with HCA and a solid reputation with the trust and confidence of those around her, according to Bartlett. She has held positions as president of the Virginia Nurses Association and as founding member of the Virginia Partnership for Nursing.



Jon Bartlett

"She started as a bedside nurse with HCA in Richmond. She is fantastic," Bartlett says.

The new chief medical officer, Dr. Richard Embry, holds an MBA and assumed his position May 1, 2014. Bartlett says that this was important to "balance a team that has not only equal representation of physicians on local hospital boards, but also leads the hospital on a senior level." Embry was a cardio-thoracic surgeon for 20 years, and his ability to listen to and work in partnership with LGRHS physicians is imperative.

"This has been a hallmark for this system, and remains a key part of our strategy as we go forward. We partner with independent and employee physicians, and that is unique in this area," says Bartlett.

Mike Abbott, the new chief operating officer, has earned the trust and confidence of employees and physicians over the decades, according to Bartlett. "Specifically, he has 25 years here, knows all the employees and physicians, and is a gifted and talented leader," he said.

The mix of new and promoted talent has been important, says Bartlett. "We filled positions with a balance of internal leaders with a track record and those with new ideas



Charlotte Tyson

and perspectives from outside the organization, which is healthy. All of our leaders, employees, physicians and volunteers have a voice.”

But it’s not just about voice, says Bartlett, himself bringing extensive financial experience to LGRHS. His past positions include president of a six-hospital network in Arizona, CEO of a 220-bed hospital in the same state, and COO, CEO and CFO for various HCA facilities.

The key is “moving forward as one culture and one organization,” he says. The focus has not changed, but been enhanced – and that is, according to Bartlett, “to be the most trusted and respected health system in Southwest Virginia.” He says the way LGRHS is going to achieve this is to focus on its people and the culture of the organization. “This refers to



Loressa Cole

employees and the feeling of ownership, being engaged and involved.”

Secondly, he says, is quality, and specifically clinical outcomes. “What we are interested in doing is making sure clinical outcomes are among the top in the nation – not just locally.” To that end, he says that the regional health system has unit-based teams, employee advisory groups, and hospital-based teams that work together. He says that its emergency department wait times, on the average of 15 minutes, is evidence of this. New renovations, reaching out to the community, and a focus on financial sustainability and efficiency are all part of the plan. “We need to be efficient in everything we do, as this is important for us operationally, and for our physicians and patients. We focus on growth to achieve vision.”

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Bartlett says his outside experience has helped expose him to creative solutions and challenges that “bring a perspective that can help our system succeed.” He cultivates the team approach, a culture that “finds talents, traits and abilities throughout the team that balances each other out. You look for different talents and skills that create a team to help lead us forward.”

He says he was present for the hiring and transitions that have taken place, and they are all good leaders and good listeners. “We act on what we hear to improve the work environment and culture for our employees and physicians. We are humble and understand that our role and responsibility is no more than anyone else in the organization.”

He says this is a responsibility they take very seriously and the intent is to deliver good clinical outcomes and outstanding



Mike Abbott

experiences for the patients, “as if each one were our family.” 

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Effective training >

Almost every organization invests time and money to train its employees and leaders. According to the Association of Training Development, US organizations spent \$16.4B on employee learning and development in 2012. Unfortunately, much of it was wasted.

Think about the last time you attended a training class or seminar. Was it helpful? Did you learn some great ideas to help your performance? Probably yes, but did you actually put those new ideas into practice?

Fundamentally, the purpose of training is to improve performance. But to improve performance, behaviors must change. Many training programs are not effective because they do not result in new behaviors, and training without behavior change is simply entertainment.

Dr. Donald Kirkpatrick, a pioneer in the training and development industry, developed a four-level model for evaluating training effectiveness. The four levels are:

1. Reaction – Was the training well-received by the trainees? Did they enjoy it?
2. Learning – Did the participants gain knowledge from the training?
3. Behavior – Did participants change their behavior as a result of the training?
4. Results – Were there positive outcomes for the employee or business?

Most training programs are never evaluated past Level 2. These programs are either ineffective, or they are not adequately designed to measure subsequent behavior change. There are certainly situations, however, in which Levels 1 and 2 are sufficient for evaluating training effectiveness. Onboard training for new employees is one example. But measurable performance improvement requires an investment in effective employee development.

The problem in most organizations is that training is considered a cost, instead of an investment, and the cheapest option is often selected, sometimes resulting in a waste of valuable resources. Instead, training and development investment in an enterprise's employees should be spent with value and ROI in mind, similar to other development projects. It should produce behavior changes and improved performance that can be measured. Only then can value and ROI be determined. 

Business Operations

By Mike Leigh

Executive Summary:
Sticking power is the real crux of successful training, and organizations need to consider the investment.

Non-compete? Non-enforceable! >

It might have been my imagination, but the HR Manager sounded a little smug to me.

"We need you to get an injunction," she said. "Our top sales guy just quit, and now he's working for our top competitor. You know, the Roanoke office of that New York outfit. But that bastard must have forgotten that he signed a noncompete when he started working for us."

It's not every day that a client says it would be happy to spend \$20K on getting a preliminary injunction. But apparently That Bastard had been the best sales guy they'd ever had, so stopping him would be worth it. The HR Manager sent me a copy of his contract.

"So, I've taken a look at the noncompetition agreement," I said. "I'm afraid that it looks like the scope of the competition restriction is too broad to be enforceable."

"OK, hold on," the HR Manager said. "I've read about noncompetes, and I know that sometimes they can't be enforced because they're too broad. But just take a look at Section 5."

I looked at Section 5. It read something like this:

Section 5 — Noncompetition. Employee agrees that for six months after termination of his employment with Company, Employee will not work for any competitor of the Company within thirty miles of the City of Roanoke, Virginia.

"Now I've seen a bunch of noncompetes over the years," the HR Manager said. "Many of them say that the employee can't work for a competitor for a year, or for two years, or even longer," she said. "But I know that a noncompete can be unenforceable if it lasts too long. So ours only lasts six months."

"Good idea," I said.

"Also, a lot of other noncompetes say that the employee can't work for a competitor anywhere in the whole Commonwealth of Virginia, or even in the whole United States," she said. "That's another no-no, right? The area covered by the noncompete has to be limited. So that's why our agreement only covers the area thirty miles around Roanoke."

"That's also very wise," I said. "But that's not the problem. The duration of your agreement probably isn't too long for your industry. The geographical coverage also doesn't seem



Shark Patrol

By Keith Finch

Executive Summary:
If even one little bit of your noncompetition agreement is too broad, then a Virginia court will just throw out the whole thing.

too broad in light of your market. No, the problem here is that the word 'work' is too broad."

"What?" she said.

"Well, the Supreme Court of Virginia has been cracking down hard on noncompetition agreements for years," I said. "The general principle is that an employer only can protect its legitimate interests. And the Supreme Court has said that an employer's legitimate interests only allow it to prevent a former employee from doing pretty much the same thing for a competitor that the employee was doing for the old employer."

"OK, no problem," the HR Manager said. "That Bastard is doing the exact same thing for those Yankees that he did for us. He was our Head of Sales. Now he's their Head of Sales."

"OK, right. But let's take a look at Section 5 again," I said. "It says that the Employee 'will not work for any competitor.' Now, suppose that he went to work for your competitor not as their Head of Sales, but as a janitor."

"That's ridiculous," she said. "He's the best salesman in Southwest Virginia, not a janitor."

"Right, but, well, I'm not making this up — the court cases use the janitor example, and so Virginia lawyers actually call this the 'janitor test,'" I said. "In Section 5 of your agreement, this guy agreed that he 'will not work for any competitor.' It doesn't say that he 'will not work for any competitor as Head of Sales.' It doesn't even say that he 'will not work for any competitor as a salesperson.' It prevents him from doing any work for a competitor. Even as a janitor. So it's too broad, and a Virginia court probably won't enforce it."

"I see, but it still seems pretty clear what we meant," the HR Manager said. "I don't care if he works for them as a janitor. Why don't we just go into court and tell the judge that we'd be OK with him doing anything that's not sales-related?"

"Unfortunately, in Virginia a court won't fix an overbroad agreement after the fact," I said. "If even just one part of a noncompetition agreement is too broad, then a Virginia court will throw out the whole thing."

In the end, the HR Manager decided that instead of trying to get a preliminary injunction, she'd just have us send That Bastard a sternly-worded letter. (It didn't do any good.) She also had us revamp their standard noncompetition agreement, which was way out of date.

In particular, we were careful to use a flexible definition to describe the prohibited activities. A good noncompetition



If an employee joins your company as a design engineer and leaves as your CFO ten years later, you won't get much protection from a ten-year-old noncompetition agreement that prohibits her from working as a design engineer.

PERSPECTIVES

agreement won't just describe what an employee actually does and then prohibit that. Instead it will prohibit an employee from doing whatever he or she was doing right before the employment ended. If an employee joins your company as a design engineer and leaves as your CFO ten years later, you won't get much protection from a ten-year-old noncompetition agreement that prohibits her from working as a design engineer.

In general, you need to keep on top of your noncompetition agreements because the law is always shifting. In 2011 the Supreme Court of Virginia told a company that its noncompetition language was unenforceable—even though in 1989 the Supreme Court had told the exact same company that the exact same language was enforceable. Don't let the same thing happen to you. 

Keith can be reached at keith@creekmorelaw.com

Note: *facts have been changed to preserve confidentiality. Oh, and this isn't legal advice—you should consult a lawyer before actually drafting (or challenging) a noncompetition agreement, etc.*



In 2011 the Supreme Court of Virginia told a company that its noncompetition language was unenforceable—even though in 1989 the Supreme Court had told the exact same company that the exact same language was enforceable.

MAY 8



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Bob Habermann

From bench to books >

Executive Summary:

A retiring federal judge, Bob Habermann, pursues new interests.

By Dan Dowdy

For the past 22 years, The Honorable Robert Habermann has been an Administrative Law Judge in Roanoke hearing cases mostly related to Medicare entitlement and Social Security disability issues. He will step down from the bench and conclude over 43 years of work in the legal arena (aka retire) on April 3, 2015.

Does he have trepidations about what he will do after April 3rd? Yes, he does. He paraphrases a line from one of Blake Shelton's songs in saying, "On April 4th, I'll have nowhere to go and all day long to get there." He says that we define ourselves by who we are and what we do. He fears he will lose some of his identity, even though he will continue in senior judge status and be available when needed to hear certain cases.

But Habermann has already begun working on two new identities: a writer of books and composer of songs. He has had one book published: *Music in the Key of Time*, which was reviewed in FRONT's November 2014 issue. What makes this book unique is a CD that accompanies it—like a book with a sound track. The CD, in the final production stages, comprises popular tunes of the '60s that are referenced generously throughout the book, and it contains 12 (out of 50) songs written by Habermann.

Music in the Key of Time takes the reader through the social, political, cultural, and legal changes and unrest of the 1960s. Habermann says he felt like Forrest Gump in that he was in special places when big things happened. He was in San Francisco's Haight Asbury district during the summer of love in 1967 where he witnessed the birth of the flower people generation. That same year, he sang, danced, and partied at the Monterrey Pops Festival, which set the standard for later festivals such as Woodstock. In 1968, he was in Chicago when protests and riots broke out at the Democratic Convention. He reflects these experiences through the eyes of the book's main fictional character, Bob Stevens. Habermann provides background

commentary about the many events and societal changes that America went through: The Viet Nam War, sweeping decisions of the Supreme Court that gave birth to many of the nation's social order changes (rights for blacks, women, prisoners, gays, students), growth of the Moral Majority, the war on drugs, and other topics.

When asked about his next book, Habermann revealed that he's already written about 50 pages of *The Last Emperor of Rome*. Interest in this story stems from the author's fascination with the history of Rome. Perhaps not coincidentally, this book also reflects social issues of the time that are not unlike those we experienced in the '60s and '70s and what we are dealing with today. Habermann will focus on completing this book in 2015. He has two more books in mind when the Roman novel is completed. He also plans to write more songs, but this time instead of being from the perspective of a young man in his twenties, they will be from a more mature point of view.

Even though Habermann has concerns about losing a long-established legal identity, he has specific plans for the next chapter in his life. He wants to travel with his wife. He plans to continue to explore his artistic side by writing more books and composing more songs. He will become more involved in the Wounded Warrior Project. (He's a retired U.S. Army Reserves Lieutenant Colonel who

wants to help fellow members of the military who were not as lucky as he was.)

It's clear to me that Habermann has put thought into "what next". I asked for his advice to others who want to retire and start a new venture or pursue personal interests. Here's what he suggests (which he's already done):

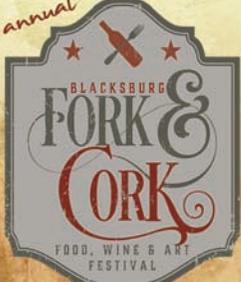
- Discover (or rediscover) who you are and what turns you on.
- Embrace your passion—pursue it, and do it soon. In his words, "The road doesn't go on forever."
- Have four things that are essential if you plan to travel:
 1. Time
 2. Financial resources
 3. Health
 4. Companion

Note: *He observed that these four travel requirements typically occur together only during a very brief portion of one's life. Once one of them disappears, or is significantly limited, traveling becomes more difficult.*

Bob Habermann's "court" will adjourn on April 3rd. It will reconvene on April 4th, but not from behind a bench. Enjoy the new journey, your honor. 

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Next gen digital >

A few months ago, I was asked to be on a panel concerning Digital Citizenship. Digital Citizenship is a concept that helps guide us all through a technologically-enhanced world. It describes the norms surrounding technology use and the ways in which technology can enhance educational institutes and the workplace, rather than distract or cause issues.

This panel included an admissions counselor from a local college, a Chick-fil-a franchise owner, a police officer and me, the director of CoLab, talking to high school students in Roanoke County. We took turns discussing how social media and technology can impact students on their way into the workforce or higher education, in the positive and negative sense.

The students, for the most part, paid attention and asked thoughtful questions. After all, as they'd been taught in school, one Facebook post could be what stands between them and their dream internship! A daunting fact, indeed. As we discussed these heavy concepts with these fourteen through eighteen year old students, I started to notice a trend: the students were scared to use technology because they were afraid to "mess up."

Technology, especially social media, has a bad reputation in the workplace and in educational institutions: it's a distraction, it's a hotbed of rumors, it breeds unrestricted criticism and spreads lies, et cetera. By teaching students that social media platforms are always a place for negativity and therefore should be separated from work and school, the next generation will continue to use it that way.

The more we learn more about how advanced technologies and connectivity platforms stand to impact the workplace environment, the more grand an obligation we have to fulfill to our next generation of young professionals. It is my intention, as a young professional in the workforce, to learn from those who know more about technology than I. In turn, I hope to teach them how I use technology as a tool in my place of work. Establishing this trust casts a positive light on the technologies that are crucial to our organizations, as well as creates a system of learning and trust in the workplace between employees and advisors.

If we, as a society of digital citizens, continue to caution the next generation of students and employees about the dangers of utilizing social media, it will continue to be a workplace pariah. Alternately, by coming to an understanding and mutually realizing the potential of these amazing tools, our organizations become stronger. Hashtag: We've Got This. 

Young Professionals

By Ariel Lev

Executive Summary:

Digital citizenship, as adopted by upcoming young professionals, need not be all about the negative.

Spring into health >

At the beginning of this year I wrote an article for this publication on New Year's resolutions. Well by this time of year most people have given up. Well the good news is that the spring time brings about a different attitude. In fact I think it is easier to follow through on those resolutions at this time of year. So sit down and map them out again.

Spring brings about a much better set of circumstances for us to focus on our health and wellness. First of all we have the weather. It's obviously warmer and allows us much better conditions to get our exercise outside and opens up many different opportunities for improved eating habits. Secondly is daylight savings time. The extra hours of daylight in the evening allow us to get that exercise or physical activity in each day. Thirdly, people eat better in the spring and summer. Fresh fruits and vegetables are easier to come by.

Here are 3 Steps to Spring Into Health.

- 1) **Move Your Body Every Evening**—whether it's an actual exercise routine or just getting out and doing yard work. Make it a commitment when you get home to get out and do something every night. Replace the time you usually sit down and watch television with this activity and you will see your energy levels and sleep improve.
- 2) **Stop by Your local Produce Stand Each Week**—pick up fresh pesticide free fruits and vegetables and eat an extra one of each every day. You see these stands everywhere or at the downtown market. Ask if they have sprayed with pesticides. Increase your intake of these with each meal or when you snack. If you're really handy and have the time grow your own.
- 3) **Get Some Sun on Your Body**—There are so many vital chemical changes that happen in our body when the sun hits our skin. The most obvious is our bodies production of Vitamin D. This form of Vitamin D is natural and much better for us than that taken orally. Our society's fear of the sun has led to us being deficient in many ways. Allowing the sun to hit our skin is critical to optimal health and wellness. I agree it is not good to get sun burn but there is nothing wrong with getting a little sun each day no matter what your skin type is. Try to get out early in the day or later when the sun is not as intense. On a side note beware of the chemicals in sunscreens as there is evidence now that they might be at the root of many skin cancers

Make the spring time be your springboard to improved health and wellness for the rest of the year. 



Wellness

By Chris Lauria

Executive Summary:
Spring is the perfect time to renew your commitment to your personal well being.





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Dan Smith

Nancy Gray

Women in the boardroom >

Executive Summary:

Here's what business women in this region think about Germany's new law requiring that boards of large companies be comprised of at least 30 percent women.

By Dan Smith

Germany, which has some of the strongest workplace protections for women in the world, in March approved a quota that means some of the largest companies in Europe will have to increase the number of women on their boards of directors to 30 percent by 2015. In the U.S., women hold 15.5 percent of board seats with companies on the S&P 1500. In Germany, the current number is 22 percent.

A number of countries in Europe—beginning with Norway in 2008—have instituted quotas upwards to 40 percent. A recent news story told of the changes and FRONT shared that story with a number of prominent business women in the region, asking their opinion. Here's what some of them had to say.

Nancy Gray, president Hollins University

While I do not typically support establishing quotas, at least leaders in Germany have recognized that women are under-represented in the board room and they have taken an action to try to force change.

In our country, women are not present at the board table in sufficient numbers and we are not doing enough to increase the presence and contributions of women. The fact that there are more American male directors sharing the same first names than there are total women directors should be of national concern and should spur action in our country.

Deborah Nason, business writer for MSNBC and former Roanoke freelance writer

My initial [thought is] that U.S. businesses will never tolerate a mandate like this. I also agreed with one of the [story's] sources who suggested this could end up being little more than window-dressing. As I think about it, I'm not sure how much value these directors even deliver.

However, I think this is an initiative that

should be discussed on the regional and local level. There certainly needs to be mentoring opportunities for women to serve on institutional boards and run for public office.

Joan Bugbee,
retired vice president of corporate
communications at Penzoil

This is an obviously bad idea. Most women in management got there by working harder, longer and smarter than their competition. To be put on a board to meet some predetermined quota belittles their accomplishments. You can't legislate merit. Pay them the same as men doing the same work—they'd appreciate that a lot more.

This silly idea recalls my first jobs after journalism school, in corporations where I was always the only woman at the staff level. When I dared to make a suggestion on a project a group of us were working on, inevitably one of the men would look at me in great surprise and say, "Hey, that's not bad. You know, you think like a man!" Meaning, I thought like he did and was, therefore, intelligent.



Deborah Nason



Dan Smith

Joan Bugbee



Dan Smith

Monica Rokicki-Guajardo

Monica Rokicki-Guajardo,
owner Better Building Works in Roanoke

Gloria Steinem said: "Power can be taken, but not given." True, but embedded structural barriers exist, most at the very top. The only sure-fire ceiling-buster that I know of is to start one's own business. But not everyone would (or should) want to do this. So many women stay at a disadvantage. While these disadvantages can be surmounted, the real problem is fairness.

Germany's 30 percent rule is modest. Perhaps it is "realistic" in the short term, and I assume it reflects the actual proportion of women in the workplace. I wonder why it is not at least 50 percent, and, whether Germany has a corresponding equal pay law. Will it result in a giant leap forward for womankind? At the very least, it will set a target that we can exceed at the earliest opportunity and, importantly, takes unfairness from the shadows and places it smack in the middle of the board room table for all to see.

Rachael Garrity,
president and owner Penworthy LLC
(also serves on the board of visitors for the business school at Marymount University in Arlington, among several others)

I am 100 percent against it. Serving on a board, if it is to be legitimate, should be because one brings skills, professional experience or both to the board table. I am reminded of a discussion I had recently with a young Virginia Tech alumnus who is collaborating with two other alumni on an already burgeoning entrepreneurial venture. When I asked what he thought they needed to do next to continue to and even enhance their early success, he responded: "We need a professional, creative woman—not for political correctness or proof that we are sensitive to diversity, but because she will bring a different perspective."

When I jokingly asked an older (as in, in his 80s) how he would respond, he said,



Dan Smith

Rachael Garrity

jocularly, but not without a poke at such arbitrary legislation: "I'm all for it, so long as it's at least 30 percent but not more than 32 percent." Tokenism rarely works; honesty halloed by vision rarely fails.

Terri Leidich, president/publisher BQB Publishing in Christiansburg

I'm for this as long as there are strong, qualified female candidates for the positions. What I don't want, and actually detest, is putting someone into a position based more strongly on their gender, skin tone, or cultural or religious background than on their ability to do the job and do it right. But, if we have to create laws to help mandate human behavior, it's a step in the right direction as far as equality for women is concerned.



Dan Smith

Terri Leidich



Dan Smith

Mary Miller

Mary Miller,
CEO Interactive Design and
Development, Blacksburg

It is a great move for Germany to make. Oh, some will go kicking and screaming and then they will settle down and realize that women can actually add something of value

to the board. We do not approach problems in the same way as men and when both genders are represented we can actually get better solutions with better outcomes. These companies will survive and have to someday admit it was a benefit.

As you know, the world is not lacking for women with the talent to hold such positions, but they don't have the chance and probably won't have the chance unless corporations are made to change. I want to believe that "we" do what is right because it is the right thing to do but looking back at history doesn't seem to give me much hope. I like Germany's position and want to watch the outcome.



Lynda Foster

Lynda Foster,
CEO, goMonti & Cortex Leadership
Consulting in Roanoke

A 2011 Catalyst Study showed that companies with more women in leadership positions perform better. Fortune 500 firms that have the most female board members outperform those with the least by 26 percent.

So, why aren't more women in high-level leadership positions? It may be that the way men and women are communicating in the workplace leads to misunderstandings.

Nancy Agee,
President/CEO Carilion Clinic

The question is interesting and complex. Not surprising, I believe, and have found, that diversity on boards of which I am familiar has tremendous value.

"There are so many talented women who make significant contributions and are exceptional, thoughtful leaders. Regrettably, the voice of women continues to be absent or muted in many leadership avenues. That said, I am reluctant to endorse a requirement for board membership based solely on gender.

"There are many factors boards should, and have a responsibility to, consider to accomplish their work. Requirements like this, though well intended, may not be in the best interest of the organizations' work. An annual assessment and thoughtful needs analysis seems more prudent." 



Dan Smith

Nancy Agee

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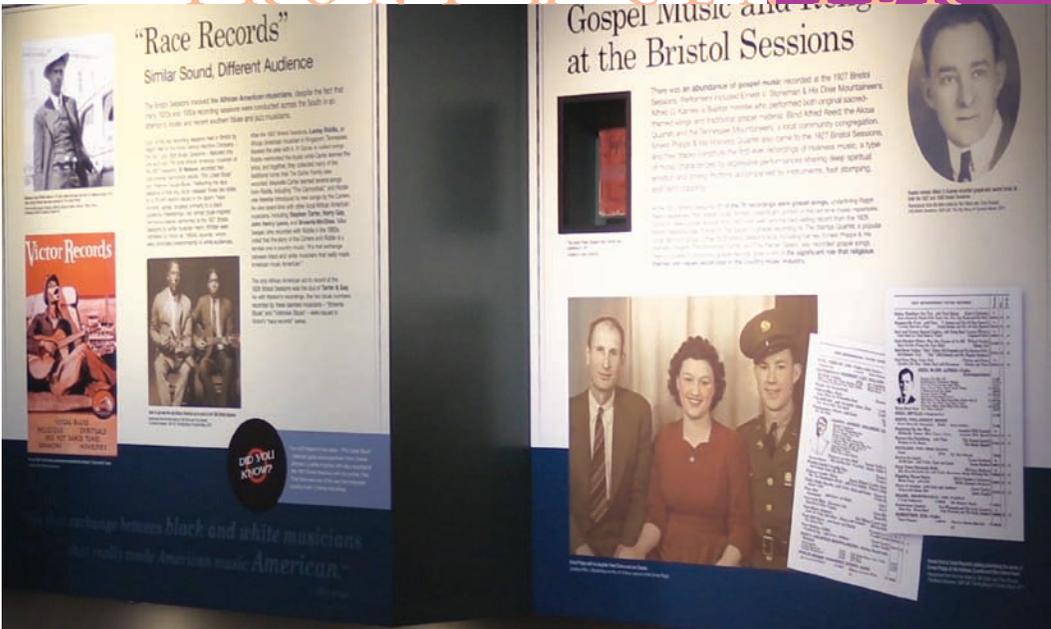
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Bluegrass makes the yeast happy

— Page 15



Bristol's music influence comes alive through interactive displays and multiple technology-infused theater, film and sound experiences – along with an array of educational programs, music programs, and community events at the Birthplace of Country Music Museum.

Bristol births a country music museum >

by the U.S. Congress as the Birthplace of Country Music, building a new Birthplace of Country Music Museum.

Executive Summary:

Piecing together \$11 million, city makes country music history all over again.

"Here is where the story of country music unfolds and where our art, music and culture come to life," said Catherine Brillhart, Bristol's mayor.

By Keith Pierce

Though most people think of Nashville, Tennessee, as the home of county music, officials in Bristol, Virginia, are quick to point out the difference between home and birthplace. With perseverance and a little help from grants and private donors, they have capitalized on their 1998 designation

An affiliate of the Smithsonian, the 24,000-plus square-foot museum opened last August in an effort to boost tourism and reshape the economic future of a once waning downtown. According to Brillhart, the museum is not only an anchor for downtown tourism, but it also presents opportunities for educational programs for students across Southwest Virginia and Northeast Tennessee. 

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What are we fighting for?

— Country Joe and the Fish
Woodstock, 1969

The Lady doth protest...

— William Shakespeare
Hamlet, 1602

In yards scattered throughout various swaths in Southwest Virginia are little blue signs that proclaim No Pipeline. In communities all across the land, citizens are vocalizing concerns about an encroaching police state. In Virginia, groups from the two major political parties continue to fight over how congressional districts should be drawn.

There is plenty to be angry about. And though one can claim that all the protesting in the world won't stop the building of a pipeline that's inevitable, there's little doubt that input can affect the route. "The squeaky wheel gets the grease," my mother would say often, citing the popular adage. The older I get, the truer that becomes. In a way, it's difficult for me to see the value in fighting, arguing, stressing out, sticking my head out the window and shouting at the top of my lungs.

I'm mad as hell and I'm not going to take it anymore!

— Network
American film, 1976

I have to say, I kind of like what Epicurus preached when he said "the happiest life is free from self-imposed demands of commerce and politics." It's tempting to go Jimmy Buffett, put on the flip flops, and have not a care in the world. I know critics and cynics and passionate people who, well, quite frankly... bitch all the time. In my line of work I meet my fair share of compatriots who are so partisan, they couldn't see past a blue or red party line if they were wearing color-neutralizing lenses. Good for these friends of mine. How can it be bad to be bold, to stand for what you believe, to rally up and call to action our collective causes to change our world and hold up what is good, and true, and right?

Perhaps therein lies the rub. It's much easier to oppose than promote. Country Joe didn't ask what are we fighting *against*. We always have plenty of answers for that. Queen Gertrude didn't say the lady doth *champion* too much. That approach never seems to be dramatic enough.

Before we can adequately protest, we should know what we support.

On Tap from the Pub

By Tom Field

Executive Summary:

*Sooner or later,
you're going to have
to fight: might as
well be good at it.*

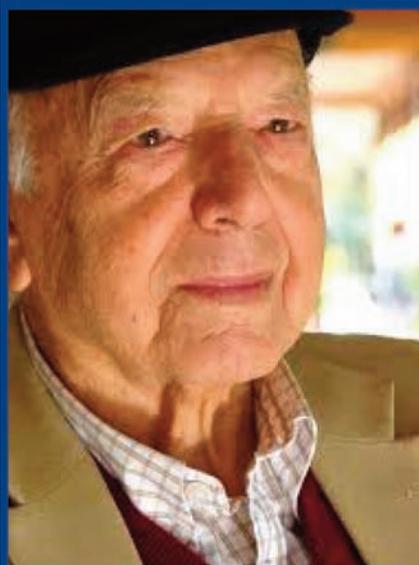
But I do know this: regardless of the approach, saying something does matter. Whether you're overcharged for a hamburger, you discover damn near half of every dollar you work for has been absconded by taxes, or someone is all too eager to give your children a chance to die on foreign soil for reasons that aren't clear—if you don't demand a response, well... you won't get it.

To keep your sanity, to not be that person who's angry all the time, you might have to remind yourself of that other adage: to "choose your battles." There are plenty of injustices to choose from.

I doubt there's a person anywhere who never had to put up a fight somewhere along the line. Even our sweetest, little ol' grannies. It's one of those things that lets us know we're alive. 



There is plenty to be angry about. And though one can claim that all the protesting in the world won't stop the building of a pipeline that's inevitable, there's little doubt that input can affect the route.



Go ahead. Ask.
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What's the place like?
How do you like being here?
How are the people?

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Ask him



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Christopher Borba

Guest Commentary

By Christopher Borba

Executive Summary:

The president of Emissary Investigative Services in Daleville says employers need to have an established workplace complaint process.

Handling workplace complaints >

Brandy was getting tired of the remarks her boss was making at the dialysis clinic. He repeatedly called her his “work wife” and his “slave.” At other times he would rub her shoulders or rub up against her. Brandy complained several times to another manager, and that manager told her to “tell someone,” but he failed to send her to the proper person. Brandy thought about reporting it to HR, but she knew the HR manager and the accused harasser were friends. She finally had enough and left the company, but not before writing a letter to upper management describing the harassment.

The employer responded the only way they knew how. They appointed an HR manager to investigate, and the HR manager happened to be the same HR manager that was friends with the accused manager. The investigation consisted of one interview with the accused and nothing more; in other words—a botched investigation.

Brandy ended up filing a lawsuit against her employer, Davita RX, LLC for a hostile work environment, and of course Davita did not stand a chance.

Employers can use this opportunity to learn from others’ mistakes. How should this have been handled? First, all sexual harassment and discrimination claims should be taken seriously, and they should be fully investigated by an experienced and impartial investigator.

Here are some suggestions that employers can put in place to protect their employees and lessen their liability:

- Establish a formal reporting system that is well known and easy to use by all employees.
- Offer confidentiality in the reporting system so employees feel safe about reporting incidents.
- Investigate EVERY harassment and/or discrimination claim no matter how small it may seem.
- Have a designated investigator. If you use an HR professional, make sure they are trained and experienced in workplace investigations, and have no connections with any parties involved.
- Consider using an outside investigator. An outside investigator comes with many benefits to include experience, no bias (they don’t know the employees or the latest rumors), employees feel more comfortable talking to them about sensitive issues, and employees will feel the employer is taking the issue seriously.

- Make sure the investigation is thorough. Interview all witnesses involved, and collect all evidence (if there is any).
- Investigations need to be uniformed. Ask the same questions and treat everyone equally. Failing to do so may result in discrimination issues.
- Any disciplinary actions should also be uniformed.

Employers have to take these issues very seriously. No matter how small or unimportant it may seem to you, it is a big deal to the person who filed the complaint. Employers are responsible for providing a safe work environment, and part of that is how they handle adverse situations. 

References: Park, Lorene (2013) *Employers that Ignore or Fail to Investigate Sexual Harassment will Pay for it*. Retrieved from www.employmentlawdaily.com/index.php/2013/09/05/employers-that-ignore-or-fail-to-investigate-sexual-harassment-will-pay-for-it/

This article should not be considered legal advice, and employers should consult with a competent attorney.



All sexual harassment and discrimination claims should be taken seriously, and they should be fully investigated by an experienced and impartial investigator.



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Prizes, Golf Fees and Salad after play

Senior Men's Golf League April 8—May 20 • Wednesdays 9–1:30
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Prizes, Golf Fees and Box Lunch during play

Executive Women's Golf League April 9—May 21 • Thursdays 5:30–8
\$40 League Fee per Season / \$25 per week
Prizes, Golf Fees and Warm-Up Totty before play

Couple's Golf League April 10—May 22 • Fridays 5:30–8
\$50 League Fee per Season / \$45 per week per couple
Prizes, Golf Fees and HHCC Famous Homemade Pizza after play

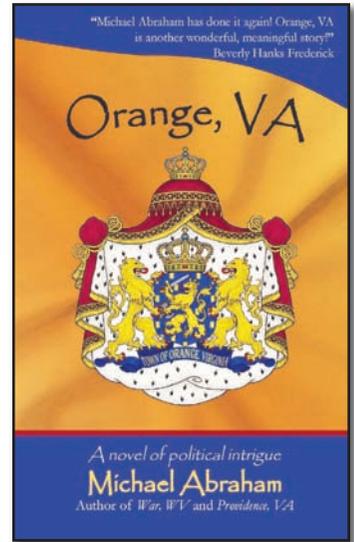
Men's Prime Time Golf League April 8—May 20 • Wednesdays 5:30–7:30
\$40 League Fee per Season / \$30 per week
Prizes, Golf Fees and Prime Rib Dinner after play

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Books @ the FRONT >

Following are book recommendations from our contributors and business people in the Roanoke and New River Valleys who are inveterate readers. Readers are invited to submit short 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 news@vbFRONT.com



Politics in the Old Dominion

Orange Virginia (Pocahontas Press; 2015), a novel by Michael Abraham of Blacksburg, is set in present day Virginia, stretching from one end of the state to the other, but centering in Orange.

The political drama has three main characters: Sally Bradley, Marjorie Taliaferro and Liza Randolph. Sally is a widow who is a state senator from Roanoke and is running for state wide office. She just found out that she has breast cancer. Marjorie is Sally's twin sister who sells real estate, is a day trader and raises horses on her farm in Orange. Liza is Marjorie's life partner and is Dean at the college of Law at UVA.

The story deals with many political issues of Virginia, past and present, such as eugenics, the death penalty, gay marriage, abortion and gun control. This was a very entertaining novel, especially to someone who lives in the area and recognized all the landmarks.

—Rick Ohl

Historical matchmaker

Accidental Fiancé (Love Inspired; 2015) is a Christian historical romance by Mary Moore, a writer who lives in Floyd. The snappy dialogue between Lady Grace Endicott and Lord Weston keeps the story moving. Grace

is caught in a compromising situation which puts her sister Lydia's introduction to society in jeopardy. Lord Weston announces Lady Grace is his betrothed to protect Grace's honor. What happens if one of them is a Christian and isn't comfortable lying about the pretend betrothal?

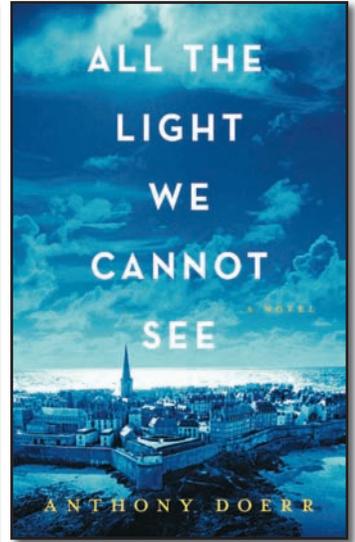
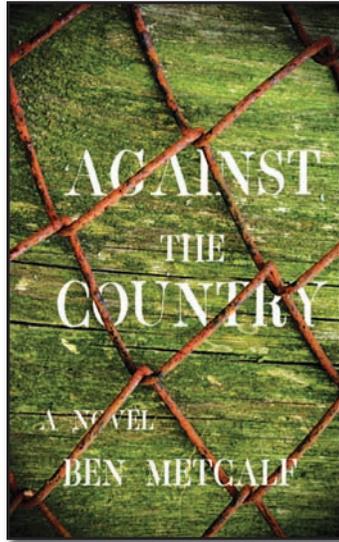
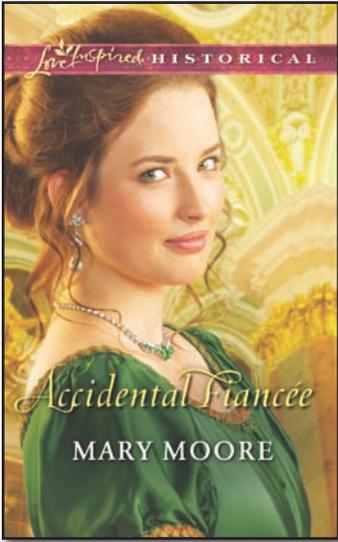
God's grace is freely given and covers our sins. Can Grace show Lord Weston that means even him, a known rake? Grace assumes she is too old for love but won't marry for convenience. As she and Lord Weston get to know each other, will she find the rake is past all hope, or is there still a chance for him?

Get lost in a wonderful love story!

—Sally Shupe

'Lack of class' warfare

Ben Metcalf's *Against the Country* (Random House; 2015) is called a novel, though only by merit of its linear alignment of mini-essays in chronological order. Quite masterful in construction, though some will quickly toss aside with frustration (there are some pages that can't contain a complete single sentence—or should I say some sentences that go on and on for more than a page ((which is exactly how our author writes (and such) and our narrator speaks (and such))) including the double parenthesis, italics, punctuation marks, repetitive remarks,



circular reasoning, and sundry of asides. I found it stylistically brilliant (once I rolled over and accepted the blanket of superfluous discourse) and simply could not put it down. It's helpful that the chapters are super short (three pages or less); and if one "listens" to the voice, rather than simply absorbs the words.

As to the subject? Shew!!! What we have here is the marriage of Garrison Keillor's nostalgia (in black form) and Rodney Dangerfield's comedic shtick (gets no respect). Watch out fellow Virginians. Here's where you live: Godforsaken. "Evil. A sh**scape. Weird. Dirt devoid of richness. Humans devoid of sense." And my personal favorite: "the fungal big toenail of Lucifer." Our narrator describes Goochland County as a place that "could boast of no increase except in the multifold categories of shame." For FRONTreaders residing in our part of the state, the story is indeed about a specific part of our state "so differed from the rest of Virginia." But be prepared to laugh at yourself, you poor wretched Virginian. I took no offense; after all, our storyteller is from southern Illinois. (So superior, right?) Nevertheless, his misfit dialogue on top of a brilliantly described life against the country, with its trash-pits, wood-gathering, chicken-raising, snake-killing, dog-sniffing, and copper-wire-beating fathers is a story to behold. Highly recommended. Even if it permeates your thin skin.

—Tom Field

Superb Story

Anthony Doerr's *All the Light We Cannot See* (Scribner) is one of the finest novels I've read in some time, a masterful lesson in storytelling and lyrical writing by a man who took 10 years to craft this wonder. The story deals with a young blind French girl, forced from her Paris home with her father by the Nazis during World War II, and a German boy who is a wonder with electronics.

The girl, Marie-Laure, and her father, a master of locks in the Museum of Natural History, move to a walled town in the countryside, protecting a secret. The boy, Werner, is sent to a Nazi academy for Hitler Youth when his special talent is recognized and he is taught to track the French Resistance. He travels to France on assignment and his and Marie-Laure's paths cross as the book soars.

All the Light We Cannot See has been a multiple award-winner and deservedly so. It's a keeper.

—Dan Smith

(The reviewers: Rick Ohl lives in Salem and works at Yokohama Tire; Sally Shupe lives in Newport, works at Virginia Tech and is a freelance editor; Dan Smith is a local writer and previous editor of FRONT; Tom Field is a creative director and publisher of FRONT.)



FRONT

Anti-hacker hovel >

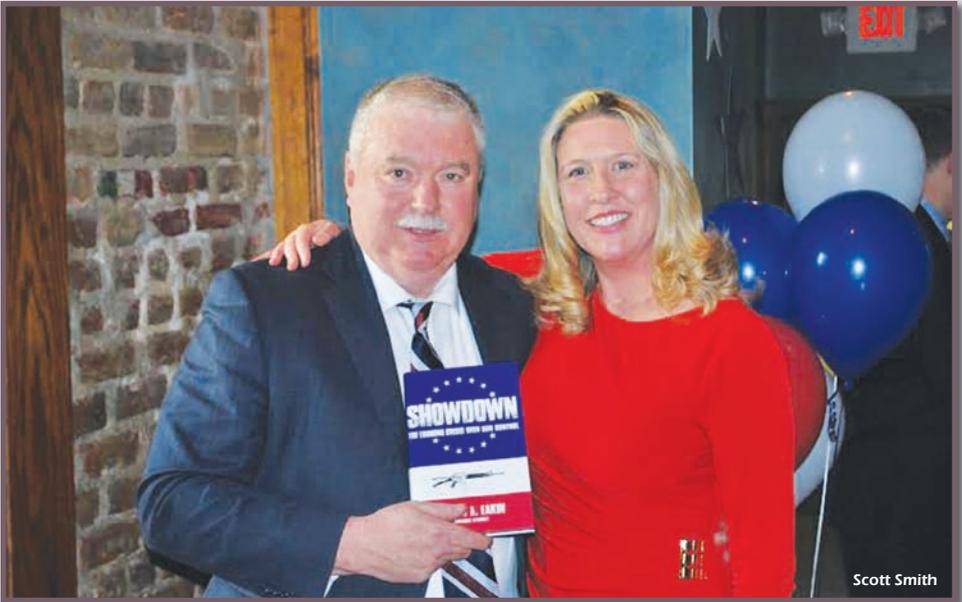
The first “town hall” of the **Virginia Cyber Security Commission** was held Feb. 24 at the Inn at Virginia Tech with concurrent streaming web. The packed assembly hall attracted IT professionals, who listened to Randy Marchany (foreground right) of Virginia Tech IT, FBI special agent David Crisafi, and J.C. Dodson of BAE Systems. Marchany cited the “critical national need [for cyber security service] with too few people dealing with it.” He also reminded the audience that the top concern is to “protect the data, rather than the device.”



FRONT

Settin' up AV >

Hotel Roanoke held its **Audio Visual Show & Tell** at its ballroom on Feb. 24 to showcase the upgrades and equipment and conference room configurations for potential company and association event organizers.



Book triggered >

The launch of **Showdown**, a book about the legal history of gun control and the 2nd Amendment by Roanoke attorney Lenden Eakin, was held at Billy's restaurant in downtown Roanoke on March 6; the author and his wife, Kimberly show off **Showdown**, above, which released mid-March on Amazon, Barnes & Noble, Kobo, and Google Playstore.



Reconsidered >

The first ever **Old Things Considered** antique appraisal affair was held Mar. 6 at Salem Museum; Ken Farmer of Farmer Auctions examines a treasure.



Courtesy of Roanoke Valley-Alleghany Regional Commission

Rolling gallery >

Art By Bus, a collaboration between Roanoke's RIDE Solutions, Greater Roanoke Transit Company, and the Roanoke Arts Commission, announced its second annual program in mid-March, which includes displaying works of art on the outside of buses, such as "Ten Speed" by Charles Goolsby of Emory and Henry; goals of the program include cultural awareness and encouragement for public transportation.



Out the door >

Lined up single file all the way *out* the door to get a foot *in* the door with two of our largest employers, job applicants and career seekers packed the first floor of Roanoke's Cambria Suites hotel on the afternoon of Mar. 12 to interview at the **Virginia Tech Carilion Clinic Career Fair**.



Kristin Waters

Money matters >

The 2015 Ferrum College Forum on Critical Thinking, Innovation and Leadership tackled the 2008 mortgage crisis and where we are now with this at its fifth annual event held Mar. 17 in a packed ballroom at Hotel Roanoke. Speakers and panelists included U.S. Senator Mark Warner; Edward DeMarco, former director of Federal Housing Finance Agency; and Gretchen Morgenson (above), New York Times reporter and author of *Reckless Endangerment*.



Courtesy of Salem-Roanoke County Chamber of Commerce

Lined up >

The Salem-Roanoke County Chamber of Commerce held its Annual Dinner & Gala Mar. 13 at Hotel Roanoke; where more than 400 attended—a percentage of them hitting the dance floor as the evening progressed.

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

Career FRONT

FINANCIAL FRONT

Ashley Fiore has been appointed to VP of Accounting at Member One Federal Credit Union.

Phyllis Karavatakis has been promoted to executive vice president and chief lending officer; **Jane Ann Davis** promoted to executive vice president and chief operating officer; **John Engel III** and **David Peterson** promoted to senior vice presidents; **Alan Hill**, **William Meece**, and **Marion Sparks** promoted to vice presidents; **Shirley Jones** promoted to vice president - security and training officer; **Worth Carter III**, **John Gardner**, and **David Wood** promoted to assistant vice presidents; **Tammy Sharpe** promoted to assistant vice president and cashier; **Deborah Russell** promoted to assistant cashier; and **Terri Woody** promoted to assistant cashier at Carter Bank & Trust.

J. Douglas Thomas has joined as senior vice president and senior commercial lender at Union Bank & Trust / Christiansburg office.

Ed Winstead has been promoted to senior vice president at Rutherford insurance company.

LEGAL FRONT

Hillary Davis Griffith and **John Weber III** have been appointed judges for 23rd Judicial District (Roanoke Valley) Juvenile and Domestic Relations Court; and **Tim Allen** has been appointed judge for the 22nd Judicial District (Franklin and Pittsylvania Counties, Danville) Juvenile and Domestic Relations Court.



Tobias

Brad Tobias has joined as an attorney with the employment and labor practice group at Gentry Locke.

Jennifer Dean has opened the Virginia Immigration Law Center in Roanoke.



Morgan

Amanda Morgan has joined the civil, municipal, and business litigation practice at Gentry Locke Lynchburg office.

WELLNESS FRONT



Turner

Dr. Sarah Turner, D.O. has joined Community Health Center of the New River Valley.



Johnson

Ryan Johnson of Virginia Tech Rescue Squad was named Collegiate Emergency Services Provider of the Year at the National Collegiate Emergency Medical Services Foundation annual conference.

TECH/INDUSTRY FRONT



Smith

Steven Neiland has joined as web application developer; and **Chris Smith** has

joined as network systems administrator at SiteVision.

James Squires, current president, has been named chief executive officer of Norfolk Southern.

DEVELOPMENT FRONT



Cecil

Bonnie Cecil of Long & Foster Real Estate's Roanoke office, has earned the Accredited Buyer's Representative designation.

Lyn Atkins and **Jack Doyle** has joined as Realtors at Lake & Land Realty at Smith Mountain Lake.

Scott Miller has joined as sales and leasing agent at Waldvogel Commercial Properties.



Waters

Kimberly Waters has joined the sales team at Berkshire Hathaway HomeServices Smith Mountain Lake.

RETAIL/SERVICE FRONT



Brown

Stefanie Brown has joined Neathawk Dubuque & Packett as strategic communications account executive.



Greener

Todd Greener has been appointed senior vice president, supply chain at Advance Auto Parts.

Christa Stephens has been hired as branding and promotions director



Stephens



Barksdale

at Black Dog Salvage.

Russ Barksdale has been named Fellow of the American College of Healthcare Executives.



Walters



Meader

Jessica Walters has been named administrator of Friendship Health & Rehab Center; **Cory Meader** has achieved certification as Certified



Broce



Broughman

Alzheimer's Disease and Dementia Care Trainer; **Megan Broce** and **Carissa Broughman** have achieved certifications as Certified Dementia

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.

Read the FRONT online

vbFRONT.com

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

Career FRONT

Practitioners through the National and International Councils of Certified Dementia Practitioners.



Hartman

Sandy Hartman of Warm Heath Village has received the Sodexo CARES Award, for dining operations.

Justin Ward has been promoted to evening general assignment reporter; and **Danielle Staub** has been hired as bureau chief in Danville at WDBJ 7 television.



Howard

Sheri Howard has joined as kitchen and bath specialist with the design team at The Cabinet Gallery in Hardy.

EDUCATION FRONT

Rachel Dorman has been named annual giving officer; **Theresa Johansson** has been named director of the



Dorman



Johansson



Ransbottom

Global Education Office; **J. Scot Ransbottom** has been named chief of staff for information technology at Virginia Tech.

Dr. Daniel Harrington has been named vice dean of Virginia Tech



Harrington

Carilion School of Medicine.

Rob Straughan has been named dean of School of Commerce, Economics and Politics at Washington & Lee University.

CULTURE FRONT



Culligan

Jenine Culligan has been named senior director of The Eleanor D. Wilson Museum at Hollins University.

Kim Braswell has

been named to the board of directors of Roanoke Valley Society for Human Resources Management (RVSHRM).

Bill Beachy of Community Housing Partners received the 2015 James Gardner Weatherization Award by the National Association for State Community Services Programs.

Judge **Philip Trompeter** has been named Citizen of the Year by the Salem-Roanoke County Chamber of Commerce.

Mark Mabry has been appointed ambassador of Montgomery County Chamber of Commerce.

MUNICIPAL FRONTS

Bart Smith has been named director of Roanoke Regional Small Business Development Center.

Compiled by Tom Field

“ Training without behavior change is simply entertainment

— Page 24

FRONT NETWORK



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Salem Fair

Company cotton candy

After a business held its annual company picnic in conjunction with the 2014 **Salem Fair**, the Salem Civic Center is promoting a similar package offering for the 2015 fair; including air conditioned indoor private dining, outdoor tables if desired, food, beverages, and ride wristband passes for scheduled company picnics; this year's fair runs July 1-12; catering contact is 540-375-3004.

Big anchor at NRV mall

Kohl's department store will be opening at New River Valley Mall; date undetermined.

Degrees recognized

Jefferson College of Health Sciences

Master of Healthcare Administration and Bachelor of Science in Healthcare Management degree programs have been ranked as one of the top 20 programs in the nation by the website Healthcare Management Degree Guide.

Robes of Independence

Oak Hall Cap & Gown is opening another location in Grayson County; renovating a building in Independence and expecting 100 new jobs.

Entrances and exits

Developers of **The Retreat**, a planned student housing complex on Prices Fork Road in Blacksburg continue to negotiate transportation and access issues with

city council and area residents in their effort to build on the 40-acre site.

Forwarded mail

The **U.S. Postal Service** main mail processing facility in Roanoke is proceeding with its expected operations move to Greensboro, NC. The consolidation is expected to begin mid-April, and affects around 200 positions at the facility on Rutherford Avenue.

Bittersweet

With the unexpected announcement in early March that **Sweet Briar College** is closing; various alumnae and stakeholders are organizing possible strategies to block the closure and consider

legal, fundraising and financial options to keep the 3,250-acre campus, 114-year old women's college open.

Going up?

Carilion Clinic has announced plans to construct a 15-story building to expand Roanoke Memorial Hospital within the next five years.

Upper slice pizza

Tizzone Wood Fired Kitchen & Wine Bar has opened at the Daleville Town Center complex in Botetourt.

Outage status

Appalachian Power has introduced a new outage alert system where

customers can be notified by email or text when their home or business is affected by a power outage, when and where outages have been reported, and when power is expected to be restored; enrollment at www.AppalachianPower.com with account login.

illustration will be printed by Blacksburg's High Peak Sportswear, for the August 7–8 event.

Swap-n-Startup

The historic **Gill Memorial** hospital building on Roanoke's downtown Jefferson Street has been granted \$600,000 by the state for the conversion to a technology startup hub, operated by the Roanoke-Blacksburg Innovation Network; the Carilion-owned property was part of an ownership transfer agreement whereby Carilion takes

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.

the city's former Navy Reserve building within the expanding Carilion Clinic complex site at the foot of Mill Mountain.

Mountain money

Mill Mountain Zoo's October 30—February 28 fundraising challenge

of \$100,000 was met and exceeded; between private donations, an Ed and Barbara Kitas matching challenge, and GE Foundation Matching Gifts Program; resulting in \$280,000 for the campaign.

Where there's a will

LeClairRyan has launched a new Estate and Trust Litigation practice specialty team, representing clients in disputes involving wills, trusts, guardianships, conservatorships, and elder law.

School delays

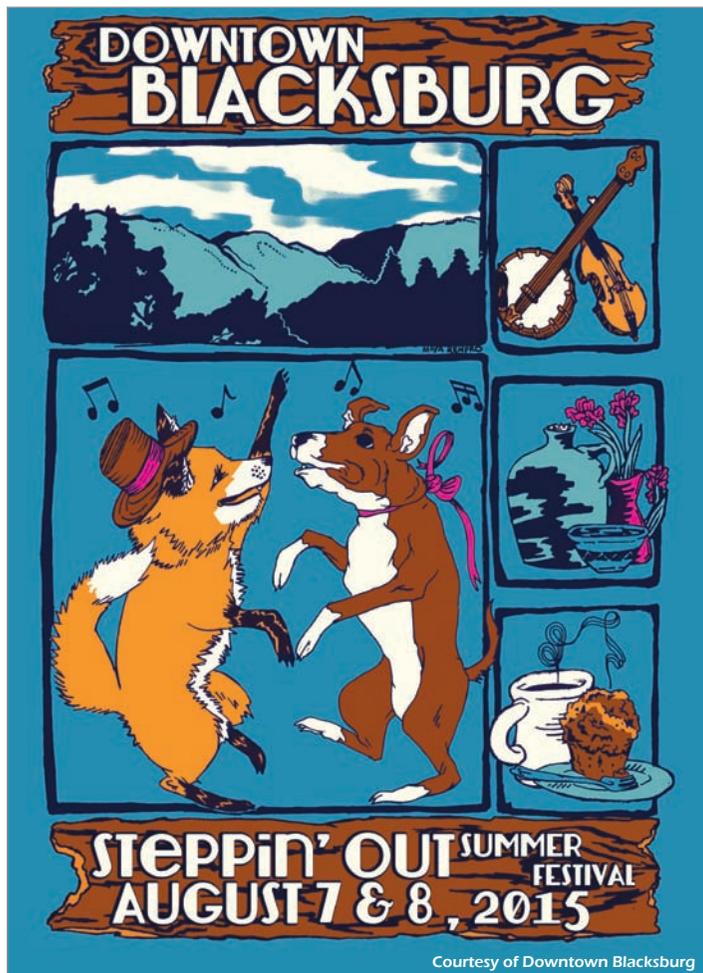
Lumos Networks was targeted by an outside source to slow down its connectivity, according to an investigation supplied to the FBI by Augusta County sheriff's office over reports of problems with the networks at the county school system.

New Salem

The City of Salem has announced **The Downtown Plan**, which is expected to produce property redevelopment for the purpose of stimulating business and renewed community activity; a presentation

This year's t

Steppin' Out, Blacksburg's most populated outdoor festival, has released its annual t-shirt design winner; this year from visitor Maya Renfro, whose



Courtesy of Downtown Blacksburg

Blacksburg's Steppin' Out t-shirt design



Courtesy of VTC School of Medicine

Sanghee Suh learns she received her first choice residency in pediatrics

to council scheduled for January 2016 after solicitation of input and stakeholder interviews.

Sunshine vets

The **Veteran's Affairs Medical Center** in Salem is one of two federal facilities in the U.S. targeted for a solar energy conversion by REC Solar and HICAPS construction; the installation (in addition to work already completed)

is expected to provide seven megawatts of solar between the Salem and Las Vegas sites.

Incorporating clinics

PCA Healthcare, a multi-clinic operation with 21 personnel and locations in Salem, Floyd, and Danville, is joining the Carilion group of family practices; the incorporation expected to complete in June.

Frame it

Taubman Museum of Art has achieved accreditation by the American Alliance of Museums.

Successful match day

Virginia Tech Carilion School of Medicine achieved 100 percent in residency matches; whereby May 2015 graduating or graduated medical students were

paired with residency programs across the country.

Paper or plastic

Kroger's Mid-Atlantic Division reports that it added 1,500 jobs at its Kroger stores in Virginia in 2014, and is now the states 21st largest employer (12,000 associates, from full time department heads to part time clerks); headquartered in

Roanoke, the Mid-Atlantic Division operates 120 stores, 115 pharmacies, 81 fuel centers.

Manners bedside

LewisGale Regional Health System's parent company **Hospital Corporation of America** (HCA) was named a World's Most Ethical Company by the Ethisphere Institute.

Frozen yogurt near Roanoke College

BTO Self-Serve Yogurt is opening in downtown Salem; the franchise expected to open as early as May.

Just call it fatty

Bootleggers Café in Rocky Mount made the Enticing Eight status in the 2015 Virginia is for Lovers Culinary Challenge; its "double smoked fatty" ground beef, pork, veal wrapped in bacon and stuffed with pulled pork, cheeses, onions and peppers cited.

Hike and eat

Plans for the old small depot style Roanoke Transportation Museum at Wasena Park (which has been vacant since the flood of 1985) have been revealed; it will host **Roanoke Mountain**

Adventures, an outdoor recreation store, and **Green Goat**, a restaurant serving pizza, draft beer, etc.; ad agency principal and developer John Anstey expects an opening as early as June.

MLT at VWCC

Virginia Western Community College is launching a **Medical Laboratory Technology** program for an Associate's degree that begins Fall semester 2015.

Racy news

The Federal Communications Commission reports it will proceed with its \$325,000 fine of **WDBJ 7** television, for broadcasting sexually explicit material during a July 12, 2012 6pm newscast that featured a clip from an adult film website related to a story about a former adult film star joining a local volunteer rescue squad; the station's position is that the airing was unintentional and is opposing the charge.

Creative wins

The **2015 American Advertising Awards** (formerly "ADDYs") banquet held Feb. 28 at the Taubman Museum

recognized Red Velocity as winner of the Howard Packet Award for Creative Excellence (Best in Show); other "Best of" categories included New City (interactive); Abandon Films (broadcast); Access (print); and FourDesign/Virginia Tech (judges' choice).

No zip, still fun

Shenandoah Acres resort in Stuarts Draft, with its manmade lake with beach and campground, is moving into its second year and summer season after reopening last year after being shut down for a dozen years; the zip line and slide has been removed, but owner Garland Eutsler is still expanding and adding amenities.

Double exposure

Boyd Photography, a long standing commercial photography business in Roanoke since 1982, has changed its name to **Boyd Pearman Photography**; recognizing the partnership between studio founder Richard Boyd and Amy Pearman (who started shooting with the firm in 1997).

Blue gets silver

Access Advertising & PR and **Mikula-Harris** agencies won a silver

Telly Award for work on behalf of Virginia's Blue Ridge "Blue Ridge Standard Time" campaign.

Village tracks

Residents at **Warm Hearth Village** in Blacksburg are participating in a FitBit Fitness Tracking Research Study to examine the device's effectiveness on exercise and healthier living; the study funded by a Lutheran Services in America grant and in cooperation with Brandon Oaks Retirement Community in Roanoke.

Funny smell on campus

Upon Virginia Gov. Terry McAuliffe's signature, Virginia Tech will be able to research and grow **industrial hemp** beginning July 1; some analysts have predicted \$300 million in U.S. economic contribution from the agricultural products.

Virginia breeze

The U.S. Bureau of Ocean Energy Management has granted the state of Virginia a **wind energy research lease** for federal waters, reportedly the first such assignment in the nation; Dominion Virginia Power has applied as lease operator.

Compiled by Tom Field

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, also available by link at vbFRONT.com.



A bar with a twist >

Executive Summary:

The Q at the I-81 Hollins exit in Roanoke County has that neighborhood bar feel, even though people drive to it for the multi-experience: the food, the music, the game, the friends.

By Nicole Dobbs

Scott Johnson systematically surveys the interior of his restaurant The Q: BBQ, Beef and Billiards. Astutely, his eyes take in every inch of the bar. He knows the job is never done, there is always room for change and he is particular, unwilling to settle for less than perfect. It will be done right or not at all. He has a vision for his bar which exceeds the present. Instead of looking at the building as a complete 10,000-square-foot restaurant and bar, he sees it as a work in progress with a solid foundation. The music playing through the speakers volleys between rock, southern rock and country. Johnson calls The Q, "That great neighborhood bar," but really it's a bar with a twist.

Since its opening in April of 2014, the Q has not only triumphantly passed infancy; it has become a community hub in Roanoke, Virginia. "I know we are off the normal path,"

Johnson reveals. "When people come to the Q, they want to come to the Q. Although we are quite accessible, it is seven to eight minutes from downtown which means people do not just walk in because they are just walking by." What that statement is missing is the draw, the reason why people are going to the Q in droves, the neighborhood bar with a twist.

From the outside of the white brick building the word 'Billiards' writ in blue belies only a portion of why people do not want to stay away. The Q boasts eight Diamond brand pool tables, one is a nine-foot table, and houses both TAP and ABA competitive pool competitions. It's a music hall, often booked by Roanoke's favorite bands. Some nights it is a karaoke bar or open mic stage. It even holds poker tournaments and is licensed to air MMA Fight nights. As Johnson speaks, his eyes light up, but not for the reason most would expect, it is more than what people can do at the Q. It is what they will find.

"At the Q you will find a family, the family you want to have," swears Johnson. In every home, food is the center of attention. The Q is no different. With onsite meat smokers, all dressings and sauces are made from scratch, the Q serves the home-cooked meal you wish you had at home. "It is all about experience," Johnson promises. Their kitchen specializes in smoked BBQ but does not stop there. From Black and



Scott Johnson, owner, Bobby and 'Jersey'.

Blue Pasta to pizza and burgers, the goal is to ensure everyone can find what they want when they step through the doors into the Q. While this neighborhood bar serves the essential drinks, the fan favorite mixed drinks are their Washington Apple and pineapple upside-down cake shooters. On the weekdays from 11:00 am to 3:00 pm all meals include complimentary table time.

Thanks to a father who lives to love the sport, Johnson feels billiards chose him; but he wants to ensure the Q's focus is not solely playing pool, but fostering community in the

Roanoke Valley. Last year the Q hosted a Toys for Tots pool tournament. In May there will be a "Break MS tournament," that is open to the public. Though the expansive vision Johnson has for the Q begins with billiards, BBQ and the bar, the role it has in people's lives far outreaches its four walls.

It has become an oasis, a safe sanctuary where people can find true friends and a new love. "Give it a try," Scott Johnson urges, "all you need is that one game to change your life." 



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