

Valley Business FRONT

**VIRGINIA'S BLUE RIDGE
BUSINESS JOURNAL**
ROANOKE/NEW RIVER VALLEYS & REGION
FREE • ISSUE 119 • AUGUST 2018

vbFRONT.com

Our Pretty Beer Labels

Lisa Fenderson,
Roanoke Craft Beer Group



First impressions are made in 1/10th second... We buy with our eyes.

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Every week Blanco meets its commitments of millions of labels to manufacturers depending on them. At Blanco we believe service is as important as quality.

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Joe and Wendy Hallock, Co-Owners and Founders, Chaos Mountain Brewing.

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WELCOME to the FRONT

If we put a label on the front of the FRONT, I wonder what it should say? To start, I like the idea on its ingredients being **All Natural**. We promise to our "consumers" that the content is fresh and original. What you read in FRONT isn't "reprocessed" from other sources. We have to be original or first; so if a moment ever comes up where you experience the same words, be advised: they were copied. Or they were published or released after first appearing in FRONT. Even content like that in our Guest Commentary you have in this very edition of FRONT...was produced exclusively for you.

Other items on our label could include: **Light** (or low calorie?). We don't mind admitting this. We just don't go all that long or full course or too heavy with the way we present our stories. With all the clutter (along with good options, too), we've found our consumers prefer the compact format we offer. Another word we can put on our label is **Free**. Yes, you can pay a reasonable fee that basically covers shipping and handling to get your own copy mailed direct; but we're also out and about throughout the region, and you can always read our magazines in complete form and in the same entirety online at www.vbFRONT.com — including the current edition and all back issues.

30th Anniversary would be cool, too; since we progressed from an earlier and original business journal started in 1988; but even **10 YEARS STRONG!** is a nice milestone and distinction in the media world these days (FRONT's first edition was October 2008).

In any case, our label would have to be the kind that you can peel off and remove without leaving that sticky residue or tearing up the paper underneath. Don't you just hate those stickers?



Tom Field

“I got started just because I was tired of pulling weeds

— Page 35



10TH ANNIVERSARY

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EVENTS

*Where
downtown's
professionals
break from
blah*

AUGUST 1 • SOUL SESSIONS
AUGUST 8 • COFFEE & CHAT
AUGUST 15 • SOUL SESSIONS
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Valley Business FRONT

COVER STORY

DEPARTMENTS

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vbFRONT.com

“Who doesn't like
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Cover photography of Lisa Fenderson (on location at
Roanoke's Barrel Chest Wine & Beer) by Tom Field.

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AUGUST



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Michael Shelton



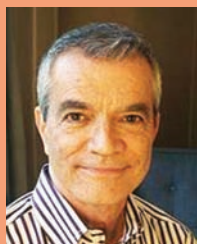
Nicholas Vaassen

Editorial Advisory Board

Valley Business FRONT has organized an Editorial Advisory Board in order to help direct coverage. FRONT selected a group of diverse business professionals, who will serve as a sounding board throughout the rotational term.

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



Dan Dowdy



Tom Field



Keith Finch



Rachael Garrity



Mike Leigh



Nanette Levin



Gene Marrano



Jazmine Otey



Matt Waters

Biographies and contact information on each contributor are provided on Page 52.

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Laura Bradford Claire V (Retail)
Nicholas C. Conte Carilion (Legal)
Warner Dalhouse Retired (Finance)
John Garland Garland Properties (Development)
Nancy Gray Hollins University (Education)
Nanci Hardwick Aeroprobe (Tech/Industry)
George Kegley Retired (Seniors)
John D. Long National D-Day Memorial (Culture)
Nancy May LewisGale Regional Health System (Wellness)
Stuart Mease Virginia Tech (Education)
Mary Miller ACI (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.

“85% of registered voters never believe the federal government will do what is right

— Page 46

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5 MOST ILLUSTRIOUS LOCAL CRAFT BREWERIES

Attention- Grabbing Artwork Pays Off For Local Brews >

Executive Summary:
*Artwork at local craft
breweries in Virginia's Blue
Ridge showcase the best
in commercial design—
and it sells beer, too.*

Special FRONTreport

"I like a good beer buzz early in the mornin'
And Billy likes to peel the labels off his bottles of Bud"
Sheryl Crow; *All I Wanna Do* (1995)

Billy would have a better collection, if he'd skip the common mass-marketed beers and save his labels from our local craft breweries. Don't take our word for it. Everybody's noticing the outstanding artwork from our own craft beer scene.

And you don't have to be a hop-head to appreciate the museum quality illustrations.

FRONT identified five of the best branding lines from breweries in Virginia's Blue Ridge that showcase their product using illustrations. Artwork worthy of the most noble man-cave, but celebrated by anyone who understands and is moved by the power of a brand fueled by excellence in commercial graphic design.

Why does this part of the business—cute little drawings and such—even matter? Why would a business journal report on such a trivial component?

Because these drawings... draw. Attention, that is. Sales, that is. It's hardly trivial.

Consider this: CraftBeerMarketing.com says "smart craft brewery owners know that great beer is not enough to create an in demand brand!" (We didn't add that exclamation mark.) It's an undeniable fact among experts in the business. Folks respond to the names and identities and graphic images of the beer they try—and the beer they stick with. Tap room managers hear the clever named brews called out far more often than the universal lager, ale, porter or stout.

That fantastical drawing has a job to do: get a customer's hand around a pint at the pub or bottle or can at the store.

It's working.

Here are our five top choices.
Sláinte!



COLORFUL? BOLD? WE GOTCHA COVERED!

Apocalypse Ale Works
Forest
endofbadbeer.com

Like the name Apocalypse itself, here's a label that smacks you right in the face. Something sort of between a symbolic tribal tattoo and those colorful stickers from exotic faraway places you see overlapping each other on a world traveler's suitcase—you can't help but sit up and take notice of these designs. Is the beer itself so bold? Biting you and refusing to let go? That part you'll have to drop by and judge for yourself.

"From day one our goal at Apocalypse has been to put as much effort into the design of our artwork as it has been our award-winning brews," says Doug John, cofounder, brewmaster, and in charge of marketing. "In today's crowded market, you have to jump off the shelf and into that basket. That gets you the first sale. The quality and taste of the product gets you the next.

"We initially started out with dark colored cans and are transitioning to bright pink and orange cans. Regardless of the color we try to be thematically similar so our brand is immediately recognized."

Doug provides the theme and conception to Adam One, designer, who "makes them rock."

Adam describes the process as "a chapter in our story with each new beer... going back and forth on concepts in a wonderfully collaborative manner, with symbolism and a compelling alternate universe. A quest to bring craft brew into the light and replace overdone, tasteless drinks with high quality, care-created potions."

Apocalypse favorites include Grapefruit Hoppocalypse, a Mandarin described as "perfectly crisp finish...with a kick of citrus to adjust your attitude to a lower latitude," a Holy Pucker for a tart, dry, lip-puckering experience, and Key Lime variant.



LET US TELL YOU A STORY

Chaos Mountain Brewing
Calloway
chaosmountainbrewing.com

The artwork of Chaos Mountain Brewing in Franklin County is not unlike the cover of an eye-catching graphic novel. Crazy beautiful. If you ever questioned whether or not "every beer has a story," such a thought would never enter your mind once you saw a poster, shirt, or label from this hidden gem of brewpub in the woods. Patrons say the product lives up to the designs; but there's hardly any question you can practically "taste" what Chaos Mountain has to offer from the captivating artwork alone.

"Our graphic identity is vital to our brewery," says owner Joe Hallock, along with his wife Wendy. "We specifically chose a style that identifies our brewery and the individual beer. When people look on the shelf they see an artistic style that is easily

recognized as Chaos Mountain Brewing."

Joe and Wendy say they use the artwork in all packaging, labels, merchandise, social media, and at the brewery itself. The designs originate in house ("usually as a collaboration among two or more employees," Joe says) and then the concepts are sent to Okay Yellow [packaging design shop] in Charlottesville.

"The company that does our design work actually won Gold at the 2016 World Beer Awards for the design of our Agents of Chaos artwork," Joe says.

The team at Chaos Mountain thinks its MadHopper IPA has one of the best labels (angry rabbit on a motorcycle); and the chefs depicted on its 4 Mad Chefs Belgian ale are all "personal friends from the Roanoke area... great chefs, teachers and mentors."

OUR LITTLE FRIEND GOES A LONG WAY

Flying Mouse Brewery
Troutville
flyingmousebrewery.com

Whereas many breweries show different names, looks, characters, scenes and such, based on the individual beers, the local owned and operated craft brewer in Botetourt County consolidates its marketing across the line. In fact, the brand pretty much comes down to a small adorable rodent: a flying mouse, steampunk style. The brewmaster and designer are brothers; both relying on simple models. One keeps his illustrations concentrated to one mouse's story; the other keeps his brews identified by single numbers rather than the hodgepodge of clever name varieties. The brand is as much a mascot as anything. His name is Bartleby Hopworth, by the way. He's always

there with you... on tap or off the shelf.

"At Flying Mouse Brewery, the art and beer go hand in hand," says designer Chris Moeller. "We wanted to have a story go along with the beer. I ran with a steampunk theme and created the courageous inventor adventurer Bartleby Hopworth, the flying mouse with his beer-powered wing pack and menagerie of friends and foes."

Frank and Chris say the "mascot" appears in all branding, packaging, marketing, and merchandising. You also see Bartleby crouched at the top of the steampunk tap handles—ready for action.

In addition to being a published author and painter, Chris is [surprise!] an avid comic book fan and brings his love for pop culture and storytelling to his artwork for the brewery.





WE LOVE IT HERE, FOR SURE

Parkway Brewing Company
Salem
parkwaybrewing.com

Stylistically, the illustrations Parkway Brewing brings us are thick outlined, coloring book-ish. And it's like someone published that coloring book just for us here, in Virginia's Blue Ridge. The brewery's name itself shows an allegiance to our part of Virginia, of course, but so do the individual product brands—depicting scenes, people, characters, and names from the 25-mile or so radius of Salem. The boldly illustrated designs pair well with each brew; and patrons instantly recognized the artist's techniques that are also replicated in grand murals on the brewery walls to the old school bus parked outside. Parkway's look is, in a word, fun. It's a laugh-out-loud brand that complements the notion that simple enjoyment of drinking a beer among friends is top priority.

"Our strong sense of place and love of Southwest Virginia, hand-crafted arts, and original music is represented in our branding to showcase the unique culture of our region,"

confirms Lezlie Bradley Snyder, creative director for Parkway. "We use our artwork to promote our beer on every level... labels, merchandising, advertising, and in the décor of our Salem taproom. Our original paper-cut art used on our flagship beers make them easily recognizable as Parkway products."

Lezlie steers a team of local artists and designers who, she says, have been "amazing at delivering her concepts and ideas into memorable images that authentically represent the brews in an attractive and often humorous way."

How important is "local" to Parkway? "We strive to remain authentic, original, and ground-breaking in both our beer and its branding in a way that best showcases our fortunate spot on the map!" Lezlie says.

If all you saw was the art, it's pretty clear where this beer comes from and that it's a special place. Parkway claims some of the most loyal customer base of any craft brewery who swear by the quality; it's extra nice when the style backs up the substance.

BEER AND THE OUTDOORS, THAT'S US

Soaring Ridge Craft Brewers

Roanoke

soaringridge.com

You just want to step into the "watercolor paintings" that encompass Roanoke's Soaring Ridge. The richly illustrated scenes celebrate the outdoors that define our part of Virginia; and if you're a beer drinker... the picture paints a perfect day in its simplicity. Step outside. Enjoy your craft beer. Our artwork here avoids anything unusual or fantastical or embellished. We have creeks, trails, the woods, the mountains, cabins, an old pickup truck. And what could be simpler than a tree stump? "Soaring" is about the most dramatic adjective you'll get. Here's a brewery (downtown Roanoke's first, when the craft beer explosion hit) that wants you to kick back and relax. It's also a most pleasant spot to sit and sip with friends, particularly in the summer when the "garage doors" open up to streetside.


"The traditional painterly technique Soaring

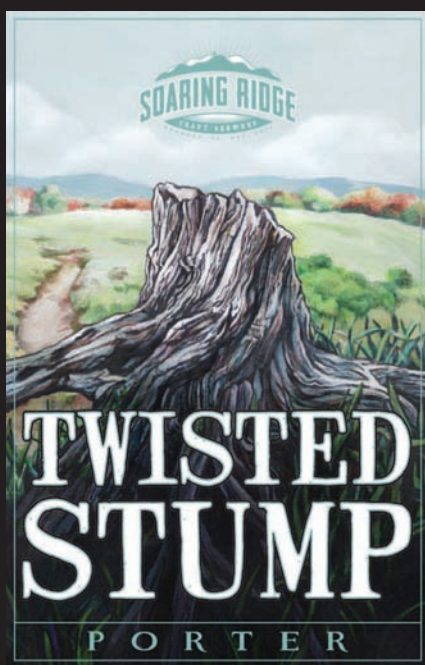
Ridge wanted for their branding and labels was a natural for Kessler Design," says Karen Kessler, who, along with her husband Tony, created the original branding and top tier label illustrations for the brewery. "Born in Virginia, my family and I spent half our lives among the many forests and natural places," she says. There's almost a "surreal feeling one gets when wandering within the beauty and history of Virginia's outdoors."

Soaring Ridge uses the outdoor themes and artwork in its merchandise, from t-shirts to hats and growlers and more. Large banners drape from the ceiling.

"The graphics help consumers identify and relate to our brand," Karen says.

"The outdoor theme goes well with the Roanoke Valley and reflects the interests of our company."

That's worth sitting on a stump and popping open a can. 





FRONT

BEERLEADER CHEERLEADER

Lisa Fenderson is hailed as a local champion and advocate for the craft beer scene in Virginia's Blue Ridge. A contributor and one of the administrators of Roanoke Craft Beer Drinkers Group (founded on Facebook by Gini Babcock), Lisa promotes activities and support to our local breweries. She's also an executive producer for Blue Ridge PBS television in Roanoke where she tells the stories of people, places, and organizations making a difference and impacting our culture. A profession and recreation that make her a perfect fit for this edition's FRONTcover model.

ART AND BEER

Paintings and illustrations play a huge part in the craft beer industry. This four-story mural presents itself to the patrons of Big Lick Brewing Company on Salem Avenue in downtown Roanoke; though it's really only connected to the brewery due to proximity. By James Ballough, an American artist now living in Germany, the artwork was commissioned by developer Bill Chapman for The Lofts apartment complex. But there's no question the art is appreciated by the popular brewery's customers even as it serves as a tourist draw for visitors. Everybody stops and notices—if they're not already enjoying a beer and looking up from Big Lick's large outdoor patio.”



FRONT



Kurt and Alice Webber

CHOOSING A LABEL: AN IMPORTANT BRANDING TOOL

There's nothing more annoying than reaching into an icy cooler and pulling out a bottle whose label is falling off or disintegrating. Most likely a cut and stack, or wet applied label, the label's glue has come undone by a dose of cooler water. Although annoying to a consumer, a label-less bottle erases the branding so carefully planned by the brewer. In a dynamic industry like craft brewing, there is a more durable and flexible labeling choice. Craft brewers must rely upon labeling as a competitive differentiator – a way to make their products stand out from the crowd. Labels are not simply a design statement but a necessary component to increase sales volume.

Your story is your beer. Let your labels tell it for you. And Pressure-Sensitive labels for craft breweries help you tell it best. Compared to glue-applied labels, pressure-sensitive label material offers greater possibilities with fewer restrictions on size and shapes. No other material offers the capability of intricate die cuts, brilliant graphics, and virtually invisible edge lines. These are important features if you want your product to stand out on the shelf. They differentiate your beer so it gets noticed and gets chosen because “we buy with our eyes.”

Blanco Labels is a printer that feels service is as important as delivering quality labels. And good service means Blanco

Executive Summary:
BLANCO in Salem prints conventional or digital pressure sensitive and water based labels with estate, linen, and bond papers—serving industries in food and dairy, beverage, wine and spirits, home care, health care, automotive, specialty, and of course—craft beer.

By Dana W. Todd





Labels provides information about the advantages pressure sensitive labels (PSLs) have over the old-fashioned cut and stack labels. PSL is not a new technology, it is relatively new to the craft beer industry.

Cleaner and Easier Application. No longer tied to the messy process of applying adhesive and water to make labels stick to bottles, PSLs use light to moderate pressure to easily adhere to surfaces. Without water and glue applied on site, the work area remains unsullied by the sticky mess of the past.

"Adhesive is embedded in PSLs," says Kurt Webber of Blanco Labels, a Salem, Virginia-based manufacturer and printer of labels. "PSLs represent about 80 percent of the market today. It's a progressive method of printing labels."

Mechanically Sound. The machines used to apply PSLs have fewer moving parts, and therefore experience a smaller chance of failure and are more economical to maintain. Some craft brewers have chosen vintage cut and stack equipment as their labeling systems; however, the mechanical problems often can overwhelm a small operation.

Wide Choice of Materials. The high-quality pressure sensitive labels that Blanco Labels prints for its craft brewing customers may be on coated or uncoated paper or on a wide variety of substrates, including metallized paper, polypropylene, or film. The chosen face material drives label cost, ensuring prices are easily controllable by the craft brewer on a budget. Webber says most of his PSLs, which fall into the high-quality category, start at \$.015 cents each.

"One differentiator is our ability to print on clear labels, which cannot be produced using cut and stack equipment," Webber adds. "Using opaque inks on a clear label makes the image appear to be printed directly on the bottle. Not only is it a unique effect it can be quite beautiful, but it can't be achieved as affordably by any other means."




DESIGN FLEXIBILITY. SEE A PRINTER FIRST FOR OPTIONS AND IDEAS

With such a wide range of choices in materials, finishes, and printing techniques, PSLs enable a brewer to design pretty much any label his or her graphic artist can imagine.

What's the best time to begin the labeling decision process? Webber says as soon as possible – even before the designer begins work. A printer knows the substrates and processes available for unique design and printing applications. “We invite brewers to bring their designer to visit Blanco Labels and learn about all of the options PSLs allow them,” Webber says.

A printer also can provide special services often at no charge to help brewers make a sound decision. “For one customer, we ran three different kinds of labels that represented different price points so he could see the best option to achieve branding goals,” Webber says.

Every week Blanco Labels meets its commitments to printing millions of labels for manufacturers. Blanco Labels is a company of 20 dedicated people proud of the contribution they are making to the success of businesses across the country. “Blanco Labels is a relatively small company compared to many of our customers. At Blanco Labels we believe we are the perfect size. We are small enough for your business to matter and large enough to make sure your job gets done.” 





Professional Development

By Lesa Hanlin

Executive Summary:

How you process your work—in a sensing or intuitive way—affects how it is accomplished, especially in a team or departmental environment.

The forest or the trees >


Recently at a retreat our work team came up with three words to guide us: cultivate, create, and connect. We ordered a large size of the inspirational words for the entrance wall of our offices. When they arrived, we gathered to install the words.

Some people naturally see the forest and some the trees. This became very apparent as our team went about the installation process. One team member brought a ruler and a pencil (the trees). As for me, I was ready to just eyeball it (the forest). These are totally different approaches!

Whether you see the forest or the trees is a preference, much like writing a signature. You prefer to write left or right handed, but could sign with the other hand if pressed. The way we prefer to gather information is a preference too, with 70 percent of Americans as sensors, seeing “trees” and 30 percent as intuitors, seeing the “forest”. If we aren’t aware of this, it can create communication problems.

Sensing colleagues want practical step by step goals. They bring clarity to the team. Intuitor colleagues don’t want to bother with minutia. They want to imagine the future and bring vision to the team. How can we work better together? First, identify if you are someone who prefers sensing (trees) or intuiting (forest). If it isn’t quite obvious you can take a free typology assessment at <http://www.humanmetrics.com/cgi-win/jtypes2.asp>. Next, learn to appreciate the strengths of people who have a different preference. We need one another!

This information can be invaluable when presenting to someone. Knowing the preference of your audience allows you to tailor the presentation. For example, intuitor bosses prefer the grand idea first and then an explanation of how it would happen. Sensor bosses prefer the facts first then the big idea.

The end result with our team and the inspirational words we installed is that our words ended up applied above our entrance, and the ruler was used. We’ve taken the time to explore which team members have which preferences, and are intentional about honoring what everyone brings. Even if it is a ruler! 

“ ”
The way we gather information is—a preference

How (not) to treat a guest speaker >

I was contracted to conduct a business etiquette seminar, which was to be followed by a four-course dining tutorial. I enjoy my work conducting these seminars, because I interact with exceptionally interesting professionals.


I had a single point of contact which, in order to maintain communications ahead of time, is very important for a visiting speaker. I carefully prepared my handouts, power point slides, and other materials for the seminar. I emailed everything to my contact person, with instructions for handling and asking for verification that everything was in order. I heard nothing back until I phoned and emailed several times. Hmmm – a portent of things to come?

I usually arrive early for my seminars. It's better to arrive with time to prepare calmly, and it is a courtesy to my client that they don't have to worry about when I'm going to show up. I did get caught up in unusually heavy traffic, but arrived well ahead of the appointed hour. Thank goodness I did. Very little had been prepared. The conference room was hot and had not been set up properly; the notebooks were not assembled, and the power point slides that I had sent via email were not there.

My host and I sprang into action: we found someone to adjust the temperature; we set up the room, and assembled the workbooks. Fortunately, I always carry a back-up flash drive, containing the current program's power point slides. A computer and projector were found and the slides installed. A number of participants were tardy, causing us to start late. This became problematic because we had a finite amount of time to complete the business etiquette part of the program, before the caterer was scheduled to serve dinner.

In the confusion, someone failed to introduce me, and so I plunged on. According to Communication Theorist, Dr. Nick Morgan "...a good introduction is essential to get a speaker off to a good start...it can help establish, credibility... trust and likability."

If you talk to enough professional speakers, you invariably will hear horror tales of things that went wrong before, during, and after their presentations. My story is certainly not a horror story. But was it stressful? You bet it was! Did I show it? I hope not. Remember: it's under trying circumstances that we rely on our automatic good manners to surface.

Moral of the story: the presenter has an obligation to be prepared, but so does the client! 



Etiquette & Protocol

By Kathleen Harvey Harshberger

Executive Summary:
Both the speaker and the host need to be prepared for the engagement.



HCRI Team

Like a cork out of a bottle >

Executive Summary:

Internationally renowned Hollins Communications Research Institute helps unblock speaking barriers for stutterers.

By Jazmine Otey

Roughly 45 years ago, Roanoke's Hollins Communications Research Institute (HCRI) was manifested in the form of a happy accident. In 1972, Ronald Webster, the founder and president of HCRI, found himself immersed in research that studied how babies register sounds from their surrounding environment. It was during a conversation with another scientist that his interest in stuttering formed.

"During that work we began to talk about what happens when speech fails to develop normally, and she said, 'We



can't work with kids who stutter or even adults who stutter. It's just very tough,'" Webster said.

Taken aback by the comment, Webster immediately rebutted the claim with facts he'd previously gathered on the subject. The studies revealed that certain physical conditions can generate fluent speech in someone who stuttered.

"So, I said what about this kind of stuff and she responded, 'Oh those are just distractions; they don't mean anything' and then I said, 'Wait a minute here, this

is stuff of science; you're not paying attention,'" Webster explained.

In that moment, HCRI, an international institute which has treated thousands from across the U.S. and individuals from over 50 different countries, was brought to life. This year, HCRI celebrates its 45th year anniversary as a global center for stuttering research and therapy innovation.

HCRI offers individuals who are aged 10 to 75, 12-day long sessions of immersion one-on-one therapy where trainers teach clients new ways to use their speech



A Legacy of Caring

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muscles. Therapy takes place in HCRI's facility as well as real-world settings.

Clients are also given access to HCRI's mobile app which helps aid them in their learning process. Once the clients have finished their therapy sessions they are given a practice schedule to sustain and lock in their fluency.

Over the years, HCRI has treated nearly 6,500 individuals with stuttering problems ranging from subtle to severe. Statistics show not only does HCRI have a 93 percent success rate, but 84 percent claim their confidence increased following the therapy sessions.

John Stossel, a broadcaster from Fox Business News, says HCRI helped open the door to new opportunities and helped him overcome his struggle with stuttering.

"It was like a cork had come out of a bottle, you couldn't shut me up," Stossel said in a

Fox interview. "Suddenly I could just talk to people when I wanted to for the first time in my life. I just was so happy."

There are a myriad of other success stories including those who started their own businesses and individuals who went on to be public speakers. Nevertheless, regardless of its years of success, the team of expert clinicians are constantly working hard toward more technological developments and scientific discoveries.

One of their most recent discoveries is the first mutant gene associated with stuttering after working with the National Institute of Health on "genetic linkage studies." During a large-scale study in Pakistan they found that the genes occurred in about nine percent of the cases. As they studied more, they discovered that twenty percent of people who stutter carry the mutant gene.

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been working on this problem for forty-five years and keep discovering new things about stuttering that open new areas for understanding to be developed," Webster said. "If I wasn't excited I think I would've retired a long time ago."

HCRI has many plans for the future such as remote-access therapy, a program for young children who stutter and new technology which will be able to automatically score the presence of stuttered speech. Webster takes the most pride in the fact that HCRI has the tools to make a difference and change people's lives.

"We know how to use these tools to make a difference and then transform people's lives so they don't have this burden of trying to talk," Webster said. "[HCRI] is making progress with a very complicated human activity."



Ronald L. Webster, Ph.D.

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Mike Miller

Gearheads get it out >

Executive Summary:

Backcountry.com brings big distribution to Christiansburg.

By Michael Abraham

Aspen. Tahoe. Stowe. Moab. Christiansburg.

Well, in all honesty, although it's in the middle of a vast Appalachian playground, Christiansburg doesn't quite belong in the pantheon of great American outdoor destinations. Nevertheless, it does host one of the largest distribution centers for recreational gear in the country.

According to director of fulfillment, Mike Miller, Backcountry.com chose this location in the Falling Branch Industrial Park mainly due to three factors: access

to I-81 and thus to the greater East Coast, proximity to a UPS hub (in Roanoke), and substantial incentives from the community. "I'm in charge of everything that happens here," he said.

"Our first distribution center in Salt Lake City, Utah, covers the Western half of the nation. We cover the Eastern half. We have a third center in Germany that covers Europe." Indeed, Backcountry.com, founded by two guys in their garage in Park City, Utah in 1996, is an international corporation approaching \$1 billion in sales. Their Christiansburg facility is that huge building alongside I-81 with the long-horned goat painted on the side. They sell clothing and gear for camping, hiking, rock climbing, skiing and snowboarding, fishing, mountaineering, kayaking, running, and more. Through a subsidiary, MotoSport.com, they also sell motorcycle, dirt bike and ATV parts and accessories.

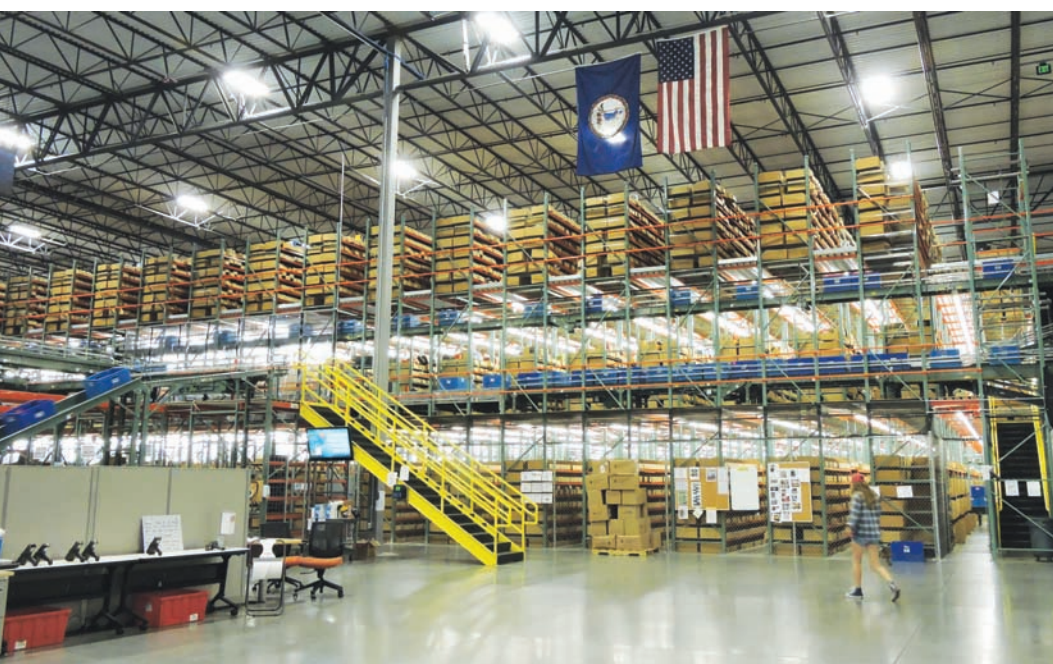
"The founders really understood the sports. The company has always related well to



customers who want to know the sports. They were able to connect people to their passions. We have knowledgeable people. We have staff called 'gearheads' that are available on our website that can explain the gear and make recommendations. From the beginning, we were product driven, primarily with skiing. We offer all the major brands like Under Armor, North Face, Patagonia, and Nike. People buy from us because we have a vast selection and great prices. We have 315,000 sq-ft of space and can stock most any product in most any size. You

can order in your pajamas sitting at your computer and have it in your hands almost anywhere in the country in two days. We have around 300,000 SKUs (stock keeping units, or individual products)."

Miller is a young, informal man with a bright smile, a Michael Jordan haircut, and a ready laugh. Hardly a polished executive, he eschews jackets or ties, but instead wears the same casual clothing as almost everyone else who works there, meaning jeans and a sweat-shirt. He makes it a matter of pride



DISTRIBUTION FRONT



to know everyone's name, now numbering around 150 employees, more during the busy holiday season.

"The biggest part of my job, around 60%, is in the people: hiring, staffing, and training. Merchandising is done in Utah. We process orders, pick orders, and prepare shipping. We're always hiring! Nighttime and weekend positions are hardest to staff.

"We encourage fitness and outdoor activity in our staff. We have a walking track outside the building. We have a gym with weights and basketball hoops inside. We don't hire based on athletic ability or outdoor interest, but we do encourage our employees to stay fit. We sponsor hikes, picnics, and horseback events. We like to think our people here are more fit than the general public."

One reason fitness is important is that merchandise processors walk as much as 10 miles a day and do lots of lifting. The central feature of the facility is a vast conveyor reaching a three-level mezzanine, where blue plastic "totes," open top boxes, are constantly circulating from the stocking shelves to the shipment preparation tables. Movement of every product is captured with hand-held barcode "gun" scanners. The size, shape, and variety of products is mind-blowingly vast. "We'll ship around 90,000 units this week.

"Morale is good here," Miller boasted. "I have an open door policy. Anyone can speak to me any time. I want to know everybody. We're blessed with good managers, good location, and good team members. We know to do the right thing." 



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Shark Patrol

By Keith Finch

Executive Summary:

Sometimes the best way to fire an employee is not to fire him; a severance in exchange for voluntary resignation could make more sense.

Cease-fire >

My friend called me from his software company. “Do you remember that problem employee I told you about?” he said.

“The guy who never works and who is constantly complaining?” I said. “The one who falsely accused several women at your office of sexual harassment?”

“Yes, him,” he said. “I’ve decided to fire him, and I want to make sure I do it without getting sued.”

“Well frankly, he strikes me as the type who’s very likely to sue,” I said.

“But I thought that in Virginia I can fire someone for any reason at all!” he said.

“That’s true,” I said. “Under Virginia’s at-will employment system, you can fire an employee for pretty much any reason—so long as it’s not an illegal reason, like race, religion, sex, age, refusal to break the law, etc.”

“Well, I want to fire him because of his poor performance and his bad attitude,” he said. “He can’t sue me for that, right?”

“The problem,” I said, “is that some of the time, a person who is fired for a proper reason will sue and claim that he was fired for an illegal reason. So for example this guy could bring a lawsuit against you for sexual harassment. He’d probably lose in the end, but defending against his case could cost you thousands of dollars, or even tens of thousands.”

“So how can I fire him?” he said.

“Don’t fire him,” I said. “Instead, negotiate a voluntary resignation agreement with him.”

“You mean, convince him to quit?” he said.

“Yes, but there’s more to it than that,” I said. “A resentful guy like this can cost you a lot of money if he decides to bring a worthless lawsuit. So instead of firing him — which will make him even more upset, and even more likely to sue you — get him to sign a resignation agreement in which he gives up his right to sue you.”

“But frankly, this guy is an asshole,” he said. “Why on earth would he agree to sign an agreement like that?”

“Because you’d make it worth his while,” I said. “You would agree to pay him severance if he signs.”

“Severance?” he said. “We don’t pay severance. And I am really, really against the idea of giving money to this guy. There’s no law requiring us to pay severance, is there?”

“Correct,” I said. “The law doesn’t require an employer to

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

pay severance. But if you have a problem employee who you think might sue you if you fire him, then it can be a bargain to pay him a few weeks' severance in exchange for his agreement to resign voluntarily and give up his claims against you."

"All right, you win" he said. "So can you get the resignation agreement to me today? I want to get his signature by this afternoon, pay him his severance, and be done with him. Will that work?"

"That depends," I said. "Is he over 40?"

"Yes, but what does that matter?" he said.


"If he's over 40, then he's protected under the Age Discrimination in Employment Act," I said. "And an employee who signs an agreement giving up his right to sue for age discrimination has a week to change his mind and revoke the agreement. So you shouldn't pay him his severance until the end of the revocation period."

"Wow, that's pretty complicated," he said. "Are there many pitfalls like that?"

"There are a few," I said. "But then that's what lawyers are for."

"Do you mean that lawyers are for avoiding the pitfalls?" he said. "Or are they for creating the pitfalls in the first place?"

"Ha ha, very funny," I said.

In the end our client offered his problem employee four weeks' severance and got his signature on the voluntary resignation agreement that very same day. I understand that the employee has since moved and is now making life miserable for his new employer in a completely different state. 

Note: *facts have been changed to preserve confidentiality. Oh, and this isn't legal advice—you should consult a lawyer when preparing to terminate an employee, negotiating resignation terms, preparing a resignation agreement, etc.*

“ ”

An employee who is fired for misconduct is not entitled to unemployment benefits, but the word 'misconduct' is narrowly defined. For example, an employee fired for missing work is only considered to have committed 'misconduct' if you've given him a written warning first.

“ ”

Under Virginia's at-will employment system, you can fire an employee for pretty much any reason—so long as it's not an illegal reason, like race, religion, sex, age, refusal to break the law, etc.



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Dirty job—not >

Executive Summary:

Roanoke millennials are finding food fun with hydroponics.

By Nanette Levin

Millennials are embracing gardening faster than any other generation. According to a recent Harris Poll, of the six million Americans that took up gardening as a new activity, five million were millennials. Two brothers in Roanoke are teaming up with Chris Arthur, founder of Blue Ridge

Hydroponics, to help make the store a mecca for millennials. Part of their strategy is help people with small budgets and tiny spaces find what they need to grow herbs and vegetables indoors.

Thomas Bryant, 29, and Jeremy Poe, 23, are the brothers on a mission. Their store, located in the Williamson Road Plaza, offers supplies and products provided by distributors who work exclusively with privately-owned companies. Blue Ridge Hydroponics is the only place you can find these specialty items in the Greater Roanoke area. The hydroponic systems the company provides are all custom built.



Recipe for Success starter kit

Customer Andrew Jones caught the hydroponic bug in a big way. "I started off with a small all-in-one kit and eventually worked myself up to a garden that holds 75 plants. I knew nothing about it when I stepped foot in there (Blue Ridge Hydroponics)," Jones explains. That was seven months ago. He turned to the store owner for guidance which he

supplemented with his own research. The 27-year-old "used part of the basement and then built a room for the different life cycles with a light cycle for the vegetative stage and a light schedule for the flowering stage," he explains.

Hydroponics involves growing mostly edible plants without soil in a water

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medium that includes calibrated nutrients that allow for faster growth than traditional outdoor planting. "It's a hobby that's affordable for just about anyone, but also a great way to grow food that's safer and healthier than most of what you buy in the supermarket," says Jeremy Poe, who is shadowing Arthur to learn from his more than 12 years of experience in the hydroponics industry. "Most don't realize commercially farmed produce uses artificial ripening agents and pesticides, which reduce the nutritional value of vegetables and add chemicals that kill," he says.

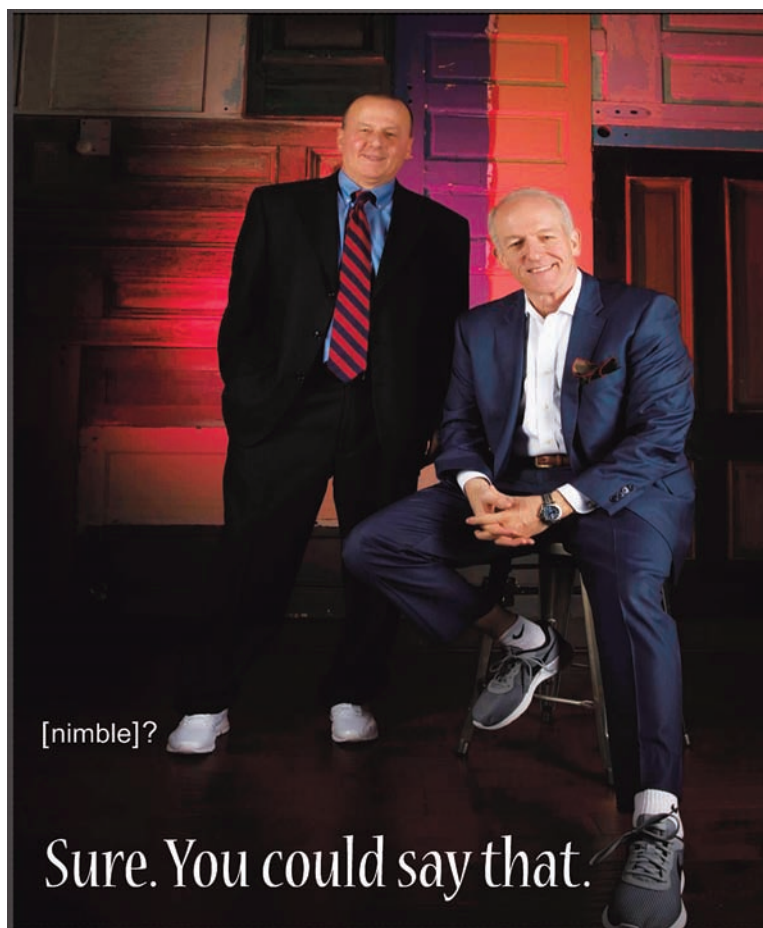
Custom hydroponic systems start at less than \$200. These can be used for herbs, lettuces, strawberries, peppers, tomatoes and other crops. "It's generally best to keep similar plants in a single system, as the nutritive, pH and lighting needs are different for each species," says Poe.

Digging deep without dirt

"I started with a box system, the same thing as I have now, flood and drain," says Jones. "It came with everything I needed and you could grow ten plants in it. It was \$140 for everything. It even came with chemicals. Everything but a light," he explains.

Jones had a light. "I did a trade for a growing light and I wanted to put it to use and that's what all got me started. I went up to Blue Ridge Hydroponics and got a hydroponic system to go under the light," he says. He estimates he's spent \$4,000 on equipment since — including an air conditioner for his tomatoes, lettuce, cucumbers, peppers and herbs. His current system includes a 70-gallon reservoir.

"Every time we get a harvest we share it with friends and family," says Jones. He's



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harvesting about every 2-3 weeks. "I started in a rotation – every two weeks I would start 10-25 plants," he explains. "We've pretty much gotten rid of buying produce for the most part and I know that it's all organic and where it comes from and I get to teach my daughter that," Jones says. "It's all automated (with timers). I mean, I could leave it alone for a week and all would be fine."

"I got started just because I was tired of pulling weeds in the garden," says Jones. "You don't have to be outside in the hot sun if you want to work on it. I can stay in the air conditioning. We like to eat what we grow." 



Science Center hydroponics exhibit created by Blue Ridge Hydroponics



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Business Operations

By Mike Leigh

Executive Summary:

Yes, you need your performance data, but it shouldn't be relied upon to run everything.

Eliminate quotas and management by numbers >

This month we continue the series on W. Edwards Deming's 14 points for management to follow as covered in his book, *Out of the Crisis*. Each point will be discussed in a separate article.

Point #11 – *Eliminate quotas and management by numbers.*

I have a client. Everyday this company compares their applied labor hours and productivity to a standard. The data is collected by team leaders and supervisors and presented to management. Management listens while supervisors explain when the numbers are low and congratulate the supervisors when the targets are hit.

The standards are set by finance and executives, and in many cases do not reflect reality.

Rarely is there a discussion about process improvement. Hours of management time are spent each day reviewing the numbers. What a colossal waste of time! Or consider a call center that sets targets for calls per hour and customer satisfaction. How can the employee do both?


There is nothing wrong with collecting the data and having improvement goals. In fact, it's necessary for organizations to track their performance. But hours are wasted each day unnecessarily collecting and reviewing data. And goals are set each year for improvement without a plan to improve. Employees think it's ridiculous because the standards aren't realistic. The entire process is demoralizing and ineffective.

Conditions such as these are prevalent throughout business and industry. Management by quotas and numbers is common, and Deming tells us it hurts your business. He writes, "Work standards, rates, incentive pay, and piece work are manifestations of inability to understand and provide appropriate supervision." Ouch.

Instead, he tells us to substitute leadership. Leaders must be knowledgeable and intelligent in their business processes and remove the barriers that stand between the worker and his/her pride in workmanship.

Since 2004, the growth rate of productivity in the US is at its lowest level since at least WWII. There are many theories about the causes, but I believe a significant reason is that leaders no longer understand and critically examine their business processes as they once did. Too many leaders try to manage from their office desk and computers instead of developing process expertise and focusing on process improvement.

Hey leaders! Put down your spreadsheet reports and start supporting your employees!

Next month: *Point #12* – *Remove barriers.* 


Vacation scams >

Craigslist can be wonderful for certain things, but don't bet your vacation money that a rental you book through this site will be available when you get there. Scammers are becoming notorious for their penchant of posting fake ads for vacation homes for rent. Usually, the crooks require a wire transfer and offer an e-mail receipt for the purchase. When you show up with your family and luggage and plans for a respite, you may find someone else is enjoying your vacation home; the owner of the property knows nothing about your booking.

That doesn't mean you can't find legitimate deals through Craigslist. It just means you should be very careful if you decide to book through this source. Anyone insisting on cash or wire funds is suspect. Use a credit card if you're willing to roll the dice. At least you'll be able to recoup your deposit in a dispute if you're met with an entrenched family of other vacationers when you arrive at your anticipated lodging quarters.

It's also important to get an agreement in writing before you depart – it's even better to see it prior to giving any of your hard-earned funds to the "advertiser." Make sure the property is professionally managed. Verify the person and the property exist and are connected. That means the person offering you the deal is either listed as an owner or property management company assigned the rental job. Often you can do this with an easy internet search. Do your research before you buy and you'll be less likely to face big disappointments when that vacation fun you planned goes awry.

How easy is it to avoid such scams? Not so hard. Use a reputable website like VRBO to schedule your booking. Airbnb is another alternative that's had some issues but has many procedures in place to verify guests and hosts are honest. Both serve as third-party money processors to ensure your payment doesn't get put in someone's pocket who has nothing to do with the place you think you're renting.

As with any purchase that involves sending money to someone you don't know, be careful. There's a reason these third-party providers are thriving. 

Michael Shelton owns 360 Financials Solutions and 360 Tax Solutions. Email him at michael@discover360Financial.com with questions, story ideas or for help with your financial issues.



Financial Figures

By Michael Shelton

Executive Summary:
Don't get stranded when planning your vacation; there are safeguards you can take when booking online.

“Research before you buy





Mythical business about to get real >

Executive Summary:

Couture Unicorn concept brings women's fashions on the road.

By Gene Marrano

Rachel Lucas isn't afraid of a little hard work. After all she grew up on a cattle farm in Giles County, pitching in with the chores. So taking on a new business centered around affordable women's clothes and accessories, Couture Unicorn, was a natural for the self-described "super ambitious" 30 year old, who many will recognize as an anchor and reporter for WSLs television.

Late summer this year Lucas will roll out another part of her dream, literally – the

Couture Unicorn mobile boutique, which she plans to set up at brew pubs, special events and private parties. Patrons can come aboard the mobile boutique - the size of one of those courtesy shuttles at airports - to shop for fashionable clothing, jewelry, even shoes that Lucas says will be affordable. She looked for months to find a vehicle that would suit her vision and price range – then flew down to Texas and spent three days driving it back solo. Her husband Andy called on a regular basis to make sure she was okay.

As for the name, "who doesn't like unicorns?" says Lucas with a smile. She studied journalism and electronic media at Concord University (WV), and then worked at a Bluefield, West Virginia TV station before coming to WSLs five years ago. A business was "not part of the plan," but Lucas thought turning 30 was a good time to start a new adventure. Then she went through The Advancement Foundation's Gauntlet program with



100 other startups. After several months of training classes and a Shark Tank-like round of judging, a package of cash and in-kind services worth \$5300 was awarded to Couture Unicorn, which finished sixth overall in the competition. One of those services will wrap her rolling retail store in vinyl with the company's logo prominently displayed.

Lucas's mentor through The Gauntlet process was Kimberly Kolb Eakin, who knows a bit about starting a small business – she launched the Wine

Gourmet store (now in southwest Roanoke County) before selling it. "Working with Rachel was a mentor's dream," says Eakin when asked to comment. "Good business concepts are a dime a dozen, great ones are scarce. But what Rachel possesses as a budding entrepreneur is even more rare. She listens to experienced business owners, turns those lessons into actionable plans and makes it happen in short order. Her background gives her an incredible base of knowledge in communications, research and analysis and she uses all three to her utmost advantage."




Maybe that business acumen began early for Lucas: her first job on the farm was collecting chicken eggs; she would accompany her father to local markets where they would sell them for a few dollars. "I thought it was the best thing ever. I've always wanted to make something my own. Making my own brand, really." PS: Rachel and her husband now keep chickens (and a few ducks) at their Grandin Court area home, but the eggs are for personal consumption only.

Gradually she warmed to the Couture Unicorn concept and began selling consignment items online (the website is called Unicorn Couture). Now Lucas has a wholesaler's license and can purchase new lines and accessories to resell. Mobile boutiques can be found in some seaside resort towns and elsewhere but Lucas says there's nothing like it in the Roanoke area. That early success led her to The Gauntlet,

which she calls "an amazing experience. [But] it was so much hard work."

Lucas calls it cliché but admits it was a very empowering experience for her, "as a person but as a women too. At least half the people there were women. It was really inspiring." As for being paired with Kimberly Eakin: "I felt like she was a soulmate. I want to be her when I grow up."

Lucas says she underestimated the power of a business plan, but after crafting a 56 page document and financial forecast during The Gauntlet process is now a true believer. She sees the mobile boutique as a bridge between a bricks and mortar store, and an online-only business. "I feel like this is the time. It's a popular business model that drastically cuts the overhead. That's a savings that can be passed along to the customer." Spoken like a true entrepreneur. 



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A Little Insight

By Bruce C. Bryan

Executive Summary:
Confidence grows when managers and teams become more accomplished as each depends on the other.

Creative delegation >

You Need²Let Help In

In the early days of my agency my clients would ask me to help them come up with an idea. I would quickly reply “okay”, or “you bet”, or “we’ve got this”.

Then, I would retreat to my car or make the walk back to my office on Kirk Avenue, stare ahead, and think – Oh man, what do I do now? I always had faith the idea would come, but its arrival frequently included anxiety, questions, and some additional stress.

Frankly, the pressure meant the creative process was bound to be more difficult.

As my firm grew, I started working more closely with creative folks which allowed for the dispersal of some of that pressure. It certainly made life easier. Even still, I had to learn to let go. It was time to let others add their input and ultimately come up with the (usually even better) creative approach.


Honestly, much of the growth of B2C came as other – more talented – creative people got involved in the process.

A Sales (and Leadership) Reminder⁴Us

Years later, I’ve realized something even more important has stemmed from our creative shift: Not only did the process get less stressful and easier, but I became a better account executive and manager.

Now, when I’m in front of a prospect or client, I simply KNOW my team is going to have an exceptional creative idea. It’s a relief when you know the people working alongside you are going to come through. Relief is significant, but the confidence you have in your team shows in your approach and presentation.

It’s the same reason the star quarterback elects to toss the ball to his favorite receiver, or the editor gives the big assignment to that accomplished reporter.

As sellers and account managers we are a reflection of the team behind us who are doing the work. When they’re doing great work it shows naturally through our demeanor and plays out well for those of us out in front of the public. The confidence you have in your team gives you the ability to leave a meeting and simply know you really do have this covered. 

Questions about advertising and marketing? Contact Bruce at Bruce@b2cEnterprises.com

Sharing dough >

The phrase “doing well by doing good” has become such a familiar part of the American lexicon that it’s easy to forget Benjamin Franklin, who originally coined it, also lived by it. One of history’s most prodigious inventors, he refused to patent any of his inventions – the odometer, bifocals, street lighting, to name just three. What Franklin understood is that generosity affects the giver as well as the receiver.

Panera Bread founder Ron Schaich gets that. What he started as a small cookie company in Missouri is today a corporation with 2,000 bakery-cafes in the US and Canada, employing 100,000 people and reporting an astounding \$5 billion in annual sales. Schaich is clear about the Panera mission: “To make a difference in the lives of the people who trust us.” Naturally, he means customers, for whom the company serves what they call “food as it should be.” The first major food chain in the US to publish caloric information, Panera removed all trans fats from its offerings in 2007, and all artificial coloring and flavors last year.

But Panera also includes the wider community among “people who trust us.” Perhaps the best known of several Panera community initiatives is the “Day-End Dough-Nation” program, a collaborative effort whereby baked goods that have not been sold by closing time are distributed to various community groups that feed the hungry.

“Two to three days a week volunteers from Feeding America Southwest Virginia appear at our store about 15 minutes before we close,” reports Travis Definbaugh, manager at the Blackburg Panera. “They box what’s left and take care of the distribution. And local church groups are involved as well.”

The exact same scenario occurs at the Christiansburg store, where manager Alan Schreiber notes that the community volunteers vary based on who has signed up to take food to area homeless shelters.

Periodically, Panera issues a “Responsibility Report.” According to the 2016 publication, the Day-End Dough-Nation program now generates more than \$1 million in annual donation of baked goods.

Mmmm-GOOD! 



Good Work

By Rachael Garrity

Executive Summary:
Two national franchises work together to serve our local/regional communities.



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On Tap from the Pub

By Tom Field

Executive Summary:
*College students
producing real work—
should be the norm.*

Do it >

Good job, Professor Cumming.

Nothing irks me more than to see a college graduate come to a job interview or exploratory meeting in a field he is passionate about—only to have nothing in hand. Nothing marketable, that is.

It happens.

Particularly in many of the creative and communication arts sectors of which I circulate, I see "kids" waiving their brand spanking new resumes or applications (of which they should indeed be proud), along with a bit of an assumption the door is going to open wide for them. An expectation that shouldn't be all that unrealistic, in fact, if their "training provider" had designed in proper fashion what it is supposed to be selling. However, colleges and universities who grant degrees and pass students through their programs without applicable "examples" of real life competency in that subject ought to be ashamed... and in my opinion, shut down or forced to refund 100% of the tuition.

And no, using only school work to build a portfolio or demonstrate skills earned and learned does not give these institutions a pass, either.

It is simply inexcusable in today's market that any institution of higher learning allows kids to funnel through their "system" without required interaction with the real world, the street, the local business community, a related trade organization, entrepreneurial outlets, or the myriad of other options willing and ready to engage.

When we see this sham being played out, we should speak up, withdraw our support (regardless of our loyalty and affiliation), and pull our young people out—faster than filling out the first line of a FAFSA application.

Practicing "education" in this way in today's market?
No excuse.

Which brings me back to Professor Doug Cumming—journalism and mass communications educator with Washington and Lee University. He's also a patron of FRONT (and in fact, a one-time early contributor).

In addition to course work, Doug takes his class to media outlets; field trips are valuable. But this day, what do I get in the mail but a copy of the Spring 2018, Issue No. 1 edition of *Daytripper: Virginia Outside and In Close* magazine. A magazine produced, published, and distributed by his students.

In other words, students had to work the business.
In other words, something to show.

At least fifteen or so W&L parents should rejoice. 

Recover liberty, fiscal responsibility >

What is America's greatest export? Our greatest export is not food. We leave that to the French. Our greatest export is not cars. The Italians might claim that. Music? No, I'm afraid the last time I checked Great Britain still owned that.

America—our greatest export is an idea called Liberty. It is that single, revolutionary idea that makes America exceptional, because we live in a world where every other country in the world starts with the State. Our true north, our guiding light is and always has been the individual.

That's why my great-grandparents immigrated to America from Europe in the early 20th century. I can only imagine their joy when the fog lifted, and before their very eyes stood the New York skyline, and Lady Liberty. I can only imagine the hope and the fear and anticipation they must have surely felt as they arrived at Ellis Island.

Their anticipation may have mirrored those who settled at Jamestown in 1607. My great grandparents, and the first settlers in America, were betting on themselves. Some were fleeing State Religion, others perpetual warfare, some class warfare. They were betting on themselves, their dreams. They rejected the collective. Historian Paul Johnson notes that the initial financing for setting up the new colonies did not come from the crown, it came from private individuals. "This method of financing the plantations turned out to be the best one and is one reason why the English colonies in America proved eventually so successful and created such a numerous and solidly based community: capitalism, financed by private individuals and the competitive money-market was there from the start."

Not only did the Europeans reject state financing, they also rejected state religion. They saw what happens when the state controls religion, and politicizes it—it would surely die. One need to take one look at the "state" of religion in Europe today to see that the colonialists were right.

Thomas Jefferson built upon John Locke's idea of individual liberty, in what is perhaps the most famous passage written in the English language: *We hold these truths to be self evident that all men are created equal that they are endowed by their Creator with certain unalienable rights that among them are life liberty and the pursuit of happiness.*

It's important that we don't stop there. Jefferson continued, *"to secure these rights governments are instituted among men... That whenever any Form of government becomes destructive to these ends, it is the Right of the People to alter or to abolish it, and to institute new Government."*

Jefferson took the idea, and turned it into a matter of principle. As our third president, Jefferson took the principle, and transformed it into official policy.



Guest Commentary

By Matt Waters

Executive Summary:
The 2018 Libertarian Party nominee for US Senate in Virginia shares some of his platform.

"The government," said Jefferson in his first inaugural address in 1801, was "a wise and frugal government, which shall restrain men from injuring one another, which shall leave them otherwise free to regulate their own pursuits of industry and improvement."

Others picked up on the idea as well, including the great orator, and former slave, Frederick Douglass. Douglass wrote his former master in 1848, "In leaving you, I took nothing but what belonged to me, and in no way lessened your means for obtaining an honest living. Your faculties remained yours, and mine became useful to their rightful owner."

In 1859 John Stuart Mill wrote his classic, *On Liberty*, and explained, "Over himself, over his own body and mind, the individual is sovereign."

Today however, I believe the single greatest idea the world has ever known is in danger of extinction. My fellow Virginians appear to agree with me. According to recent Roanoke College Poll, taken May 20-30, 2018, 85% of registered voters never believe the federal government will do what is right. Nearly 70% of Virginians are "dissatisfied" or "angry" with the federal government.

This is extremely telling, and these findings were completely overshadowed in the polls' primary goal: picking a winner in the November Senate race.

My name is Matt Waters, and I am the 2018 Libertarian nominee for US Senate here in Virginia. The entire premise of my campaign is based upon the results of that poll: I too am among the 70-80% of Virginians who simply don't believe the federal government will do what is right.

The federal government is involved in every area of our lives; from pulpits to parenting to our property, there is not an area the government does not claim as its own. Limited government has been replaced with unlimited government. A 30-minute journey reading a pocket Constitution will tell you this is not the way it is supposed to be.

Additionally, I no longer believe the government is capable of doing the right things—yet with all of its power—very capable of doing the wrong things. It is too

big, too unmanageable, and too unaccountable to govern or control or predict or assist the affairs of 330 million Americans—which is why it fails. Yet, it is big enough to try.

We must address the threat and failures of the State, first and foremost. That is the number one reason why I am in this race, and nearly every policy or bill I will support will be aimed at reducing, freezing, downsizing, eliminating, stopping, repealing, ending, and privatizing every line item in the federal budget. The aim: restoring people's faith in themselves, and get the State out of the way.

The sheer cost of the vast State is today a greater threat than its excursions into our lives and other countries via military action, so said the Joint Chiefs of Staff. They said our national debt is the single greatest existential threat facing our country.

I decided to run for office as a Libertarian because, first, I am one, and secondly because the Democrats and Republicans are directly responsible for the rise of the State and are clearly unwilling to address the fact that it is unaffordable, wasteful and blatantly unconstitutional. And in a remarkable turn of events, even President Trump and the Republicans no longer support a balanced budget, or debt-ceiling limits. (It's funny, the GOP used to support fiscal responsibility when Obama was President.) The Democrats of course don't even know what the phrase "balanced budget," means.

The second threat my campaign will address is that which President Eisenhower cautioned us against in his 1961 farewell address, that of a vast military industrial complex. We have not heeded his warnings, which is why we are involved in the Syrian civil war, it is why we lost four U.S. troops in Niger a few months ago. If we want other countries to respect our borders, a good place to start is the USA should respect the sovereignty and borders of other nations.

And let me be clear, I love the soldiers and I pray for them, but the policy of putting U.S. troops in more than 135 countries is bankrupting us. It's time to bring the troops home.

Democrats and the Republicans are players on the exact same team: both fund and vote

for our 24/7 War Machine, and both vote for budgets we cannot pay for.

The first settlers to come to America arrived here in Virginia. They were fiercely independent. They came for opportunity and freedom. They built the first livable colony at Jamestown 400 years ago, which blossomed

Welfare State funded by the Federal Reserve (the US Central Bank) that is completely unaccountable, un-auditable, and 100% responsible for killing the value of ever dollar you earn.


This tyrant is invasive. This tyrant is corrupt. This tyrant is bankrupting America. This

“ The tyrant is a massive Warfare-Welfare State

into a full-fledged independent Republic in 1776 with the defeat of British troops in Yorktown.

Virginia is without question, the birthplace of Liberty. And my campaign here in Old Dominion will fly under the Virginia banner: Thus Always to Tyrants. The tyrant today is no king in England—it is our \$21 trillion debt. The tyrant is a massive Warfare-

tyrant takes your money. This tyrant spies on you. This tyrant will take your personal property when and if it wants to. This tyrant disregards human life. This tyrant invades pulpits, businesses, families, laptops and smartphones.

Help won't come from Washington. Washington is the problem. The solution is you. The solution is me. It is each one of us. 

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CONSERVATIVE
 with their budget,
& LIBERAL
 with our creativity. We think we're pretty good at what we do,
 but we may have a slight
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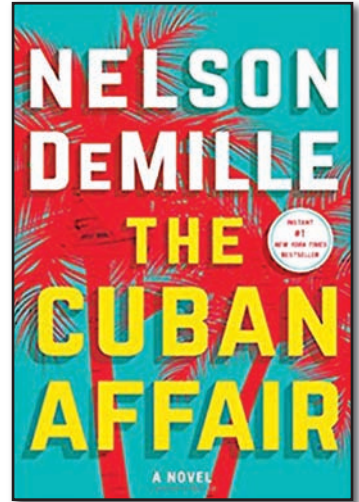
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Books @ the FRONT >

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



An affair to forget

How could I not pick up Nelson DeMille's *The Cuban Affair* (Simon & Schuster; 2017)? Look at the cover; exciting! The topic; so timely with the Cuban thaw and opening up of US relations. The adventure and secret mission and Havana and Key West and Cohiba cigars and Cuba Libre highballs and the communists and the capitalists and the sexy people who live it all! Tremendo package!

Alas, it took me longer to get to the end of this book than it did for our heroes to escape the island. It's unbelievable this novel was written by the author of *The General's Daughter*. Poor character development and a juvenile plot that plodded along (with the constant refrain of "what might happen") until we finally get some high seas action, only to be resolved with some rushed, last minute unlikely intervention. Disappointing if you're over twelve years old.

—Tom Field

Secrets when switching

Here's some glum news—only 14 percent of Americans have their dream career. Here's better news—there's now a guide to show them how to make a switch.

Switchers: How Smart Professionals Change

Careers and Seize Success (AMACOM; 2018) gives professionals the tools to draw a new roadmap for success and happiness. The book is by career director of the University of Pennsylvania's The Wharton School, psychologist, and popular SiriusXM radio show host Dr. Dawn Graham.

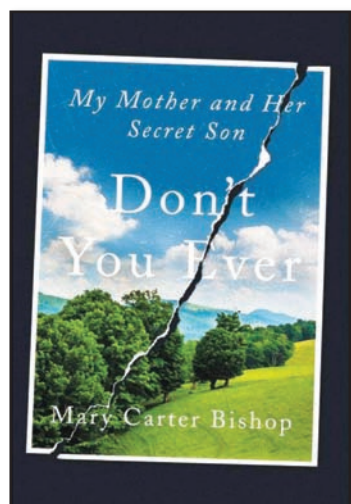
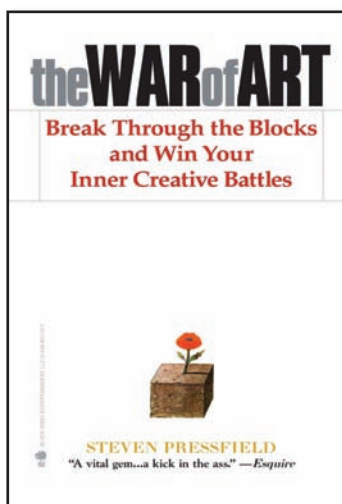
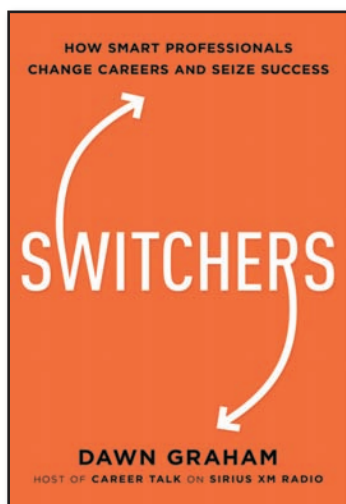
Leveraging her experience as a career coach for a top three business school, former corporate recruiter, and licensed psychologist, Graham's book is the first written specifically for the career changer that will help readers land their dream job (although its powerful techniques will make any job seeker more effective).

Switchers provides a step-by-step guide, chock full of actionable tips and useful tools, that empower readers to figure out their next move and draw a roadmap for how to get there. What's more, it peers into the mind of the job seeker and hirer, revealing what fears may be holding them back from going for a job or choosing a candidate.

—Elizabeth Johnson

Get thyself unstuck

I just finished reading *The War of Art* (Black Irish Entertainment; 2012) and it's rocked my world. If you've ever wanted to be more creative and can't understand why you don't, READ THIS BOOK IMMEDIATELY.



If you are stuck ANYWHERE in your life and can't figure out how to get unstuck, READ THIS BOOK IMMEDIATELY.

I'm out of excuses. I'm finishing 2018 with lots and lots of pyro. It's on.

—JJ White

Telling, and not

Award-winning journalist Mary Carter Bishop plumbed the depths of family history to present a bittersweet story that grips the reader from the first chapter in *Don't You Ever* (Harper Collins; 2018). Like any book that begins with the ostensible climax, it is in the journey, and the telling of the journey, that readers will find most rewarding.

Bishop tells of discovering, as an adult, that she had an older half-brother, her efforts years later to track him down and the struggle to understand the complicated relationship between her mother and brother.

Bishop walks readers through the surprise, the mystery, the joy and ultimately the heartbreak of finding and losing an all-but-unknown brother. She contrasts simply and knowingly her loving childhood with the sad, survival-focused growing up of her brother, who lived mostly in self-imposed isolation, developing a cautiousness that was as much the cause of his death as the

tragic disease that ultimately took his life.

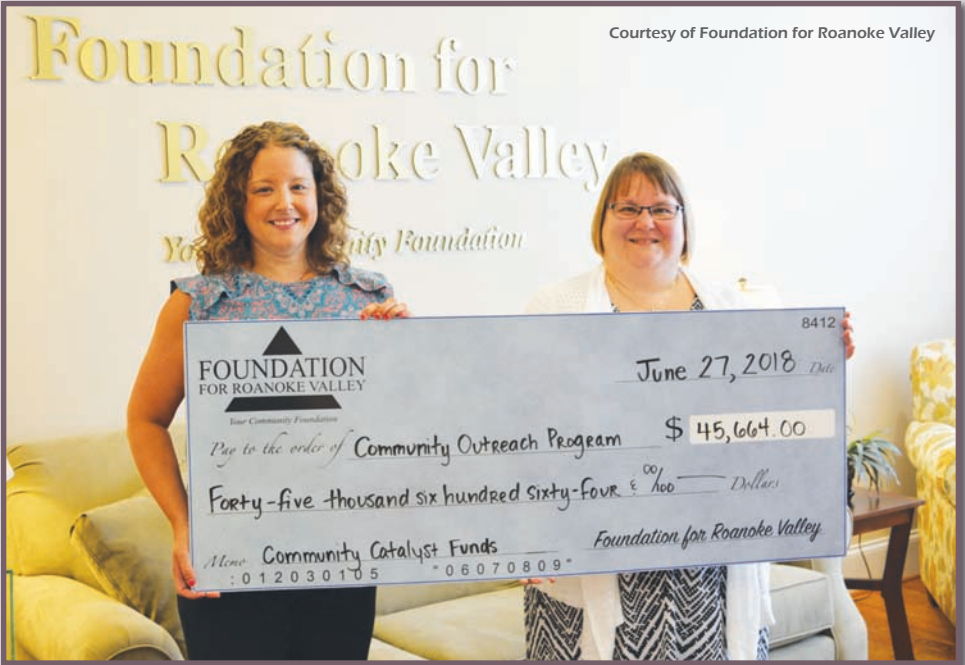
Bishop, who had her mother's permission to write the story only after her death, treats her family and honestly but kindly honestly. Her mother's explanations and justification, along with the retelling of long-ago conversations, especially the title's origin story, depict the

Bishop, who was a Pulitzer-Prize finalist for investigative journalism while at The Roanoke Times and part of a winning team at The Philadelphia Inquirer, acknowledges the holes deliberately left in the story and the questions that will never be answered. The story is as poignant through what it doesn't tell, what Bishop chose not to pursue or report: names not disclosed, leads not pursued.

In the end Bishop's story is as much about a discovering the mother she had never known as the brother.

—Doloris Vest

The reviewers: Tom Field is a creative director and publishes FRONT; Elizabeth Johnson reviewed *Switchers for Weaving Influence* book marketer; JJ White owns a Dale Carnegie franchise and hosts the Great People Show radio show in Richmond and on Spotify; Doloris Vest owns Book No Further book shop in downtown Roanoke.



Courtesy of Foundation for Roanoke Valley

Renovation boost >

The **Community Outreach Program of Roanoke** received a grant of \$45,664 from Foundation for Roanoke Valley to update the facility that provides a free after-school and summer Literacy Initiative program for first through third grade children who are severely behind and in danger of failing school.



Warm Hearth Village

Put 'em up >

Warm Hearth Village has launched Rock Steady Boxing Program to combat Parkinson's Disease among seniors. Above: Amy Webb, associate director of development and Kenny Harrah, director of fitness with WRV, along with residents Jim and Lois Craig.

FRONT 'N ABOUT



Brought to you by the letter D >

Roanoke-Blacksburg Regional Airport held a press conference at Roanoke Regional Chamber of Commerce July 10 announcing its receipt of \$750,000 in federal funding to help bring new nonstop flights to Dallas, TX; Denver, CO; and/or Detroit, MI. Tim Bradshaw and Brad Boettcher with airport join chamber representatives Rebekah Gunn and Joyce Waugh.

A promotional graphic for an event. On the left, a green background features a blue circle with "Select Thursdays 5-9pm", a blue circle with "BUD LIGHT", and a yellow circle with the Bank of Botetourt logo and "Bank of Botetourt Taking Care of You". A blue circle with "\$5 Gate" is also present. In the center, a large white circle contains a blue and green logo with a treble clef and the text "PARTY AT THE PAVILION". On the right, a photograph shows a large crowd of people sitting on the ground in front of a building. A sign on the building says "Daleville town center". At the bottom, a green banner with white text reads "August 2 - The Worx".



CONTRIBUTORS

Michael Abraham is a businessman and author. He was raised in Christiansburg and lives in Blacksburg. [michael@mabraham author.com]

Bruce C. Bryan is proprietor of the award-winning advertising and marketing agency, B2C Enterprises, located in downtown Roanoke. [bruce@b2centerprises.com]

Dan Dowdy is the business development director for Valley Business FRONT and owner of The Proofing Prof proofreading services (www.proofingprof.com). His background includes service in the U.S. Air Force and an extensive career in education, including teaching college-level writing competency and business courses, and working for a Fortune 100 company. [ddowdy@vbFRONT.com]

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

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

Mike Leigh is president of OpX Solutions, LLC, a performance improvement company that helps organizations pursue operational excellence. A retired naval commander and former GE manufacturing manager, he has extensive experience in leadership development and process improvement. [Mike@OpXSolutions LLC.com]

Waking up with the peaceful sound of bird

chatter while watching the sun rise over the mountains is one of **Nanette Levin's** simple pleasures. Still considered a foreigner by some local residents (she moved to Roanoke at the end of 2015), Nanette's determined to illuminate local treasures for business and pleasure through her company, Roanoke Revealed. When she's not enjoying nature and writing or creating marketing strategies for clients, she's growing fresh vegetables & herbs, seeing the sights in the area and occasionally hopping on a horse. [nlevin@fulcrumny.com]

Gene Marrano, a former sales and marketing executive in various manufacturing fields, is one of the most prolific journalists in the Roanoke Valley. He not only writes for several publications, but he has a television show ("Interview With Gene Marrano" on Cox Channel 9) and a weekly radio interview show (FOX Roanoke 910AM). [gmarrano@cox.net]

Jazmine Otey is a 2018 summer intern for FRONT. She graduated from Roanoke's William Fleming High School and is a writing, communications, and media student at James Madison University. She served in various editorial and writing roles at both schools. [oteyjl@dukes.jmu.edu]

Michael Shelton specializes in working with Roanoke and Lynchburg area residents age 55+ who want to ensure they won't run out of money before they die. He currently holds his Series 6, 63 & 65 licenses and received the prestigious Chartered Financial Retirement Counselor designation. He's an Iraqi Freedom War Veteran. As owner of both 360 Tax Solutions and 360 Financial Solutions, he takes client satisfaction seriously and makes himself available to every client and prospect of his firms. Tune into Fox radio for his weekly Small Business Figures show. [michael@discover360 Financial.com]

Dana W. Todd is a professional writer and public relations consultant who writes for news outlets and publishers nationwide.

Nicholas Vaassen is a graphic designer with 16 years experience, specializing in publications. His design projects include FRONT, lifestyle, real estate, municipal, classified sales and cultural organization magazines in Roanoke and southwestern Virginia markets. [nvaassen@berryfield.com]

Matt Waters is running for US Senate in Virginia. [mattwaters.com]



It's a relief when you know the people working alongside you are going to come through — Page 42

FRONT 'N ABOUT



Smelly jelly >

The Market Gallery in downtown Roanoke presents "Farm to Table: Works by our Member-Artists" July 27–August 25, featuring Dan Henderson, Nan Mahone Wellborn, Susan Egbert, Laura Vahlberg, and Susan Bidwell (whose "Onion Skin Jellyfish" photograph appears above).

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



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Career FRONT

FINANCIAL FRONT



Stone



Soldano



Garrett

Bill Stone has joined as senior vice president and financial advisor; **Louis Soldano** has joined as vice president and treasury management advisor; and **Sherry Garrett** has joined as financial

advisor assistant at Pinnacle Financial Partners Roanoke Team.



Maddox

Terry Maddox has been promoted to vice president, regional manager for Lynchburg, Virginia Region at MemberOne Federal Credit Union.

Brandon Brooks has joined as portfolio manager investment officer at Trust Company of Virginia Roanoke office.

WELLNESS FRONT



Woods

Amy Woods, DNP, RN, has been named chief nursing officer at LewisGale Hospital Montgomery.

TECH/INDUSTRY FRONT



Wade

Margaret-Hunter Wade has been named director of public affairs for Cox Virginia.

DEVELOPMENT FRONT

Annemarie Mulvihill has been appointed director of business development and marketing; and **Jeff King** has joined as project manager at Turner Long Construction.

Bitsy Davis has joined the sales team at Hall Associates.



Davis

Dale Clark has joined as an agent at The Real Estate Group.

Chris Phillips had joined as senior associate and project manager at RRMM Architects Roanoke office.

RETAIL/SERVICE FRONT



Hedding

Carrie Hedding has been named general manager for the new Roanoke BJ's Wholesale Club.



Carissa Mulahn
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Have a career announcement?

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

Gary Gilmore has been promoted to executive vice president; and **Kris Bailey** and **Rachel Spencer** have been promoted to vice presidents at Access Advertising & Public Relations.

Rachel Linkous has been named director of human resources at Oakey's Funeral Service.

Maureen Reed has joined as marketing/sales lead at KO Distilling for central and southwest Virginia.

SENIOR FRONT



Lester

William Lester, ALFA, LNHA, has been named administrator at the Kroontje Health

Care Center at Warm Hearth Village.

EDUCATION FRONT



Cabaniss



Montesinos

James Cabaniss has been appointed executive director of academic resources and **Dr. Sixto Montesinos** was

appointed director of bands and assistant professor of music at Ferrum College.

Kathleen O'Dell with Christiansburg Middle School received the Presidential Award for Excellence in Mathematics and Science Teaching.

Joyelle Bailey has joined as director at HoneyTree Early Learning Centers, Hunting Hills.



Ross



Foti

of Accounting and Information Systems, Pamplin College of Business; **Julia Ross** was elected as a director of the American Society of Engineering Education (ASEE) Engineering Deans Council Executive Board; **Roseanne Foti** has been named chair of the Department of



Lowry

Michelle Lowry has been appointed assistant professor in the Department



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Career FRONT



Sturler



Awate



Lee



Wallace



Miller



Stallkamp



Saunders

Psychology; **Eric de Sturler** has been named chair of the Department of Mathematics in the Virginia Tech College of Science; **Christina Miller** has been named director of alumni relations; **Natasha**

Saunders has been named director of new program to support underrepresented, underserved students; **Kiran Awate** and **Maximilian Stallkamp** have been appointed assistant professors in the Department of Management, Pamplin College of Business at Virginia Tech.

Margie Lee has been named professor and head of the Department of Biomedical Sciences and Pathobiology in

the Virginia-Maryland College of Veterinary Medicine at Virginia Tech.

CULTURE FRONT

N.L. Bishop, Jefferson College of Health Sciences and **Vinod Chachra**, VTLS, have been named to Junior Achievement of Southwest Virginia 28th Annual Business Hall of Fame; and **Victor Iannello** was named Entrepreneur of the Year.



Huff

Steve Huff of Virginia Western Community College and **Katie Wallace** of The Wallace Agency received AAF Roanoke 2018 Silver Medal Award, a recognition of lifetime achievement in advertising.

Mallory Noe-Payne won first place in spot news and **Jeff Bossert** won second place in sports feature at Public Radio News Directors annual conference for RADIO IQ/WVTF.

Compiled by Tom Field

“We're always hiring!”

— Page 29

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Todd Simmons

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Simmons Landscaping
Try The Simmons Touch

FRONT Notes

Reduce your oxidative stress

Total You Health, offering photobiomodulation therapy, has opened at Tanglewood West Building at 3959 Electric Road in Roanoke County.

Bigger check

Energy Check in Blacksburg has partnered with national Pearl Certification to expand its energy home inspection and audit services.

When Eddy Met Alex

Eddy Alexander is the new name of Roanoke PR firm Eddy Communications; which also won two national PRSA Silver Anvil awards for its work with the Roanoke Valley Broadband Authority.

STEM lab

Virginia Tech Roanoke Center is planning to launch the region's only Thinkabit Lab at Roanoke Higher

Education Center —a hands-on STEM focused learning and project invention environment for students and educators exploring related career fields; a VT Thinkabit Lab is already running in Washington, DC and is modeled on a design by Qualcomm company.

Cash-back-give-back

MemberOne Federal Credit Union announced three new VISA credit cards, including a "plusONE" card cash-back card that also donates to nonprofits within the credit union's footprint.

Pinnacle on Hill (City)

Pinnacle Financial Partners has opened an office at 1610-B Graves Mill Road in Lynchburg.

Giddy up

Niagara Ranch at Explore Park, a new equestrian service including a horseback riding camp (and part

of the Explore Park Adventure Plan) has opened at the Roanoke County facility, operated by Reba Farm.

Baaa-aaa-aaa

A Few Old Goats Brewing craft beer has opened on 8th Street in the West End area of downtown Roanoke.

Scratch on

The Virginia Lottery has reported a record \$2.14 billion in sales and more than \$600 million in profit for fiscal year 2018.

Horseplaying inside

Virginia Iron Horses indoor arena football team returns to Roanoke in Spring 2019; the National Gridiron League-team will play at Berglund Center.

Print bigger

Smyth Cos. printing is expanding its operation in the Town of Bedford,

investing \$6.5 million that includes Virginia Jobs Investment Program funding and a \$25,000 grant from Bedford County Economic Development Authority for machinery and job retraining.

Puck dropping

Roanoke Rail Yard Dawgs hockey released its 2018–19 schedule (October 19–April 6) available at <http://pointstreaksites.com/view/roanokerailyarddawgs/2018-19-game-schedule>

D3 direct

Roanoke-Blacksburg Regional Airport received a \$750,000 boost from federal Small Community Air Service Development Program to assist securing nonstop flights to Denver, CO; Dallas-Ft. Worth, TX; and/or Detroit, MI.

Smarty town

Roanoke was named one of "America's Smartest Towns" in the

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Perhaps it's happened to you — a small business owner calls a lawyer to ask a simple question, then unexpectedly receives a huge bill a few weeks later. After an experience like that, it's hard to pick up the phone the next time you have a legal question.

We want you to come to us with your problems and questions as soon as they arise, rather than allowing a problem to fester and grow into a legal disaster. That's why we've developed The Small Business Plan. So you can feel free to call us any time, and ask any question you want about your small business, without fear of excessive and unexpected legal bills.



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August 2018 edition of Outside magazine.

Increased attraction

Magnets USA in Roanoke County is investing \$1.5 million in digital printing, laser engraving and other upgraded equipment to increase its production capacity.

Blueway gets green

Roanoke Outside Foundation has donated \$17,000 to river and lake projects, including Smith Mountain Lake Community Park kayak, canoe, SUP launch;

Intervale Park and River Access on James River; and Gala Access Point on James River. The organization is also running a crowdfunding campaign for a low-profile dock at Carvins Cove.

Doggie treats

Unleashed, a dog bakery and boutique, has opened in downtown Roanoke.

Massage course

Dabney S. Lancaster Community College will offer its therapeutic massage program at Roanoke Higher

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.

Education Center this fall; students can complete the program in two semesters, then sit for the Massage & Bodywork Licensing Examination.

To market, C'burg

Christiansburg Marketplace shopping center should be getting

three anchor retail tenants along with its current \$30 million renovation, according to developer group RC Christiansburg at its mid-July announcement.

Clean up before build up

Parents and concerned citizens in



Coming Events

August 3
UpTown

August 17
Fuzzy Logic

September 7
SuperHold

September 21
The Worx

Presented by:




FRONT Notes

Roanoke County are requesting attention to redevelopment construction work at **Cave Spring High School** due to reports of excessive mold.

Dog house

Black Dog Salvage has opened its Stone House adjacent property for guest stays, available at www.blackdogssalvage.com and the Vacation Rental by Owner app.

Ay, caramba

Farmburguesa, a Colombian-inspired burger restaurant has opened in Vinton in the

former Angelo's space.

Power girl

Girl Scouts of Virginia Skyline Council and GSUSA announced thirty new scout badges now available to address current issues, including cybersecurity, environmental advocacy, mechanical engineering, robotics, computer science, and space exploration.

Nonprofit worker opens service

Mission Complete, a project management firm for nonprofits by Jill Colby, has opened to

serve organizations and missions in the Roanoke and New River Valley; [wehelpnonprofits.com].

Merger in SOVA

Sovah Health in Danville and Martinsville (Life-Point Health) plans to merge with RCCH HealthCare Partners.

Don't touch, don't eat

The Socrates Project: Poisonous Plants In Virginia publication has been released by Virginia Cooperative Extension [ext.vt.edu] and Virginia Master Naturalist Program; reportedly, the first

publication of its kind focused exclusively on identifying the state's poisonous plant species.

Ye take the high road

Speyside Bourbon Cooperative plans to open its barrel manufacturing plant in Smyth County's Highlands Business Park in Glad Springs; an expected \$26 million investment and 160 jobs.

And ye take the smart road

New River Valley Metropolitan Planning Organization plans to re-submit its proposal to

Epic Summer Saturdays!

DALEVILLE SUMMER CONCERT SERIES

SERIES 2018

LIVE FROM THE **GLASS** STAGE:
APR 28 ADAM RUTLEDGE
WITH SPECIAL GUEST CHANTYD & POWER
MAY 19 UPTOWN
JUNE 2 GROOVASCAPE
JUNE 16 THE WORK
JULY 7 SUPERHOLD
AUG 4 THE KINGS
SEPT 8 GASOLINE ALLEY
5-9 PM
\$5 ADMISSION
PROCEEDS BENEFIT LOCAL CHARITIES!



Aug 4- The Kings



Sept 8 - Gasoline Alley



DALEVILLE town center

5-9pm
\$5 Admission



complete the connection of Virginia Tech's Smart Road to Interstate 81; an estimated \$215 million project.

Homeowner-hotelier

Town of Blacksburg will receive seven percent lodging tax from bookings through Airbnb for guests staying in private homes using the online service (effective August 1); paid direct by the app instead of reliance on a January

2017 homestay ordinance already in place.

Dang state line was too close

Coca-Cola Bottling Co. Consolidated is closing its 60-employee facility in Bristol, VA and moving most of that operation to its facility in Johnson City, TN.

Available bikes in NRV

Roam NRV, a bike

share program that will begin expanding to stations at businesses and locations throughout Blacksburg, Christiansburg, and possibly eventually beyond Montgomery County launched August 1.

Our own tee

Hunting Hills Community Real Estate, LLC, a resident-supported company development, has

purchased Hunting Hills golf course at Hunting Hills Country Club in Roanoke County.

More aboard

Amtrak has experienced an 8 percent increase in ridership from the same period last year at the Roanoke station according to a report by state transportation officials.

Compiled by Tom Field

Check out additional FRONT Notes from Valley Business FRONT on our Facebook site or social media links at www.vbFRONT.com.



2018 EVENT SEASON

Get Ready!

Here is what is coming up!

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AUGUST 10

OZZY OZBOURNE TRIBUTE

DIARY OF AN OZZMAN





ROANOKE

AUGUST 25

WING FEST

PRESENTED BY NORTHWEST HARDWARE



SEPTEMBER 14

TOM PETTY TRIBUTE

THE WILDFLOWERS











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Students had to work the business

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““

We've been working on this
problem for forty-five years and
keep discovering new things — Page 25

““

I want to be her when I grow up

— Page 41

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