

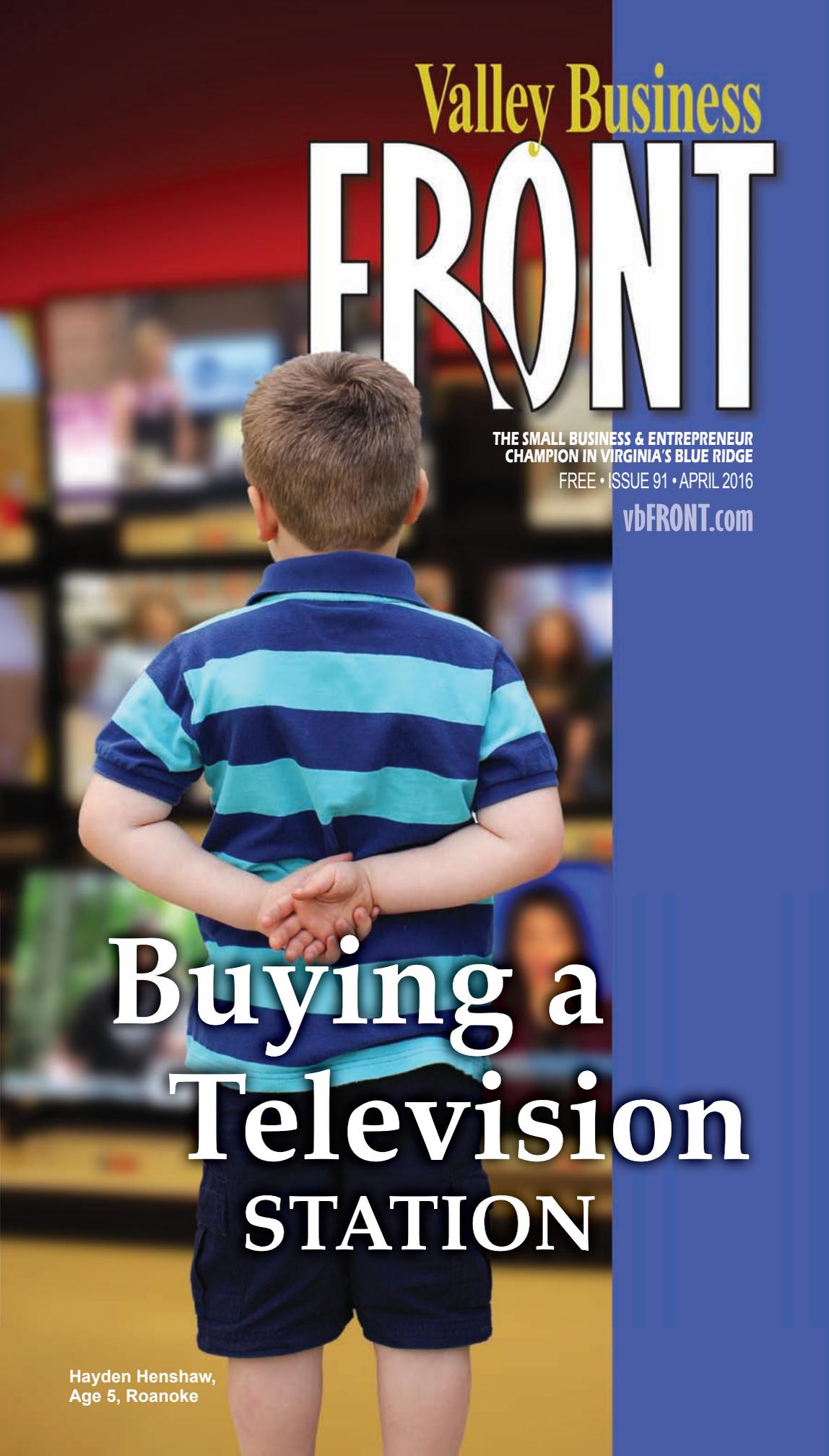
Valley Business

FRONT

THE SMALL BUSINESS & ENTREPRENEUR
CHAMPION IN VIRGINIA'S BLUE RIDGE

FREE • ISSUE 91 • APRIL 2016

vbFRONT.com

A young boy with short brown hair, wearing a blue and light blue striped polo shirt and dark blue shorts, stands with his back to the camera. His hands are clasped behind his back. He is looking at a wall of television screens in what appears to be a store or a media center. The screens show various images, including people and landscapes. The background is slightly blurred, emphasizing the boy.

Buying a Television STATION

Hayden Henshaw,
Age 5, Roanoke

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Anything on tv?

Well if you want something new and different—the answer is yes. And I'm not even talking about the series and programs we're all watching all across America. It's all more new and different on our local news and programming to be sure. You can judge for yourself whether the local productions are new "and improved." We get so used to our anchors and reporters in this region, that any change is likely to be received with uncertainty, hesitation, and even disapproval by some long time viewers.

As media consumption is a significant part of my profession, I have this to say: there is noticeable improvement. Even as we must suffer a bit through the bumps and hiccups at the early stage when our chosen station undergoes a company sale or merger... as our new on air talent gets to know our communities (including how to pronounce the names), all four network affiliates in our market are stepping up their game in some obvious fashion. Never before in the history of the Roanoke-Lynchburg market (how our television market is defined by DMA-designated market area, even though New River Valley is also in the mix) have we experienced the complete turnover and sale of all four stations. It can be a lot to take in. Especially for the remote-control-loyalty-challenged like me, who watch all four news coverages on a daily basis.

Change is inevitable. In this case, it's thrown squarely in your face—illuminated on a big screen, small screen, tablet, mobile device, monitor. Keep your familiar anchors and reporters close as you continue to welcome them in your home. But expect a lot of new faces, whether you invite them or not. And like those old television sets of yesteryear, give it some time to warm up.

Tom Field

“”

If your company is experiencing any kind of success, I can guarantee creativity is at play

— Page 31

COOKING DEMOS AWARD-WINNING WINERIES LOCAL ART LIVE MUSIC



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COVER STORY

What's New on TV?



For Local Stations:
EVERYTHING

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Cover photography of Hayden Henshaw by Tom Field.

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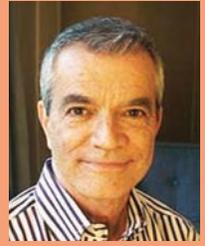
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APRIL



Christopher Borba



Dan Dowdy



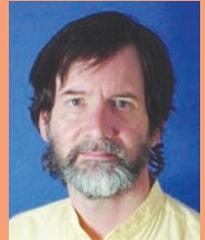
Kathleen Harshberger



Mike Leigh



Nicholas Vaassen



Randolph Walker

Editorial Advisory Board

Valley Business FRONT has organized an Editorial Advisory Board in order to help direct coverage. FRONT selected a group of 14 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



Tom Field



Keith Finch



Nancy Gray



Ariel Lev



Alex Pistole



Kathy Surace



Alison Weaver

Biographies and contact information on each contributor are provided on Page 38.

2016 Members

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

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

“”
The word
'retain' is
troubling
to me

— Page 28

“”
The bottom of
the iceberg was
fraud charges,
liens, judgements,
bankruptcy, and
an illegitimate
business — Page 36

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Twitter: [@vbfront](https://twitter.com/vbfront)
Blog: morefront.blogspot.com



What's New on TV?



For Local Stations: EVERYTHING

The nation's merger mania by media corporations has had a marked impact on all four major television stations in the Roanoke/Lynchburg markets in a short period of time, and it's likely that more changes are on the horizon.

In less than two years, WSET, WDBJ, WFXR and WSET have all come under new ownership, by far the biggest turnover that the region has ever experienced in television's history.

WSET goes big, stays local

George Kayes, general manager of WSET, is still amazed at the rapid changes. "Eighteen months ago, who would have thought that this whole market would have changed ownership?" he says. "We're the 'old guys' now and our purchase by Sinclair only took place a year and a half ago."

Sinclair Broadcast Group is only the third owner in Lynchburg-based WSET's 63-year history. The second owner, Washington Star/Joe Allbritton, had owned WSET for nearly 50 years. When Sinclair took over in August 2014, many employees braced themselves for inevitable changes.

However, after 18 months under new ownership, Kayes has glowing words about Sinclair. "It's been very positive in

Changing channels >

Executive Summary:
The Roanoke/Lynchburg market for ABC, FOX, CBS, and NBC television affiliates has been one of major changes—all within the past 18 months.

By Alison Weaver



WSET studio

George Kayes, WSET



WSET

terms of the resources we've been given access to," he says. "I have nothing but positives to report."

Many of the changes occurred behind the scenes, Kayes said, and might not be readily discernible by viewers. "We've had technical upgrades, added a new weather system, redid our graphics and redid our music package," he says. "They're definitely investing in us. When you have a multibillion-dollar corporation buy you, there are huge benefits."

Sinclair owns and operates, programs or provides sales and service to more television stations than any other entity in the nation, and the numbers are rapidly changing. In mid-March, Sinclair operated 164 TV stations and 422 channels in 79 U.S. markets, which includes its \$350-million purchase of the Tennis Channel on March 2.

Kayes says that Sinclair Digital Solutions has provided the station with more access to Internet services and social media. "We need to deliver local news on whatever source or device people might want to use to access us."

Fears about possible layoffs when the new owner stepped in have been unfounded. "We have more full-time [positions] now than we had previously," Kayes says.

Another fear that did not materialize was concern about a loss of autonomy. "The confirmation has been that we



are a local news organization," he says. "Sinclair has not backed away from that at all."

The station maintains control over local content and topics, while benefiting from having sister stations in Washington,

World's Biggest Media Companies:

Nine of the world's Top 10 media companies are based in the United States, as of 2015.

1. Comcast
2. Walt Disney
3. Twenty-first Century Fox
4. Time Warner
5. Time Warner Cable
6. DirecTV
7. WPP (United Kingdom)
8. CBS
9. Viacom
10. British Sky Broadcasting (U.S.-based despite its name)

Source: *Forbes*



WFXR

WFXR

D.C. (WJLA), Richmond (WRLH) and Norfolk (WTVZ).
"We pretty much can cover the entire state," Kayes notes.

"The one thing that they have asked us to do is have local town halls," which he explains are extra, 30-minute programs focusing on a single news topic, such as crime. "The town hall topics emerge from conversations that we have here locally and which we then discuss with Sinclair," he says, noting that viewer response has been very positive.

"I'm very happy with where we are right now and with things coming down the pike that I can't discuss yet."

WFXR reinvents itself

In Roanoke, WFXR has undergone rapid, dramatic changes since being purchased by Nexstar Broadcasting Group in December 2014.

Three months after the sale, the station announced it would be moving from its tiny station on Colonial Avenue to a new facility in Valley Pointe Business Park in Northeast Roanoke County.

The \$3-million facility opened in September 2015, bringing 33 new positions with it.

"It's been an exciting year," says Arika Zink, vice president and general manager, who moved from Indiana to take the position last August.

WDBJ (Channel 7)

Affiliate: CBS

Location: Roanoke

First broadcast: Oct. 1955

Local news hours weekly: 24

Owner: Gray Television (since Feb. 2016)

Digital full power: 316 kW

General manager: Mike Smith (interim)

Brief history: First owner was Times-World Corp. Purchased by Schurz Communications in 1969. Sold to Gray Television in Feb. 2016.

**WSLS (Channel 10)**

Affiliate: NBC

Location: Roanoke

First broadcast: Dec. 1952

Local news hours weekly: 30

Owner: Nexstar (pending federal approval)

Digital full power: 316 kW

General manager: Garry Kelly

Brief history: First owner was Shenandoah Life Stations, from which the call letters WSLS are derived. Purchased by Roy H. Park in 1969. Purchased by Media General in 1997. Sale to Nexstar announced Jan. 27 2016, pending regulatory approval.

**WXFR (Channel 21/27)**

Affiliate: Fox

Location: Roanoke County

First broadcast: March 1986

Local news hours weekly: 27

Owner: Nexstar

Digital full power: 2,690 kW

General manager: Arika Zink

Brief history: Began as WVFT, an independent Christian-oriented station owned by Roanoke Christian Television in March 1986. Switched to general entertainment format about 6 months later; became a conventional, independent station in 1987. In 1991, merged with WJPR (Jefferson-Pilot Corp.) and began branding itself as Fox 21/27. Purchased by Grant Broadcasting in Sept. 1993 and changed its call letters to WFXR-TV. Acquisition by Nexstar was finalized in Dec. 2014.

**WSET (Channel 13)**

Affiliate: ABC

Location: Lynchburg

First broadcast: Feb. 1953

Local news hours weekly: 25+ (This is the minimum; depends on football games on weekends)

Owner: Sinclair Broadcast Group

Digital full power: 302 kW

General manager: George Kayes

Brief history: Known as WLVA-TV from 1953-1977. First owner was Lynchburg Broadcasting Corp. Purchased by Washington Star (Joe Allbritton) in 1965. Purchased by Sinclair in Aug. 2014.





WDBJ

"We doubled our staff and opened up a 15,000-square-foot facility that is truly state of the art," she says. "The company invested between \$3-\$4 million in tools to better serve the community and to add to the team's resources."

The new positions were filled with people from the area and from across the country. "We've been very fortunate and very blessed with a lot of talented, legacy employees," Zink says.

The biggest change is a large increase in local programming. Since 1996, the station had partnered with WLSL to produce a 10 p.m. news show. That ended in October and WFXR now produces 27 ½ hours of local news weekly. "We expanded our evening news to one hour, seven days a week," Zink says, in addition to adding 20 hours of morning news and a half-hour program devoted to coverage of Virginia sports.

Another new feature is the station's community portal website, which provides a greatly expanded Internet presence for WFXR.

Zink is particularly enthusiastic about the station's mission to expand local partnerships. "Nexstar has a history of focusing on the local community and takes great pride in enhancing local service," she says.

Among recent projects, WFXR teamed up with Red Cross of Virginia to provide funds for flood victims in

South Carolina, helped gather supplies for military personnel stationed abroad and for people at the Veterans Affairs Medical Center, and is sponsoring an on-going fire prevention program.

WDBJ soldiers on

At press time, the dust had barely settled on WDBJ's recent purchase by Gray Television, which was finally cemented on Feb. 16.

The sale came only months after the tragic shooting deaths of reporter Alison Parker and photojournalist Adam Ward as they broadcast live from Smith Mountain Lake. The attack by a disgruntled former employee was covered worldwide, and for weeks national media were camped out near the station as the grief-stricken staff resolutely continued to produce local news programming.

Mike Smith stepped in as WDBJ's interim general manager in February, replacing Jeff Marks, who had already announced plans to retire before the shootings occurred.

WDBJ



WDBJ

With only three weeks on the job, Smith deferred most questions to Marks and to Schurz Communications, the station's owner since 1969.

Smith has worked for Gray Television for 20 years and often comes in to manage a newly acquired station until a permanent general manager is appointed. The station's "family atmosphere" struck him immediately. "Of all the places I've been, I have never seen as many long-time employees as WDBJ has," he said. "We have a great deal with more than 20 years' experience. TV is often a fluid enterprise, so that's not usual. People tend to leave for larger markets but that's not the case here."

Marci Burdick, senior vice president at Schurz Communications, says the family-owned company took care in selecting a new owner for WDBJ. "We wanted to sell to a like-minded company that shared our values and ethics."

An Unwanted Legacy

After a tumultuous year, Jeff Marks stepped down as general manager of WDBJ in February, a position he'd held since July 2007.

Marks said he had already decided to retire before the live, on-air shootings of TV reporter Alison Parks and photojournalist Adam Ward on Aug. 26, 2015.

The shootings thrust Marks into the worldwide spotlight as he became a spokesman for WDBJ in the intense media frenzy that enveloped the Roanoke Valley.

"Many good things happened in the past year," Marks says. "We revamped our studio and built the best set I've ever seen. But what overshadows our year was the loss of our two people."

More than six months later, "Recovery is slow," Marks says. Parks and Ward "were championship individuals with great attitudes. I could have interviewed 10,000 people and not found anyone better."

In the aftermath of the shootings, Marks brought in a trauma unit from Montgomery County to counsel his employees. A couple of months later, he reached out to colleagues in a management executives group for advice. "They said, 'You're in over your head. You need outside help,'" Marks recalls.

They put Marks in touch with Patrick Prince, a California psychologist and former police officer who specializes in helping survivors cope with workplace violence. "He was a godsend," Marks says. "I only wish I'd gotten him sooner."

COVER STORY

Burdick noted that the “TV business is going through a rapid and dramatic transformation. Schurz is the 24th largest [media] company in the U.S., yet we reach less than 3 percent of the households. The Top 10 are absolutely huge.”

Schurz felt it could no longer compete effectively and chose to divest itself of its TV station holdings. “The industry requires scale to negotiate with the giants such as Dish and DirecTV,” she said.

Burdick also addressed the station’s \$325,000 fine by the Federal Communications Commission (FCC) last March for indecency. A segment that aired during a 6 p.m. news broadcast in 2012 featured a former adult film star who had joined a local rescue squad. A graphic sexual image appeared in the background of one portion.

“The image appeared on 1.7 percent of the TV screen

When the WDBJ staff dedicated its new studio, they named it Studio A. “There’s no Studio B,” Marks says. “The “A” is for Adam and Alison.”

Marci Burdick, senior vice president at Schurz Communications, was Marks’ boss until Schurz sold WDBJ to Gray Television. They met more than 20 years ago through trade associations and she hired him to manage a station in Augusta, Ga., before asking him to take the reins at WDBJ.

“Jeff is one of the smartest people you’ll ever meet. He brings out the best in people and maximizes their skills,” Burdick says. “He built tremendous trust with the staff and was a compassionate, caring leader. That compassion, care and intelligence was on display for the world on Aug. 26.”



Jeff Marks, WDBJ

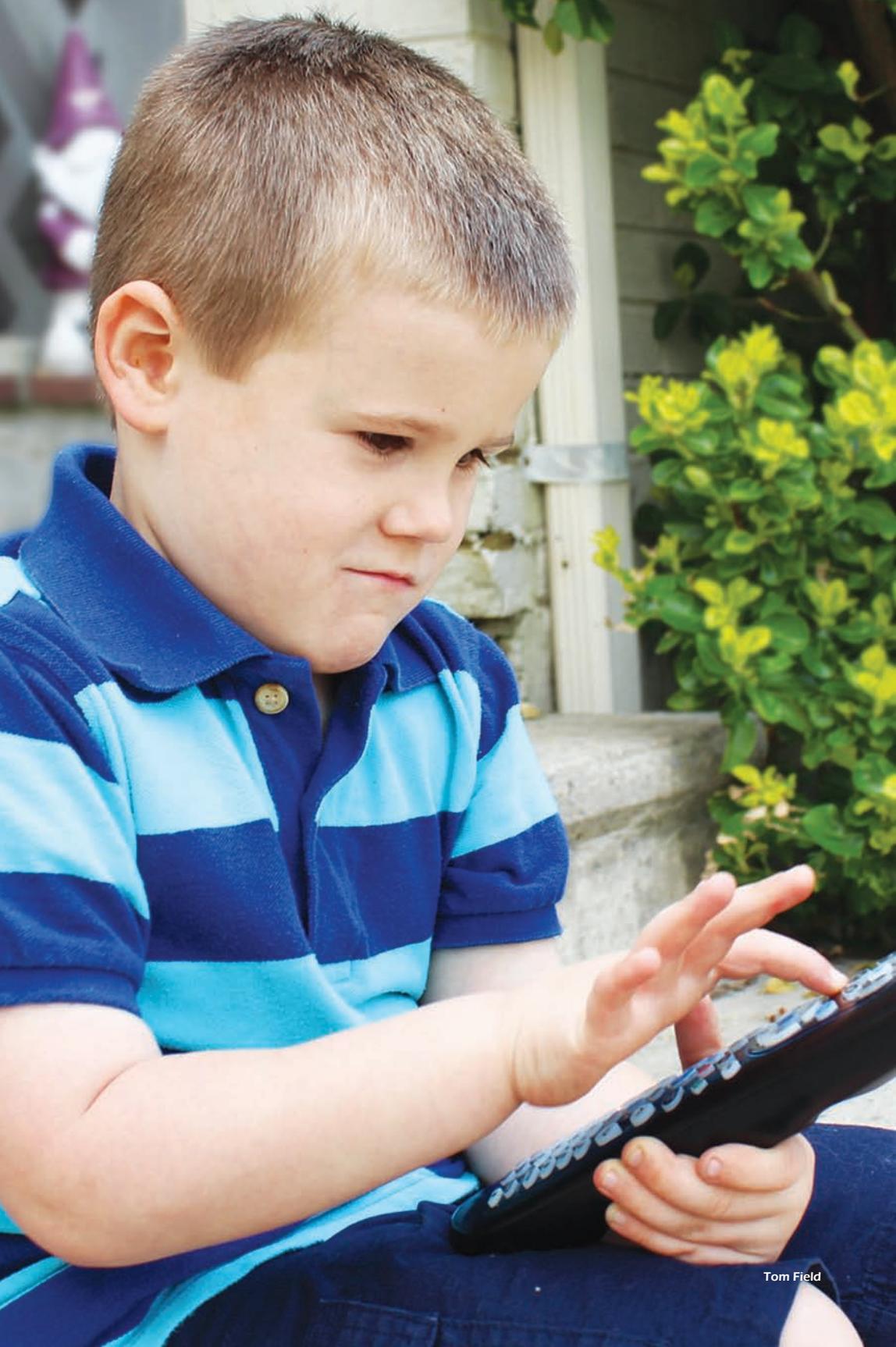
As Marks’ tumultuous year drew to a close, his plans to retire shifted. Gray Television asked him to fill a position it was creating, Director of Talent and Development.

“Gray has grown rapidly and now owns 50 stations. They needed someone internally to help stations improve their news-gathering, and to find and develop talent,” Marks says. “It’s a terrific opportunity for me.”

—Alison Weaver

"I have the remote"

Our FRONTcover model is Hayden, five-year-old son of Jarret and Sarah Henshaw (Jarret is an account manager for WSL television in Roanoke).





WSLS

for 2.6 seconds," she says. "It was a mistake. It was not intentional."

Burdick said she was disappointed that "the FCC didn't follow its own process" and issue a ruling on WDBJ's appeal.

Marks reflected on his 8 ½ years as general manager, saying, "It was a great period for me, if you take out the really horrible part of the last six months."

As Smith observed, "WDBJ is truly a family," Marks said. "The response of the community was just so overwhelming," after the shootings. "Six months later, we are still receiving gifts and food and notes from all over. And we are still grieving."

Marks said that having employees with a tremendous amount of longevity makes them seem like family to viewers. "The audience feels a kinship with the staff, and the staff feels a kinship with the community."

Marks postponed his retirement to take a position with Gray Television and says he still feels he is part of WDBJ. "Our previous owner had always treated people as family. I don't think that's going to change under the new ownership."

WSLS about to change

WSLS holds the distinction of being the oldest television station west of Richmond, and the third oldest in the state. In its long history, the station has had only four owners.

The "SLS" in the station's call letters stand for its first owner, Shenandoah Life Stations. From 1969 until 1997, WSLS was owned by Roy H. Park, and weathered personnel



WLSL

disputes that ultimately led to its becoming the first TV station to be unionized.

In 1997, Media General purchased the station. Last September, Media General announced a planned merger with Meredith Corp. However, later that month Nexstar made an unsolicited offer to buy Media General. That sparked a bidding war that continued until Jan. 26, when Nexstar inked a "definitive deal" to buy Medial General for \$4.7 billion.

The purchase will face the scrutiny of both the FCC and the Department of Justice, which will determine if the



WLSL

acquisition violates the Hart-Scott-Rodino Act. The transaction is expected to be completed later this year.

In the meantime, WSLS is caught in a waiting game. According to FCC regulations, Nexstar would probably have to sell either WFXR or WSLS to prevent its owning two major stations in the same viewing area.

General manager Garry Kelly was unable to provide any comments about the station's past or future, due to the ongoing acquisition process. 

The FCC is Watching

The Federal Communications Commission (FCC) sets limits on the number of broadcast stations (radio and TV) that an entity can own. It also sets limits on the common ownership of broadcast stations and newspapers.

The FCC does not limit the number of TV stations a single entity can own nationwide, as long as the station group collectively reaches no more than 39 percent of all U.S. TV households. This prohibits a merger between any two of the largest television networks: ABC, CBS, Fox and NBC.

An entity can own up to two TV stations in the same Designated Market Area (television market area) if the service areas don't overlap, or if at least one of the stations isn't ranked among the top four stations in the DMA, based on market share. Ownership of multiple local TV stations may be allowed if at least eight independently owned TV stations would remain in the market.

Prior to 2001, one entity could not own two TV stations with overlapping coverage areas.

In addition to FCC regulations, media mergers also face scrutiny by the Federal Trade Commission. Industry sources describe the fair competition laws, which date back to the Sherman Antitrust Act of 1890, as "highly technical" and "voluminous."

One key component is the Hart-Scott-Rodino Act, which establishes a size-of-transaction threshold to determine which mergers or acquisitions require federal approval. The threshold changes annually, depending on the U.S. gross national product.

For 2016, the size-of-transaction threshold is \$78.2 million.

Section 8 of the Clayton Act addresses "interlocking directorates" and prohibits one person from serving as director of two or more corporations if certain thresholds regarding sales and assets are reached.

Sources: FCC, FTC



Business Dress

By Kathy Surace

Executive Summary:
The art of looking stylish without looking like you're trying to look stylish—is a worthwhile pursuit.

Sprezzatura >

One of the fascinating fashion aspects of American culture is that no matter what our age we want to avoid looking like we're trying too hard. I've had clients in their 80's ask me for help looking sharp — but not like they're working at it. Even my three-year-old granddaughter rejects pre-selected outfits, adding her unique touches.

There's a word for that – sprezzatura.

Sprezzatura is the art of dressing in an effortlessly cool way, of looking stylishly nonchalant.

According to Birchbox.com, the term "sprezzatura" dates back to the 16th century when nobleman Baldassare Castiglione wrote *The Book of the Courtier* for upper-class Italian gentlemen. He felt it important to not only look superb, but to make it look effortless. Castiglione suggested wearing subdued colors and adhering to current customs, but with a studied casualness.

This is in contrast, though, to the rumpled casualness and ultra- bright styles we see in today's fashions.

Some see today's deliberate casualness all around them and try to copy it. However, sprezzatura is not about duplicating fashion. It's having awareness of current styles, yet self-confidence in expressing one's own aesthetic.

Others go too far and look clownish in their effort to set themselves apart. Better to add small personal touches to a classically designed and superbly fitted suit — perhaps a bright pocket square rakishly worn, or unusual socks, or a tie clip worn slightly askew.

Don't let your ensemble overwhelm your personality, as in adopting a gothic look or lumberjack persona, or even a hipster appearance. That allows others to pigeonhole you. Instead begin with the aforementioned classic and well-fitted basics, then find your own nuances and create your own personal flair.

How to begin:

- Be fit and well groomed. No matter what your age, you can look sharp at all times. Think Sean Connery. Or Tony Bennett.
- Don't try to be something you're not – like 25 years younger. Be the best you can be for the age that you are.
- Adopt a signature style you love and get rid of your "just in case" backup wardrobe. "Just in case" rarely happens.
- Splurge on yourself, buy the best quality you can and take care of it. You'll feel great every time you wear it.

Dressing with sprezzatura projects an aura of confidence — and will be well worth the time you'll spend creating it. 

Comments? Kathy@peacockimage.com

A diplomatic dilemma >

In January Iranian President Hassan Rouhani made the first state visit to Europe by an Iranian president in almost two decades. The purpose of the trip, which was highly anticipated in Europe, was to rebuild economic ties following the lifting of sanctions against Iran. In France a diplomatic squabble occurred that involved luncheon plans for the French President Francois Holland and President Rouhani. The dispute centered around the Iranians insistence on an alcohol-free meal with halal meat. Halal is Arabic for "lawful" or "permitted" and is used to designate how meat is treated.

Well! One report said, "This amounted to culinary sacrilege in France." French officials insisted on serving traditional food and wine, saying making a meal "Iran friendly" went against their values. Luncheon was cancelled. As an alternative alcohol free breakfast was suggested. That was vetoed as being too "cheap." The presidents reportedly settled for a perfunctory face-to-face meeting.

That meeting was hardly comparable to what happened in Italy, where the meeting went seamlessly. In Rome, Rouhani met with Italian Prime Minister Matteo Renzi, Pope Francis, and various Italian companies. Alcohol was nowhere in sight, and officials even covered up the ancient nude statues! The two countries signed deals reportedly worth billions of dollars.

It's unlikely that most of us will encounter the sort of international diplomatic impasse that occurred in Paris. So let's bring the matter closer to home, because similar situations do occur in our business and social lives. How would you balance the following?

- The host should always accommodate a guest.
- A guest should not place demands on the host.
- When in Rome, do as the Romans do – so adapt.
- The client is always right.
- One should never abandon one's principles.

All of the above are correct, of course. However, wars have erupted between countries, business colleagues, and families, through a lack of diplomacy, business protocol, or just plain good manners.

Etiquette dictates that:

- A host does everything possible to accommodate a guest's likes and dislikes.
- A guest should let the host know of any dietary restrictions or allergies.
- A guest should not dictate what a host serves, any more than he/she should dictate the guest list.

Clearly, diplomacy is more than just polite conversation in elaborate settings. It involves a careful, delicate balancing act, and hard decisions. As author Christopher Nutall said: "Diplomacy is the art of getting what you want without offending anyone too badly." Excellent observation in today's "prickly" world! 



Etiquette & Protocol

By Kathleen Harvey Harshberger

Executive Summary:
How do we best bridge the gap between the demanding guest and the unaccommodating host... whether on the international front or your own business front?



Randolph Walker

Curtis Mills surveys Roanoke from an upper floor in the Carilion Administrative Services Building.

The institutional developer >

Executive Summary:

As Carilion changes the face of Roanoke, property manager Curtis Mills is steady at the helm.

By Randolph Walker

You can get a pretty fair idea of how long somebody's lived in Roanoke by the way they refer to certain properties owned by Carilion.

Ask an old Roanoker where the "Carilion Administrative Services Building" is and you'll get a blank stare. Ask about the old Dominion Bank Building on Jefferson Street and they'll know just where it is.

The Institute for Orthopaedics and Neurosciences? They may have heard of it but it's better known as the old Ukrops.

The old Shenandoah Life doesn't have a Carilion name yet. It's still the old Shenandoah Life.

In a suite of offices about halfway up the Carilion Administrative Services Building—the old Dominion Bank—behind a door marked only by a number, works the man who has been quietly changing the face of Roanoke: Curtis E. Mills, whose full title is Senior Vice President of Facilities Services and Property Management Services at Carilion Clinic.

Few people are as deeply rooted in the Roanoke Valley, and Roanoke Memorial, as Mills.

He was born in the hospital 68 years ago, long before the "Carilion" name



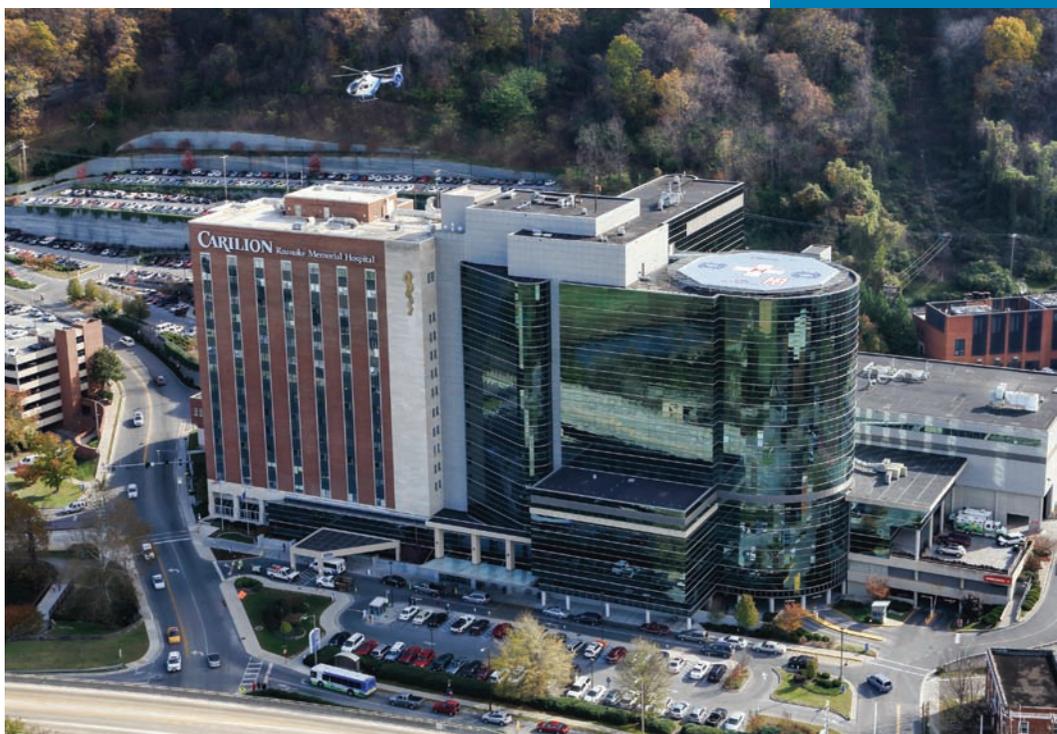
Carilion bought the 88,000 square foot Shenandoah Life building for \$4.6 million in 2015.

had been minted by branding experts.

At age 12, he spent a month in the hospital with a kidney problem. "I got to know something about it [the hospital]," he says. "It sort of fascinated me."

Mills graduated from Virginia Tech in

1969 with a bachelor's degree in business education. He took an auditor job at Blue Cross Blue Shield and got to know the management at Roanoke Memorial. He joined the hospital in 1974 as an assistant controller, and moved up through different positions and offices in different buildings. He took his present





The Riverside complex includes a clinic, offices and the Virginia Tech Carilion School of Medicine and Research Institute.

position about 12 years ago. In addition to real estate and development, he's also responsible for material management, contracting, and kitchen and laundry services at the system's eight hospitals.

Mills manages all of this without a personal secretary or executive assistant. "Haven't had one in probably 15 years. I like to control my schedules. I like to say yes and no. I'll take care of something when somebody calls. I give out my direct phone number. A lot of times you just handle it, you don't need a meeting." He reports to Jeanne Armentrout,

executive VP and chief administrative officer.

The biggest project under his guidance was and is the Riverside complex which includes a clinic, a medical school and offices. Other projects include the 1949 Art Deco Shenandoah Life building, for which Carilion will announce plans in about six months; the former tennis courts near the hospital, where Carilion will erect a building to house services now in outdated facilities; and properties on West Main Street in Salem.

Carilion's total square footage, system-wide,

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is "in the neighborhood of...all the hospitals, all the buildings, [including] some that we lease, probably eight million feet... we probably got a hundred buildings."

Mills' staff is working on a software system that will provide information on the properties, but it's several years from completion and there is no map that shows it all. "Mostly what we do is use the city's GIS."

When Mills drives around the valley, he doesn't notice boundaries; "I just see one thing." He's lived in the county, the

city, Salem, and Vinton. He and his wife, Donna, now live close to the hospital.

Curiously, their son, Ian, has taken the opposite direction in life; he rides one of the two Ringling Bros. and Barnum & Bailey circus trains as food and beverage manager. "I never had that wanderlust," says Mills.

At age 68, the R word comes up. "You get to a certain age, get some gray hair, everybody wants to know that. I just enjoy it, so I'll stay for a while longer." 



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If you love something, let it go >

I've lived in Roanoke for two years. It's my home, it's where I work and play, it's where I have made a family of friends and where I've grown roots with my husband. As a 27 year old, I have been pleased with the opportunities Roanoke has afforded me, both personally and professionally. And the best part? I picked it myself.

When Sam and I decided to move to the Star City, we had two visits under our belt, no contacts and no plan. The two previous years in DC had simultaneously inspired and wore us out, so we were looking forward to moving to a city that would benefit from our skill sets, enthusiasm and free time. After about a year of location and employment experimentation, we settled into a life in Roanoke city.

Since I've been here, I've heard a lot of talk about how critical it is for Roanoke and the region to retain our young people. The word "retain" is troubling to me; as a younger person (college graduate age), the last thing I desired was to be "retained" by my community. I was captivated by the limitless possibilities that were in front of me, the myriad options I found myself facing after graduation.

Graduate school in DC became my trajectory, and my experience there turned me into the person who focused hard on the opportunities available in a medium-sized city, surrounded by mountains, going through a cultural Renaissance. Without the big-city, fast-paced experience, I would have never come to the conclusion that Roanoke is right for me.

I agree that we need to focus on attracting young people, but I think we should drop the word "retain" from that story. Highly educated, innovative, creative young people from diverse backgrounds will find us, and they will celebrate the discovery of Roanoke as part of their decision to live here. Let's let them have that experience. Instead of requesting that they stick around Roanoke after high school or college, we should pave the way for them to leave — to have incredibly enriching experiences around the world. That clear path away from Roanoke will exist at the end of that chapter, as a pathway back home. Roanoke will be a richer city because of their experiences. 

Young Professionals

By Ariel Lev

Executive Summary:

In the quest for developing our youth-friendly community, we may need to rethink "retention" efforts.

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Are you motivating? >

It can be argued that the most important skill of a leader is to “motivate” people. Developing a motivated team focused on the mission of the organization will bring about greater success. But can a leader truly “motivate” anyone else to act?

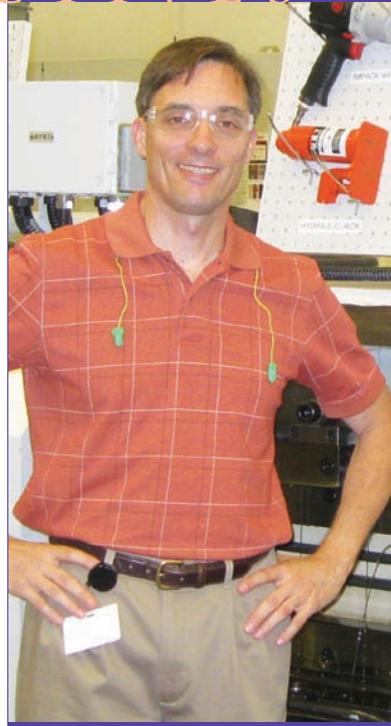
Traditional methods of motivation rely on the principle of reinforcement. This reinforcement may come in the form of rewards for behaviors an organization wants to continue, or penalties for behaviors to be eliminated. When rewards are used, such as pay raises, promotions, or parking spots, it’s called incentive motivation. When punishment or intimidation is used to control behavior, it’s called fear motivation. Both can be effective in certain situations, but these methods have limitations. Results are temporary, and the motivating force must be imparted by someone else. What happens when the boss is away?

The most effective motivation – real motivation – comes from within. Think of something in your past that you really wanted to have or to do, such as getting a college degree, completing a marathon, or starting your own business. How motivated were you to take action to get it? This self-motivation, based on the satisfaction of individual needs, is the most effective system of motivation. Although organizations cannot directly create this self-motivation within each team member, leaders can develop a climate that encourages the development of motivation and direct it toward better job performance.

It’s often said that a team member will be more motivated when you can align individual needs with those of the organization. That’s not exactly correct. Each individual’s desires and needs are unique, and it’s impossible to align them with the organization. Instead, think of establishing an “exchange system” – the mutual giving and receiving of effort and benefit – with each team member. When you support the needs of team members, they will develop greater self-motivation to act on your organizational needs.

After the 9/11 terrorist attack, I was recalled to active duty for eight months from the Navy Reserves. I left my job and was separated from my family with a three-day notice. After completion of my duty, I was allowed by federal law to delay reporting back to my old job for several weeks. However, I was forced to immediately report back because I had no medical benefits for my family. When my boss learned why I came back so soon, he ordered me home for a week to spend time with my family. It was exactly what I needed at the time, and my motivation to support my boss grew substantially.

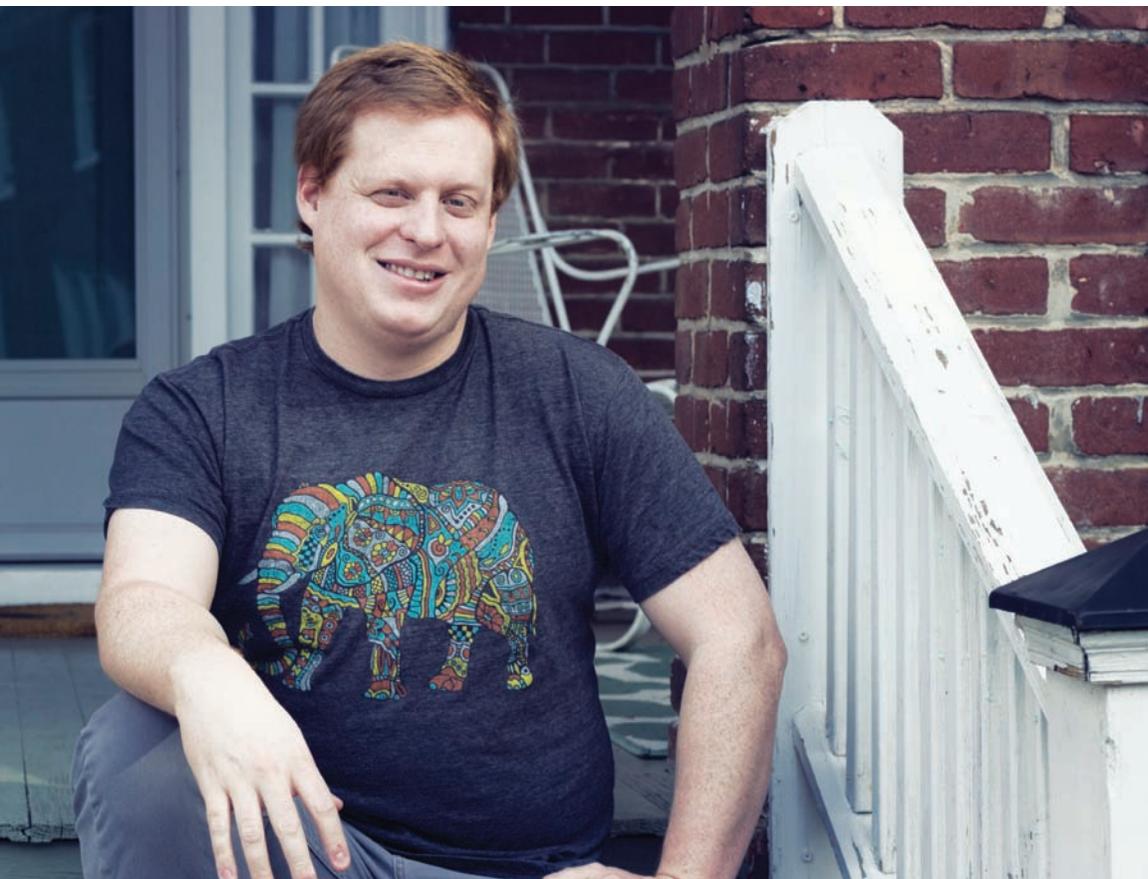
There is no such thing as an unmotivated employee. Everyone is motivated by something. What are the wants and needs of your team members? What are their interests and hobbies? What are their career and development goals? Become a servant leader and establish an exchange system with your team members to create a “motivated” team and achieve greater results! 



Business Operations

By Mike Leigh

Executive Summary:
Motivation might happen from rewards or punishment, but those methods are temporary compared to a mutually beneficial approach.



Corey's creative persuasion >

Executive Summary:

Creativity is an expectation when you're in the advertising business, but that doesn't mean it's exclusive from other places of work; meet Corey Thrasher.

Special FRONT Interview

Corey Thrasher is an art director at the advertising agency ND&P, which has an office in Roanoke. He picked up five gold awards at the 2016 AAF Roanoke American Advertising Awards, so we asked him about how one might bring creativity in the workplace.

FRONT: The American Advertising Awards (which used to be called simply the ADDYs), is an event that recognizes the best of advertising in a region; what did you win this year?

THRASHER: This year, our creative team won four gold spikes for clients including

Ride Solutions, Virginia Commonwealth University, and Universal Fibers, for which we also won Best of Show in print.

FRONT: We understand anyone can enter any kind of advertising in all different kinds of categories; but all entries are judged by advertising professionals; essentially, your peers. What does that mean to you?

THRASHER: Having other professionals judge the work makes the awards all the more meaningful. Advertising professionals are more adept at looking at ads critically. When we look at television commercials, we see every person involved; writer, producer, animator, account executive, client, etc. We can see all the work that goes into creating a good piece of advertising that the general public may take for granted.

FRONT: Do you see a difference in working at an ad agency versus other businesses?

THRASHER: Ha, well... before advertising I built tires in a factory. The job was monotonous and I didn't have to use my brain. Ahh yes, the Good Ol' Days.

I've been a designer for ten years and have

worked in ad agencies for six years. Art directing with an in-house creative team has its own set of challenges. You have to maintain one creative vision and create a cohesive design throughout each piece.

Creative people like to go outside the box so the challenge is often “how do we push the limits of the box without breaking through?” It’s a very different experience art directing for an ad agency. You have to be ready to switch (creative) gears at a moment’s notice. A typical day could be split between three clients and fifteen unique projects. Larger projects take months to complete so staying on task and maintaining focus can be difficult. That’s why we have Project Managers!

FRONT: How would you define “creativity” at work or what makes it desirable?

THRASHER: For me “creativity” at work is using your skill set to make the project the best it can be.

FRONT: Okay, what are some practical ways to make a work environment more creative?

THRASHER: Open communication is the key to knowing a person’s strengths and utilizing his or her abilities. I know many talented people who are being underutilized simply because their greatest strengths falls outside their job description. It helps when employers go out of their way to foster creativity in the workplace.

FRONT: What do you say to the person who claims he or she is “just not that creative” or a manager who says the company or department doesn’t really have creative people?

THRASHER: Dig a little deeper. Creativity comes in many forms. If I create a beautifully illustrated, smart ad that has poor media placement, then the ad, no matter how amazing, will not be successful. It takes creative thinking to ensure the ad has the best placement.

It takes creativity for accounting to eke out the money needed from a tight budget, for instance, so the art director can hire a photographer instead of using stock. If your company is experiencing any kind of success, I can guarantee creativity is at play.



FRONT: Being in the advertising business, do you ever experience a conflict with clients who are also creative or claim to be?

THRASHER: Butting heads over creative vision is just part of the business. Advertising is subjective, so not everyone is going to agree. Many times, creative clients are really just passionate about their product. The last thing we want to do is remove that creative drive. We are here to provide alternate solutions and guidance to help them fulfill their creative vision. If conflict rears its head, the best way to work through it is to clearly communicate the ad’s objectives and goals. We’ve done our job if the client leaves happy and is better situated in the market.

FRONT: Winning five gold ADDYs is quite an accomplishment. Do you plan to continue the momentum or have suggestions for others who seek to improve their game?

THRASHER: Continuing momentum means continuing to be creative in as many ways as possible. If you’re looking to improve your game take a step back and look at your end product. Does it inspire you? For me, I want to be able to step back and be proud of my work and know that I make a difference every day in everything that I do. And I continue my momentum by producing work that inspires me to create more. 





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The \$105 shield against the \$150,000 lawsuit >

"So let me get this straight," the client said. "That newspaper can sue me for copyright infringement just because of what one of my readers posted on my site in the online comments?"

Our client looked haggard as he fidgeted with the copy of the \$150,000 federal lawsuit that he'd received that afternoon. He had started a blog on his business website about six months before, and he'd only written about ten articles for the blog. But one of his readers had posted the entire text of a newspaper article in the "comments" section of the blog. And now the newspaper had sued him for copyright infringement.

"You might be protected," I said. "Did the newspaper ever send you a takedown notice?"

"No, I never got one of those," he said.

I took a moment to call up the client's blog on my computer. "Hmm, I'm not seeing anything on your web site about your DMCA agent," I said. "Did you ever appoint one?"

"A DM-what agent?" he said. "Sorry, but I have no idea what you are talking about."

"OK, let me explain," I said. "Until 1998, if you ran an internet site that allowed users to post their own content — like blog comments, or photos, or videos, or anything else — and if a user posted something that belonged to someone else, then you, the web site owner, could immediately be held responsible for copyright infringement."

"That sounds kind of harsh," he said.

"Exactly," I said. "So in 1998, Congress passed the Digital Millennium Copyright Act, or DMCA. A part of the DMCA can protect web sites and other internet services against copyright suits over content that their users upload. One thing that an internet service has to do to be protected is to take down infringing material as soon as it receives a takedown notice under the DMCA."

"Well, I would have been glad to take down that comment if the newspaper had asked me," he said. "They didn't have to go and sue me."

"Unfortunately, you don't get any protection under the DMCA if you don't designate an agent to receive takedown notices," I said. "The law requires you to appoint an agent, to put the agent's contact information on your web site, and also to file the contact information with the U.S. Copyright Office. You can just fill out a form and send it in. There's also a fee of \$105."

Shark Patrol

By Keith Finch

Executive Summary:

If people who visit your website can write comments or upload content, then you need to designate an agent for receiving takedown notices. If you don't, then you can be held liable for copyright infringement if your users upload anything to your site that belongs to someone else.

P E R S P E C T I V E S

"Do I have to pay someone to be the agent?" he asked.

"Do I need a lawyer to do it?"

"No, it can be anyone," I said. "You can have your lawyer be your agent, but you also could be your own agent."

"So can we just appoint the agent now?" he asked.

"We certainly should, but it won't help with this lawsuit," I said. "Appointing a DMCA agent won't protect you retroactively. You have to appoint the DMCA agent before the copyright infringement occurs. You didn't do that, and so the copyright owner can sue you directly for the infringing material that your users uploaded to your site."

"So how much will it cost me to defend this lawsuit?" he asked.

"To take a case all the way to a jury trial in federal court can easily cost \$75,000 to \$100,000," I said. "But I imagine that this newspaper probably would prefer a quick settlement to a court fight."

In the end we were able to convince the newspaper to settle its claim in exchange for a nominal payment. However, not all lawsuits can be brought to such an easy conclusion. So whenever you start a web site that allows users to add comments or to upload content, you should immediately file the DMCA agent form with the Copyright Office and pay the \$105 fee, and also put the DMCA agent's contact information on your website. Until you do, you're vulnerable. 

Note: *facts have been changed to preserve confidentiality. Oh, and this isn't legal advice—you should consult a lawyer before evaluating a copyright infringement claim, determining how best to comply with the DMCA, etc.*



You don't get any protection if you don't designate an agent to receive takedown notices. The law requires you to appoint an agent, to put the agent's contact information on your web site, and also to file the contact information with the U.S. Copyright Office. You can just fill out a form and send it in. There's also a fee of \$105.



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Doing your due diligence >

Do you know who you are doing business with? Sure, you think you do, and so does everyone else, but are you willing to risk it? That's a question that a lot of people should ask themselves before entering into a business deal, but unfortunately, many wait until it's too late.

Due diligence investigations can, and should, be used for a variety of reasons to include purchasing an existing business, mergers, going into business with another person, contractors and sometimes clients, and especially when handing your money over to a financial advisor.

There is currently a lot of people wishing they would have heeded that advice when they met Mr. Steve Zoernack. The New York Times reported Zoernack was an unregistered investment advisor who misled investors by utilizing fake identities to communicate to make his firm look bigger. Zoernack sold \$5.6 million in stakes of two investment firms to forty people, and then withdrew \$1 million for himself without disclosing it to investors.

Zoernack also failed to disclose his criminal past which included two felony fraud convictions. In addition, he had multiple judgments and liens, and had previously filed for bankruptcy.

There are two ways to look at this, either forty investors knew what was going on and made the poor choice to invest anyway, or forty investors failed to spend a few hundred dollars on a due diligence investigation — a very, very small fraction of the money invested. Of course, it was probably the latter.

So what makes a person entrust another with thousands or even hundreds of thousands of dollars of his hard earned money? Maybe it is trust, or maybe the investor believes what is seen on the outside. In the investigation business we have an analogy about due diligence and background investigations; it's like looking at an iceberg, you think you see it all on top of the water, but in reality, the majority of it lies below the surface. It's the same with people. In the case of Zoernack, he had stories on the web about him and his success, he was able to present the appearance of a large, successful investment firm, and I'm sure he was able to talk the talk. That's the top of the iceberg. In this case, the bottom of the iceberg was fraud charges, liens, judgments, bankruptcy, and an illegitimate business.

It's not just investment managers who need due diligence, but every instance when you are investing money. I have heard from other investigators with more than one story about the purchase of a business gone bad. In one case, a small manufacturing business boasted about a \$1.2 million dollar deal they just closed to manufacture a product for a

Business Analysis

By Christopher Borba

Executive Summary:

Embolden your decision and protect your investment before purchasing or contracting a business: conduct a due diligence investigation.

larger company. This was good news for the firm that was getting ready to acquire the company. However, a due diligence investigation revealed the deal fell through months before.

In another case, a small tech firm lured in investors by claiming they were going to be purchased by Microsoft. Unfortunately for the people who invested, there was no such deal in the making. It was all smoke and mirrors to get their money — and the small tech firm wasn't even real.

For a thorough due diligence investigation we recommend contacting an investigation firm, however, there are a few things you can do yourself:

- Do a Google search. Look through everything that comes up. The information you need may be buried on page fifteen.
- Check state corporation records to see if the business is listed and active.
- Check any professional licensing agencies for current licenses.
- Check the Better Business Bureau, Yelp, and other sites that offer reviews.
- Get a business credit report. This can be done through Dunn & Bradstreet.
- Search LinkedIn for employee profiles. This may be an indicator of the legitimacy of the business.

The next time you are handing out money make sure you know exactly who it is going too. And if you want to make sure that contractor is going to do what they say, or a client is going to pay, then don't just think about due diligence — do it. 



Due diligence investigations can, and should, be used for a variety of reasons to include purchasing an existing business, mergers, going into business with another person, contractors and sometimes clients, and especially when handing your money over to a financial advisor.



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Think of establishing an ‘exchange system’—the mutual giving and receiving of effort and benefit

— Page 29

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Marching on >

March comes in like a lion. And goes out like a lion.

It has been a terrific month for economic news in the Roanoke and New River Valley region. There was simply no room for mamby pamby lamby action this time. Going in or going out.

I'm rolling over my keyboard with absolute glee right now. As a business publisher. As a small business owner. As a community advocate. As a parent.

My pals at the various chambers of commerce and state/regional/town/city/county and educational/organizational economic development outfits are all rolling over themselves with glee as well. Sorry for all the forward-slashes, there's just a ton of stakeholders.

And don't even get me started on the political entities.

Happy, happy, happy. A lot of people taking credit — and there's enough credit to pass around to all of them. Who cares? We're winning and we'll fluff up our mane and stand proudly.

It's a good day to be in Virginia's Blue Ridge. (Oh yeah, the tourism and visitor bureau folks are dang gleeful, too.)

Maybe the March Madness will spill into April. In case you didn't follow your brackets, the top scores included:

- The announcement of Deschutes Brewery's decision to locate its new East Coast operations in Roanoke (we wanted this one badly, and we knew of three dozen worthy contenders fighting for the Oregon-based company's eye).
- The Virginia Tech Carilion medical complex's big step forward with the Research Institute and the Neuroscience program.
- The Italian auto parts manufacturer Eldor's announcement of its plant coming to Botetourt County.

We're talking about 700 jobs here in just these March announcements—not to mention the peripheral employment boost and certain spin-offs.

It's not really a combination blue-collar / white-collar win—because the impact and spin offs and residual economic boost supersede a singular demographic—but the comparison is tempting. Most strategic developers and planners agree that a diversified community has the advantage when it comes to

On Tap from the Pub

By Tom Field

Executive Summary:
March 2016 was the best month in a number of years for our region when it comes to economic development news; but of course, it's just the first quarter.

long term sustainability. Imagine a community with good, hard working, young and old folks who turn brass fittings on a pipe, assemble electronic components, and read brain scans off a monitor.

You can say we have business opportunity on both sides of the track. And that's a good thing, because the railroad tracks in these here parts aren't as much for the purpose of shipping freight as they are for simply driving over in our cars.

We just don't have to wait as often at the flashing railroad crossing lights now when we scoot between our blue-collar plant and white-collar medical park.

What's louder than a train whistle?

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Jennifer Braaten, Ferrum College



Penelope Kyle, Radford University

A tale of two women >

This summer, two remarkable leaders of institutions of higher learning in our region are retiring: Ferrum College President Jennifer Braaten and Penelope Kyle, president of Radford University.

Jennifer and Penny are trailblazers. Both were the first female presidents at their respective schools, and prior to coming to Ferrum, Jennifer was the first woman president of Nebraska's Midland Lutheran College. As president of Hollins University, an institution dedicated to providing undergraduate liberal arts education for women, I consider them both to be tremendous role models for women who aspire to be leaders.

At Ferrum, Jennifer spearheaded a rise in enrollment and successfully completed two capital campaigns, raising approximately \$45 million and surpassing both campaigns' goals. She worked diligently to enhance academic programs, emphasizing a strong liberal arts core curriculum while reinforcing majors in business, criminal justice, and health sciences, and establishing a May "e- (experiential) term." Ferrum has entered the forefront of campus-wide environmental sustainability, building on the prominence of the college's excellent environmental studies program. Jennifer's commitment to providing affordable access to higher education at liberal arts colleges has been inspirational, and her effort to expand alliances between Ferrum and the region's business community is exemplary.

During Penny's presidency, enrollment also increased and campus facilities were expanded. Radford saw the construction

Guest Commentary

By Nancy Oliver Gray

Executive Summary:
Hollins University president reflects on the contributions of two higher education leadership pioneers in Southwest Virginia.

REVIEWS & OPINION

of several new buildings, including a business college, a student recreation and wellness center, and recently, a new science center. The College of Humanities and Behavioral Sciences is scheduled to open next year. Additionally, under Penny's guidance, the university introduced a number of advanced degree programs, including its first doctoral degrees, further transforming the institution and elevating its academic profile. As Virginia Sen. Mark Warner noted last year upon Penny's retirement announcement, "Under her leadership, Radford University now is consistently ranked one of the best colleges in the Southeast."

Our region has greatly benefited from the contributions of these two presidents, and I am proud to have enjoyed their friendship for many years.

According to an American College President Study in 2012 by the American Council on Education, only 26 percent of college presidents nationally are women. With Jennifer and Penny as examples, wouldn't it be wonderful to have even more women as leaders in academia? Let us recognize these higher education pioneers with honor and gratitude. I hope at Hollins we are educating future women college presidents in their mold. 



Our region has greatly benefited from the contributions of these two presidents, and I am proud to have enjoyed their friendship for many years.

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WITH COLIN COWHERD

MONDAY-FRIDAY
3PM-6PM



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

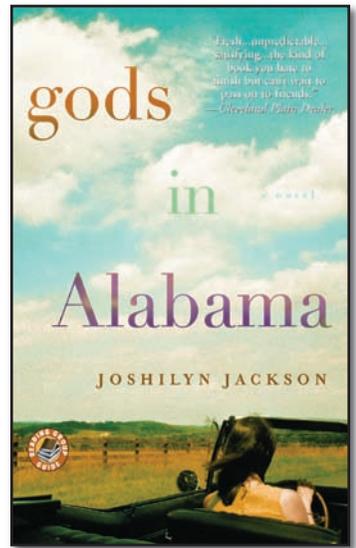
Can you go home again?

When that one critic first used the phrase “a quick read” he or she could have had *gods in Alabama* (Warner; 2005) in mind. Deep South novelist Joshilyn Jackson is as quick a read as they come, which is rather ironic when such a voice sets against a place branded by its slow drawl. The slipping in of flashback pubescent copulations were rather unexpected in their tone and delivery (as quick as the story's pace); and yet they weren't exactly misfit either, given our protagonist. Shake those descriptions aside a bit, and there's no doubt you're caught up in an intriguing going-away-coming-back-home-again story that'll nick the skin of a Baptist while sticking to you like gravy and biscuits you won't forget. Our book's title was overplayed a bit (a constant refrain) given this is not really a heavyweight; but it's hardly trite or purely chick-lit. I like this story. A colorful adaptation to movie and soundtrack would suit me fine.

—Tom Field

Planning partner

Silicon Valley innovator Claire Diaz-Ortiz was named by *Fast Company* magazine as “One of the 100 Most Creative People in Business,” and was also called “The Woman Who Got the Pope on Twitter” by *Wired*. She now serves as a LinkedIn Influencer and has more than 100,000 monthly readers on her blog clairediazortiz.com. She's written a new book entitled *Design Your Day: Be More Productive, Set Better Goals, and Live Life on Purpose* (Kindle; 2016). When it



comes to productivity, hard work is half the battle. The crucial part is the art of planning well. Topics include: implementing the “do less” method; time lining your SMART goals; limiting your work to your best 20%; the four priority buckets; learning to say “no” and setting boundaries.

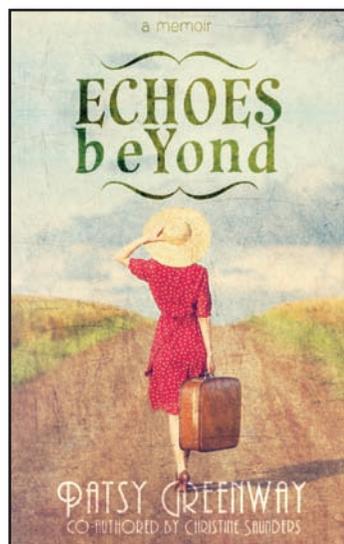
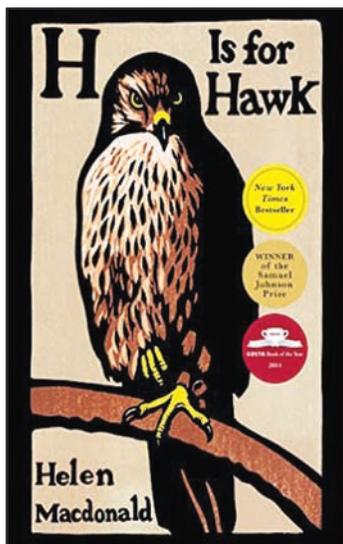
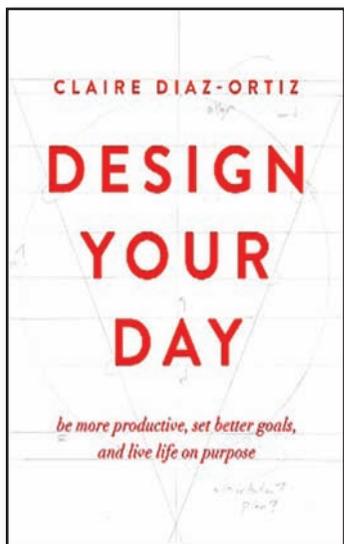
Design Your Day gives tips for brainstorming goals, choosing the best ones, and adjusting them to make them realistic. Claire then helps you put key strategies in place to reach them, day-by-day, year-by-year. Additional information is available at www.designyourdaybook.com.

—Anita Daneker

Hawkish

Helen Macdonald's descent into depression and sorrow following the death of her father leads to deeply personal exploration of her emotional health. Fascinated by the ancient sport of falconry, Macdonald had flown smaller raptors since she was quite young. Her deepening depression led her to buy one of the wildest hawks, the goshawk she names Mabel. She had read and reread T.H. White's *The Once and Future King* and *The Goshawk* and thought she would be able to train her hawk better than White had.

The wildness of the hawk is a metaphor for the blackness in Macdonald's heart. Slowly, she wins the hawk's trust and flies her off a leash. Together they hunt the English countryside, killing rabbits and pheasants to feed the hawk. At a turning



point in their relationship and in Macdonald's healing, the hawk plays with a small wad of paper. This light-hearted moment sets the two on a path to success.

My book club chose this; *H is for Hawk* (Grove; 2015). I wouldn't have read it, and certainly wouldn't have finished it, had I not had an obligation to the group. I'm glad I did both, because I would have missed a fantastic exploration of nexus of human and hawk.

—Betsy Ashton

Sweet potato living

Echoes Beyond (CreateSpace; 2014) is Christine and Pasty's recollection of growing up on Black Top Mountain in Virginia. It's based on a true story of their mother. From the moment Clara Bell Arnold met Patton Compton I couldn't put the book down. This book will take you back to a different time, growing up in the 1940s-60s in southwest Virginia. In fourteen years, Clara and Patton had twelve children. *Echoes Beyond* is a compilation of memories, what life was like on Black Top Mountain, from walking two miles to get to the bus stop, finding edible plants, sharing chores, and through it all, Clara's vision and faith in Jesus. Nothing was wasted, everything had a use. From daily struggles, to bullying, to adventures outside, Pasty and Christine portray a way of life not forgotten. No indoor plumbing, no electricity, children playing outside, close accidents that could have been deadly, all tell the tale of the hardships, the

desperation of living on Blacktop Mountain.

Does Clara finally get away from the Mountain? Does she make a better life for herself and her children? I was drawn in by their memories, the kids at school making fun of them, the ones who would share food, the neighbors that would pitch in to help. The sight of the discarded sweet potato will stay with me. All of Christine's frustrations, anger, disappointments, are culminated in throwing that sweet potato as far as she could. You will laugh, cry, shudder, at the children's escapades as they entertain themselves in nature, not realizing the full danger, and live life the only way they know how. They didn't see how others lived, they only knew what they saw and they made the best of it. From tying a string to a June bug's leg to pitching cow patties to taking down a wasp nest, the children were never bored.

This is the story of a courageous, faith-filled woman and her family's struggle to live in southwest Virginia during a time of hardship and poverty, filled with love and hope for the future.

—Sally Shupe

(The reviewers: Tom Field is a creative director and publisher of FRONT; Anita Daneker is a publicist with Pure Publicity in Franklin, Tennessee; Betsy Ashton is a Smith Mountain Lake author of *Mad Max Unintended Consequences* and *Uncharted Territory, A Mad Max Mystery*; Sally Shupe lives in Newport, works at Virginia Tech, and is a freelance editor.)

Cultural bridge >



North Cross School in Roanoke hosted a group of Argentinian students (grades 8–11) in an international exchange program over seven weeks in February, with Yapeyu School in Corrientes (the hometown of Spanish teacher **Marianna Hermosilla**); including visits to Natural Bridge (above); Shenandoah Caverns in our region, and Washington DC.



All natural like >

Whole Living Expo was held at Farm-to-Table / Greenbrier Nurseries in Roanoke on March 5; professionals and product suppliers in the wellness and healing arts displayed in the greenhouse adjacent to the regular Saturday market produce, meat and organic food producers.



Ribbit >

Downtown Blacksburg Inc's latest public arts project, *16 Frogs*, launched the awareness campaign on Feb. 29 (Leap Day); a placement of 16 bronze statuettes along the Stoubles Creek watershed to publicize the need for environmental restoration.



Irish-ish >

Downtown Roanoke's **St. Patrick's Parade & Shamrock Festival** was held Saturday, March 12 to a packed crowd of green clad celebrants on a mostly overcast day; even the French (above) enjoyed the celebrations.



Running advice >

Carilion Clinic's first public lectures of its series of talks at the new Institute for Orthopaedics and Neurosciences was held March 8, featuring **Mark Kasmer, M.D.** on the topic of identifying and preventing runner's injuries, scheduled in part in anticipation of the Blue Ridge Marathon.



Hanging with colors >

The Market Gallery in downtown Roanoke featured artists **Bret LaGue** ("Peaking Out" shown) and **Anna Wentworth** for its April special showing; the opening reception was held April 1.

FRONT 'N ABOUT



Memorable >

Glennvar High School Theatre in Roanoke County presented "My Father's War," a poignant play written by instructor **Steve Franco** about the challenges of Alzheimer's disease; a portion of ticket sales on the March 11 and 12 production contributed to Alzheimer's Association.

Marco roco >

Roanoke College served as the venue for U.S. presidential candidate Marco Rubio at campaign stop on Feb. 29, just prior to Super Tuesday primary election.



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Greenfield gets green auto >

Botetourt Center at Greenfield was the site of Botetourt County's largest new employer announcement on March 15, as **Governor Terry McAuliffe** honored the news of Italy-based ELDOR Corporation building a manufacturing plant for hybrid and electric vehicle ignition and electronic components; the \$75 million startup development expected to produce 350 jobs within five years, up to 650 employees by 2024.



Eminent domain discussion >

Ferrum Forum, Ferrum College's 6th annual conference on Critical Thinking, Innovation & Leadership, presented the issue of "Government Seizures of Property" with panelists **Jeffrey Allen** (Virginia Attorney General's Office), **Elliot Casey** (Assistant Commonwealth's Attorney), **Robert Poggenklass** (ACLU of Virginia), **Coleman Bazelon** (The Brattle Group), and **Julia Mahoney** (UVA law professor) at Hotel Roanoke on March 14.

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

Knight of the living book >

Roanoke Ballet Theatre went all out in full costume for Read Across America Day on March 3 as dancers read to students at Crystal Spring, Grandin Court, Virginia Heights, and Highland Park.



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THE Dan Patrick SHOW

MONDAY-FRIDAY
9AM-12N

Career FRONT

FINANCIAL FRONT



Rosen



Chocklett

Court Rosen has been named vice president, client executive and **Rick Chocklett** has been named vice president, personal lines for Chas. Lunsford & Associates.

Jill Spencer has joined as executive assistant at Marsh & McLennan Agency, Mid Atlantic Region.

LEGAL FRONT



Visser

Autumn Visser has been named a principal at Woods Rogers, business and corporate law group.

WELLNESS FRONT

Kyle Edgell has been awarded an Association for Applied and Therapeutic Humor scholarship by Cancer Centers of America as part of her track toward Certified Humor Professional.

Karen Rhodes has been promoted to western regional account development at ETS Dental.



Arner



Baudreau



Dame

Steve Arner has been named chief executive officer of Carilion Medical Center; **Kathleen Baudreau** has been named vice president for clinical risk management and interactive care; **Michael Dame** has been named vice



Holland



Madsen



Scheffel

president of marketing and communications; **Shirley Holland** has been named vice president of planning and community development; **Greg Madsen** has joined as vice president for the Eastern division; **Margaret Scheffel** has joined as chief nursing officer at Carilion Clinic.

TECH/INDUSTRY FRONT

Matt Gregg has been promoted to vice president of operations; **Rakesh Rathi** has been promoted to vice president of engineering and materials; **John John** has been

named engineering director; **Ben Grant** has been promoted to PPU market manager East, West, Central and North regions; **Vikash Gupta** has been promoted to assistant sales manager; and **Victor Kariker** has been named logistic contracts and sourcing manager at Virginia Transformer.

Mike Joseph is the new small business development manager at Lumos.

DEVELOPMENT FRONT



Hoyle

Jason Hoyle has been hired as director of procurement for Branch Highways in Roanoke.



Colgrove

Al Colgrove has been named sales manager for The Townes at Hidden Valley patio home community in Roanoke County.

Scott Miller has joined as sales associate at Lichtenstein Rowan Realtors.

Jason Williams has been named vice president of transportation at Anderson & Associates.

Conrad Baptiste has joined as a Realtor at Gwyn & Harmon Realtors.

RETAIL/SERVICE FRONT

Tricia Mikesell has joined as community sales leader at Elm Park Estates.

Maritza Farfan of the Hardee's on West Main St. Salem was named a best biscuit maker out of 337 Hardee's restaurants in the annual Biscuit Maker Challenge in the four state region.

EDUCATION FRONT



Kring

Tim Kring has been named head of the Department of Entomology at the College of Agricultural and Life Sciences;

Brian Plum has been named assistant director of development

at the College of Agriculture and Life Sciences at Virginia Tech.



Prusakowski

Melanie Prusakowski has been named assistant dean for admissions at Virginia Tech Carilion School of Medicine.

Lawrence Stimpert has been named president of Hampden-Sydney College.

Jessica Willet has been named executive director of communications and public affairs at Washington and Lee University.

Natalie DiFusco-Funk, fifth grade teacher at West Salem Elementary School in Salem, was named 2016 Virginia Teacher of the Year.

The 2016 McGlothlin Awards for Teaching Excellence in our region include finalists:

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.

Kelly Linkenhoker (Price's Fork Elementary); **Kelly Steele** (New London Academy); **Alice Watson** (Leesville Road Elementary); **Erika Hackworth** (Woodrow Wilson Middle); and **Lynn Williams** (Giles High).

City Commonwealth's Attorney's Office); **Alice Ackermann** (Carilion Children's Hospital); **Jennifer Thomas**, LCSW; and **WDBJ 7's Childhood Lost News Team** are the recipients of Children's Trust annual Golden Halo Awards.

CULTURE FRONT

Martha Hartman (Roanoke City Social Services); **Dodi Laswon** (CASA volunteer); **Lisa Denny** (Greenville School); **Jim and Lisa Agnes** (foster parents via HART/NRV Community Services/DePaul Family Services); **Carla Cross** (Radford City Police); **Alice Ekirch** (Roanoke

MUNICIPAL FRONTS

Thomas Foster has been named chief of police for the Town of Vinton.

Dan Gundersen has been named interim president and CEO for the Virginia Economic Development Partnership.

Compiled by Tom Field

“Others go too far and look clownish in their effort to set themselves apart

— Page 22



DePaul Community Resources gets check from Carilion Clinic

Biggest check in 38 years

DePaul Community Resources received its largest single donation ever made, a \$25,000 gift from Carilion Clinic, to be used to underwrite a leadership conference and Women of Achievement event in 2016.

Green for green

Botetourt County board of supervisors approved a lease of approximately 600 acres of the Greenfield industrial park to the county's Economic Development Authority; a move to attract prospective businesses using economic incentives provided by the state.

Cyber camping in NRV

Pulaski County Public Schools has received a

\$62,500 grant from the Virginia Department of Education to host a 2016 Virginia CyberCamp program in June for high school students exploring careers in cyber security.

Another reason to turn at the light

Boones Mill will receive \$600,000 from the state Industrial Revitalization Fund to renovate the former North American Housing manufacturing complex now owned by the town; prospective tenants will be sought to boost economic development.

Bridged gap

Natural Bridge national historic landmark and park in Rockbridge County has settled an overdue state-financed loan of \$920,177 on the property; owned

by the nonprofit Virginia Conservation Legacy Fund.

A firm move

Parker Design Group civil engineering has moved its Roanoke office to the Crystal Spring area at the foot of Mill Mountain.

Volcanoes on alert

Fiji Island, Roanoke's popular Polynesian style restaurant and club, is up for sale after 44 years in business; the property is listed at \$585,000.

Barefoot in the green

Life Out Loud Films is in its elevated stage of fundraising for its next feature film, *Shoeless Wonders*, the story of orphan boys and a

barefoot football team in the 1920s; scheduled to shoot in Lynchburg this Fall under creative director/producer Sara Elizabeth Timmons (*Lake Effects*, *Wish You Well*).

First deal

First Team Automotive Group in Roanoke has acquired New River Nissan in Christiansburg; renamed First Team Nissan of Christiansburg.

575,000 credentials and associate degrees

Virginia Community Colleges marks its 50th Anniversary in 2016 as the system was established by the General Assembly in 1966; information and commemoration opportunities are available at www.50.vccs.edu.

Not just college kids

Downtown Blacksburg has revised its programs for seniors by kicking off a Senior Discount Mondays incentive for members of the community 50+ age, featuring shopping and restaurant deals.

Lex clinic

Carilion VelocityCare urgent care clinic is scheduled to open in Lexington, adjacent to Stonewall Jackson Hospital.

Tech seed

Virginia Tech Catalyst Program, a technology startup initiative for students, faculty and business involved with university new products and developments, received a grant from

the U.S. Department of Commerce for almost \$500,000.

Falwell mall

Liberty University has purchased 75% interest in **River Ridge Mall** in Lynchburg from CBL & Associates Properties.

Spicy, sweet, or both

Panda Express Chinese restaurant and **Tropical Smoothie Café** are opening this Summer at University Crossroads in Blacksburg.

Groceries by app

ClickList, a new online grocery store ordering service with curbside pickup, has launched for **Kroger**; the first test store in our region is the store

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.

in Bonsack, Roanoke County, scheduled to start in April. Officials say the service (deployed at 45 stores currently) is particularly attractive to parents with young children, senior citizens, and busy professionals.

Regional med presence growing

Virginia Tech Carilion Research Institute has been allocated \$45 million for expansion purposes by the General Assembly bond package; plans for construction and

employment have been announced.

Southwestern fare

Moe's Southwest Grill has opened at The Bridges on South Jefferson Street in Roanoke at the foot of Mill Mountain and adjacent to Virginia Tech Carilion School of Medicine and Research Institute.

Striving for zero

Community Housing Partners (CHP) reports



VelocityCare in Lexington

Carilion Clinic

FRONT Notes

that Grissom Lane Apartments in Blacksburg is the first Viridiant Net-Zero certified project in the state; with rental homes producing "as much or more energy" than they use.

Southern by southwest

Southern Trust Home Services, formerly Southern State Electric, has moved its headquarters to a larger facility at 5205 Starkey Road in southwest Roanoke County.

Botetourt igniting

ELDOR Corporation, an Italian manufacturer of automotive ignition systems, engine control units and electronic systems for hybrid and electric vehicles,

announced its investment of \$75 million to build its first North American production plant at Greenfield Center in Botetourt County; the project is touted as the county's largest new business, with 350 jobs expected in five years, perhaps 650 employees by 2024.

Bridge to seafood

Natural Bridge Historic Hotel has brought back its popular all-you-care-to-eat seafood buffet on Fridays.

Lake life landscaping

Smith Mountain Building Supply has partnered with **Blackwater Nursery & Landscaping** of Rocky Mount to provide a full service outdoor garden

center at Westlake Town Center for Smith Mountain Lake residents, landscapers, and contractors.

Labs and kitchens

Roanoke Higher Education Center received funding from the state budget that included \$1.8 million for nursing classrooms and \$2.3 million for expansion construction at the Claude Moore Center for culinary classes.

support center

Virginia Community College System has selected a 37,000 square foot two-story building site at Daleville Center in Botetourt County to house its centralized administrative services;

the Shared Services Center could eventually employ 200 people in human resources, accounting, and information technology departments supporting the state's 23 community colleges.

Community College Through the roof

Foundation for Roanoke Valley far exceeded its campaign goal of \$150,000 for the first ever Roanoke Valley Gives Day, an online 24-hour fundraising event for non profits; the initiative secured \$369,196 for about 125 organizations on March 16.

Aggregation

Roanoke-based **Boxley Materials** has been



ELDOR product display at press conference

FRONT



LewisGale

LewisGale Daleville Medical Pavilion

acquired by Summit Materials; the aggregate, cement, concrete, and asphalt supplier to U.S. and Canada has been expanding since its founding in 2008.

Ball of string

Neathawk Dubuque & Packett (NDP) ad agency has launched a new brand identity featuring the three letters (without the ampersand) and an icon representing a sphere or intertwined line they call The Doodle.

More medical in Botetourt

LewisGale has expanded its services at **Daleville Medical Pavilion** in Botetourt County to now

include obstetrics and gynecology and pediatrics in addition to its existing Imaging Center (mammography, X-ray, CT, ultrasound); joining the practice is Henry Burgess, MD family medicine; Shmuel Shapria, MD cardiologist; and OB-GYNs Elizabeth Barwick, DO and Abby Smith, MD.

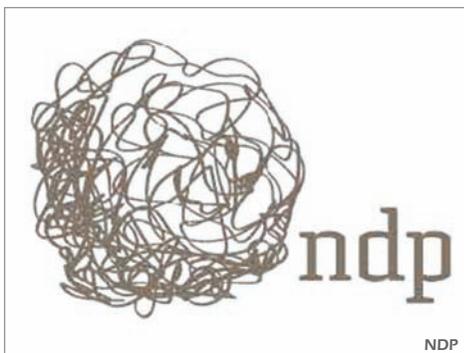
Brewery says yes to Roanoke

Deschutes Brewery, ranked fifth to seventh (depending on the source) largest brewer in the U.S. officially announced on March 22 its selection of Roanoke as home to its \$85 million, 108 initial employee, new facility location on nearly 50

acres in the Blue Hills area at Roanoke Centre for Industry and Technology, just east of downtown off Rte. 460; Oregon-based company representatives said Roanoke (which produced a significant recruitment and promotion campaign for as far back as four years from economic

developers, the business community, and citizen advocacy groups), was chosen from about 35 potential East Coast sites in Virginia, North and South Carolina. Construction isn't planned to begin until 2019.

Compiled by Tom Field



NDP

NDP's ball of string

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.

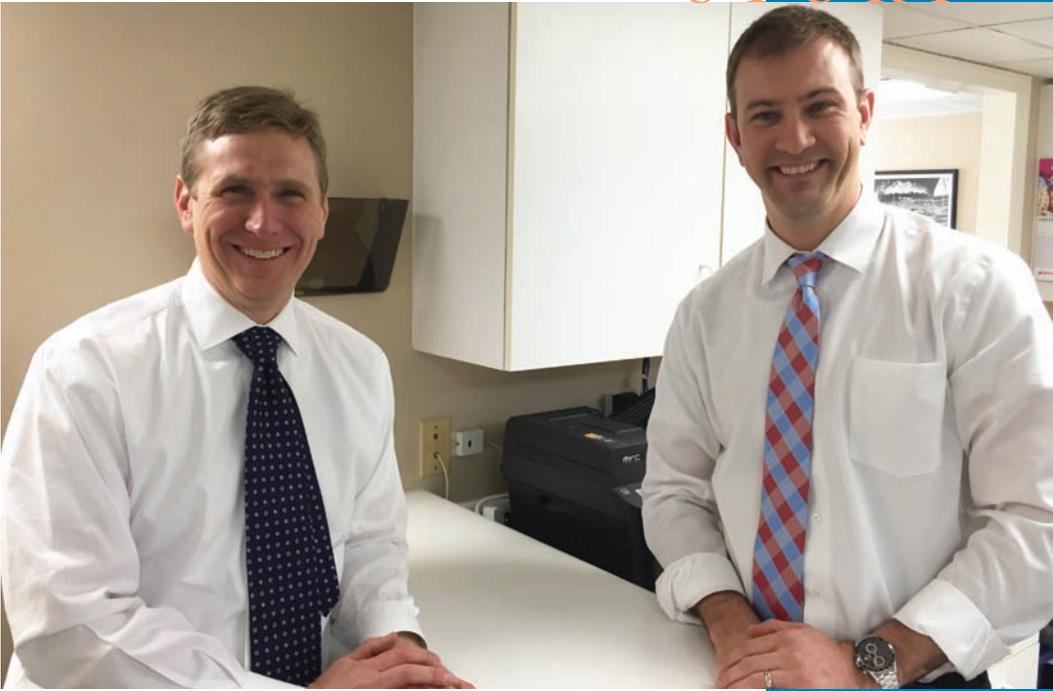


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Dr. Ray Tuck and Dr. Lee Matthis, two of sixteen doctors at Tuck's eleven clinics

Tuck and roll >

Executive Summary:

Tuck Chiropractic relies on its "pillars of success" to expand the business and treat symptoms of four past decades to today's "text neck."

By Alex Pistole

Born and raised in Pulaski County, Virginia is a statement that applies to both Dr. Ray Tuck and the business he runs, which was named one of the 50 fastest growing in Virginia by the Virginia Chamber of Commerce in 2011.

Tuck Chiropractic Clinic began almost 40 years ago when Tuck's father, Dr. Nathan Ray Tuck Sr., first opened a small clinic in Pulaski. After graduating from Radford University and The National College of Chiropractic, and then buying the practice from his parents, Tuck Jr. has continued to expand, now operating 11 clinics across Southwest Virginia, and employing 16 doctors.

Sitting next to a model of a human spine in their Christiansburg clinic, and directly across from the Chairman of the Board of Governors for

the American Chiropractic Association is enough to make anyone self conscious of his or her posture, but Tuck's cordial southern attitude and enthusiasm for his work are immediate tension-relievers.

"It was an interesting road," he says, "We were at a size where we needed to grow to really do what we needed to do." The business has exploded in size over the last decade and received national recognition from the ACA.

Tuck's ambition is driven by his commitment to his patients and his staff. By accumulating other practices, opening new locations, and continually seeking to hire the best chiropractic doctors around, the business manages to stay ahead of the ever-changing world of medical care. Their increasing size gives them an ability to cope with the heavy weight of administration that tends to bog down smaller private practices.

"The business side is always a challenge to doctors," Tuck says, "but I've been lucky to have some good people around me."

Dr. Lee Matthis, who has been practicing at their Christiansburg location for almost 10 years, is described as the 'Doctor Recruiter.'



“He’s really infectious,” Tuck says.

“We call it collective powers,” he explains. What he means is that beyond their medical proficiency, they also motivate each other to take on business responsibilities for which they are naturally suited. This model still allows each doctor to have plenty of time to focus on patients, but also keeps the business involved in both the medical and local communities. Through this success they have been able to hire even more people to run the daily administration, freeing up time for patients.

In February, Matthis was given the opportunity to speak at the National Chiropractic Leadership Convention in Washington D.C., where he touched on this collaboration, as well as the growing need for ‘horizontal integration’ between all fields of medicine.

According to ACAtoday.org, “By utilizing collaborative efforts with other entry level practitioners... chiropractors will be able to build trust within a community, both publicly and professionally, to make a positive impact in the new healthcare climate.”

“We’re learning to collaborate in this new healthcare world,” Tuck says.

According to Matthis, the difficulty people are currently facing in obtaining quality health insurance is forcing doctors of all kinds to work together to cut costs and improve both the quality and speed of the care that is required.

“He allows us to shorten our learning curve by not making the same mistakes that everybody else makes,” Matthis says of Tuck’s high-ranking position in the ACA.

While innovation and collaboration are certainly the backbone of a successful business, Tuck also adheres to his own mantra when it comes to being a part of the community he grew up in. He calls them the six pillars of success: service, quality, people, finance, growth, and giving.

“Margins in health care are shrinking quick,” says Matthis, “but we’ve got these kids coming out of (chiropractic) school in debt, and we want to set up a system where they can come work.” They’re hoping to hire these new and talented young doctors, and at the same time drive them to success.

The clinic is also active with the local school systems and sports teams. Aside from treating a fair number of students for what Matthis and Tuck have termed 'text neck,' chronic problems from staring down at a phone all day, they help out with injuries and training for the Christiansburg wrestling team and Radford University Athletics, among others.

The clinics see and treat a wide variety of patients daily. Contrary to what many might believe, Tuck says one of the most common causes of lower back pain isn't found in those who do manual labor or the elderly. Actually a large percentage of those with back pain are suffering because they sit too much.

"Sitting is the new smoking," as he puts it. It's actually more common for them to come across a patient in his 30's or 40's with chronic pain simply from spending too much time at a desk.

Other patients, like Leslie Wilcox, come in to find relief from less common injuries.

"I was having a lot of hip and back pain, and it started to affect my lower back, and they found out I had a bent sacrum," she says. She went to the clinic for several months to be treated with electrotherapy and have her back adjusted to relieve the pain.

"The thing that felt great was that they can adjust your neckline and it helps with headaches."

For serious problems Tuck recommends extended treatment, but other times a single trip is enough to fix a nagging pain. What sets them apart from more risky medical treatments, like surgery, is that chiropractors use totally natural methods instead of pills and prescriptions. 

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