

# Valley Business FRONT

**VIRGINIA'S BLUE RIDGE  
BUSINESS JOURNAL**  
ROANOKE/NEW RIVER VALLEYS & REGION  
FREE • ISSUE 121 • OCTOBER 2018

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## The Vape Boom

Matt Hutsell,  
WC Vapor



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It's complicated.

A phrase often used to describe a personal relationship. I'm pretty sure in some form or iteration, it's a sentiment shared in nearly every romantic movie or novel if the story is to contain any drama or human dynamic worth following.

But in the business world, there's an operational component where that phrase might as well be permanently seared into every decision affecting every move a business makes. What might that operation involve, pray tell?

Employment.

Take a look at the bills currently in the mix in our own state: HB37, 39, 40, 67, 110, 240, 243, 259, 518, 551, 626, 653, 667, 715, 912, 973, 1089, 1106, 1109, 1171, 1233, 1259, 1569, and SB41, 58, 240, 251, 419, 421, 736, 790.

These 31 labor and employment bills alone address everything from how much a business must pay an employee — to mandatory training — to how jobs must be classified — to who gets to work with whom and where and why — to what gets counted as sick leave — to the protection of employees who are lactating. If passed, they would all result in new laws, added on top of the ones we already can't keep up with.

Our legal column this month addresses one tiny application (that happened to result in a bankruptcy declaration that could have destroyed one local small business). But here's the rub: no business we ever present in FRONT (including all the stories in 121 editions to date) is immune to an unforeseen attack from a frivolous lawsuit or manipulated legal technicality. In a market currently running at only 3% unemployment, where folks could move in and out of jobs based on what they want to do and are willing to do if less regulated and more open, we can't help but make the following observation:

Maybe it shouldn't be that complicated.

  
**Tom Field**

“She saw 'ghost people' — Page 61



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Consider saying  
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Cover photography of Matt Hutsell by Tom Field.

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# OCTOBER



Bruce Bryan



Katie Clifton



Keith Finch



Rachael Garrity



Michael Shelton



Dan Smith

## 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



Jennifer Cooper



Ashlyn Davidson



Dan Dowdy



Tom Field



Lesa Hanlin



Kathleen Harshberger



Mike Leigh



Nanette Levin



Nicholas Vaassen

Biographies and contact information on each contributor are provided on Page 58.

## 2018 Members

**Nancy Agee** Carilion (Wellness)  
**Laura Bradford** Claire V (Retail)  
**Nicholas C. Conte** Carilion (Legal)  
**Warner Dalhouse** Retired (Finance)  
**John Garland** Garland Properties (Development)  
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**George Kegley** Retired (Seniors)  
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**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.

“Higher levels of satisfaction, motivation, and engagement are achieved when leaders promote training and development

— Page 30

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# Vaping:

## a step forward, backward, or nowhere

Vape shops  
and products  
get attention  
as they  
become more  
popular in  
our region >

### Executive Summary:

*Is "vaping" a safe  
alternative to smoking  
cigarettes? Depends  
on whom you ask.*

By Ashlyn Davidson

How often do you cross paths with someone smoking a cigarette? For some, it may be a daily occurrence, which isn't surprising when you consider 37.8 million Americans smoke cigarettes, according to the Centers for Disease Control. While there has been a decline in cigarette smoking over the past decade, the number of individuals who vape is on the rise. Vapes, or e-cigarettes, are electronic cigarettes that operate by heating a liquid into a vapor that a person then inhales. Many people have used vaping as a way to quit smoking cigarettes, believing it is a safe alternative. But is vaping really the lesser of two evils?

Joe Hisel, General Manager of WC Vapor Company, began vaping as an alternative to smoking cigarettes to save money to purchase a new truck. Three days into vaping, he began coughing up black mucus in abundance, much more than he usually did when he was smoking cigarettes.

"As it turned out, the vape was breaking up the tar in my lungs and helping it to come out," Joe explained. The health changes didn't stop there, however. His blood pressure was 160/90 when he started vaping. Less than three months later, it dropped to 120/68. Joe was able to complete his first 5K three months after putting cigarettes



# How does Vaping work?

Most e-cigarettes have:

- a mouthpiece, or cartridge
- a rechargeable battery
- a heating element
- electronic circuits

As the user sucks on the mouthpiece, a sensor activates a heating element that vaporizes a flavored, liquid solution held in the mouthpiece. The person then "vapes," or inhales, the aerosol solution.

The nicotine content varies from zero to "extra-high," or 24 to 36 milligrams (mg) per milliliter (ml).

**The mouthpiece** is a cartridge that is fixed to the end of a tube. A small plastic cup within the mouthpiece holds an absorbent material drenched in the liquid solution. The cartridge can either be refilled or replaced with another pre-filled cartridge when necessary.

**The atomizer** is a heating element that heats the liquid, causing it to vaporize. The solution can then be breathed in, or inhaled.

**The battery** powers the heating element. This is normally a rechargeable, lithium-ion battery.

**The sensor** activates the heater when the user sucks on the device. An LED may show when it is activated.

**The solution**, also known as e-liquid or e-juice, is made by extracting nicotine from tobacco and mixing it with a base, usually propylene glycol, and flavoring. Propylene glycol is used in inhalers, for example, for asthma. There is a wide range of flavors to choose from, with names such as traditional, watermelon, menthol, and lava flow.

Some flavors, such as a combination of tobacco and menthol, try to resemble traditional cigarettes. A number of them claim to mimic specific brands.

*SOURCE: Medical News Today; 25 June 2018*





## WC Vapor: Timeline

- Business name from founders William (W) and Charles (C)
- Began in 2014 by selling products on eBay
- Two months later, a website
- Operated as a "side hustle" by co-founders; selling via Facebook and local events
- Vape conference provided motivation
- First store opens in Salem, June 2015
- Social media outreach
- Opens Roanoke store, April 2016
- Opens Christiansburg store, August 2017
- Opens Lynchburg (Forest) store, April 2018

**Mission:** *To help people find an alternative to smoking tobacco products and provide the most innovative products to vaping enthusiasts*

**Owners:** Charles (Matt) Hutsell and William (Billy) Justice

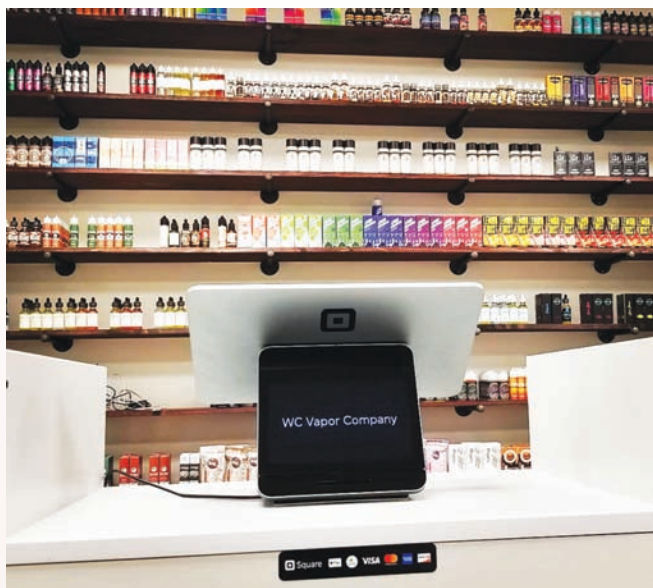
*Source: "About" info @ wcvaporcompany.com*



down. His doctor recommended that Joe stick with vaping as an alternative to cigarette smoking.

WC Vapor Company sees stories like Joe's often. "The countless people who come into our locations daily and share their story, who have finally quit





smoking after numerous years and have seen health improvements, is evidence that vaping is the best tool we have in the fight to stomp out smoking,” shared Adam Lawson, Store Manager at WC Vapor Company’s Salem location. “They tell us how many times they’ve tried to quit, and the different methods they’ve used. Nothing





WC Vapor co-owner Matt Hutsell strikes the pose of the iconic "Marlboro Man" used in advertising (1954–1999) by Leo Burnett for the Philip Morris tobacco company.





# *FDA: Regulate more!*

## **But will that help or hurt?**

Just as we were preparing this story for press, on September 12, Food and Drug Administration Commissioner Scott Gottlieb declared youth vaping a national epidemic. The FDA mandated to the makers of Juul, Blu, Vuse, MarkTen XL, and Logic 60 that they submit robust plans on how they will prevent vape use by youth. Those five manufacturers reportedly account for 97 percent of the market.

The manufacturers who have responded say they don't exclusively target youth and have enacted proactive measures to ensure that's not the case.

Vaping advocates are also responding, saying unintended consequences could occur with additional regulation, as youth could return to conventional tobacco products. Vape providers and users overwhelmingly agree that the product is a better alternative to cigarettes, with many claiming that vaping allowed them to quit smoking.

The medical community, including the American Lung Association, have asked the FDA to do more.

has had the success in smoking cessation like vaping has."

Vaping side effects do exist, however. E-cigarette vapor contains nicotine, a highly addictive substance that can impact an individual's heart, gastrointestinal system and more. This leads to the persisting question: are e-cigarettes truly a safe alternative to cigarettes?

"E-cigarettes are being marketed as a safer alternative to cigarettes, but they are not. An e-cigarette is still a nicotine delivery system, and it's not a safe habit," explained Dr. Joseph Tamez, Pediatric Pulmonary doctor at Carilion Clinic. "The negative cardiovascular effects of nicotine remain the same with vaping. Vaping plays different roles for adults and teenagers. While some adults have been successful in weaning themselves off regular cigarettes by using e-cigars, teens tend to start vaping and then move on to real cigarettes. And even though vaping may have less toxins/carcinogens compared to conventional cigarettes, long term consequences of these exposures is unknown."

Dangerous compounds have been found in vapes and their flavorings. One includes acrylonitrile, a poison used in plastic. Another compound, acrylamide, is used in wastewater treatment and has been linked




to several types of cancer. Many people may be unaware of the compounds they are potentially putting into their body when they vape. However, there are steps you can take to discuss vaping consequences with family or friends.

"Encourage your loved ones to recognize they may experience peer pressure to vape just

**Dr. Joseph Tamez says vaping is not a safe alternative.**



because his or her friends are doing it. Help them to learn what they can about vaping and discuss this as a family,” said Dr. Tamez. “If your teenager believes e-cigarettes are merely fun and harmless, as many high schoolers do, it’s definitely time for that talk. If a family member is vaping, they should take precautions to only use vape liquids they are sure are untainted and come from a reputable source.”

Like many things, there are risks associated with vaping. While people have successfully utilized e-cigarettes as a bridge to kick their smoking habit, and have seen health benefits from doing so, health risks exist and need to be understood. If you, your child or a family member are using e-cigarettes or regular cigarettes, encourage them to consult with a medical professional about the health implications of these common, yet potentially harmful, habits. 





## Professional Development

By Lesa Hanlin

### Executive Summary:


*There are far more resources and opportunities for training and learning and honing your skills than waiting for an employer to provide it.*

## Who's responsible for *your* professional development? >

The answer would be: You. Not all of us work for companies who have unlimited funding to pay for professional conferences, seminars, workshops, or onsite training from education providers. That doesn't mean you are off the hook. By taking initiative you can creatively ensure you (and maybe others) have access to professional development.

Here are some no – and almost no– budget ideas to create your own learning opportunities.

1. Subscribe to blogs. One of my current favorites is Seth's Blog by Seth Godin (<https://seths.blog/subscribe/>). It is very short with a powerful message. A great recent quote that motivated me was "If you can make a ruckus, make a ruckus." (August 8, 2018 from "Summer is Almost Over"). Another good blog is Leadership Freak by Dan Rockwell (<https://leadershipfreak.blog/>). His "Five Ways to Lead a Happy Team" (August 7, 2018) Included a list of Twenty Ways to be Unhappy that really made me think!
2. Listen to Podcasts and Ted Talks. I find car time and treadmill time the perfect opportunities for this. I'm liking the Podcast Tiny Leaps, and find lots of Ted Talk suggestions on Pinterest (search Ted Talks).
3. Read one professional article during your lunch time one day a week, or every day of the week. Try The Leadership Quarterly (<https://www.journals.elsevier.com/the-leadership-quarterly/open-access-articles>).
4. Start a professional book club at work. Begin with *Leading from the Front* by Angie Morgan and Courtney Lynch. No time to read a book? Make it an Article Club or a Podcast Club.
5. Arrange a field trip to another organization.

The most important part is to reflect and commit. Reflect on your month of learning. Commit to taking one action from something you learned over the course of a month. Calendar that commitment. Put your individual efforts at professional development into your performance plan goals. It can cost next to nothing to gain new perspectives, reenergize yourself, and stay up to date on industry best practices and maybe even impress your boss while you are at it! 



Stay up to date on industry best practices

## Fear of public speaking >

I recently watched a movie called *The King's Speech*. The beginning of this true story chronicled the worst kind of fear that public speaking conjures up. The Duke of York, soon to be King of England, suffered from an incapacitating stammer, and thousands of people were eagerly anticipating his radio speech, but nothing came out his mouth.

Now most of us will never experience that kind of crippling anxiety, although some actors dream that very nightmare. About three fourths of us suffer from some sort of fear of public speaking or stage fright. Research reveals that this phobia is the number one fear or dread that humans experience – even more frightening than the thought of death!

Public speaking anxiety can delay a college graduation; hinder a career, and impact salaries and promotions. We might not be able to eliminate nervousness entirely, but there are ways to overcome anxiety, increase confidence, and ease the dread that is hindering a gratifying and worthwhile experience.


Keep in mind that nerves are not your enemy. This natural response can be used to energize your speech. For instance, some presenters and performers worry if they don't get nervous, feeling that will take the "edge" off of their performance.

The Scouts motto "Be Prepared" applies here. Amit Kalantri said "Preparation doesn't assure victory, it assures *confidence*." So prepare your speech well in advance; practice, practice, and practice again. After all, isn't that what all great performers do – whether acting, singing, playing music or playing sports? In your practice, find the places to pause, to look up, and to relate to your audience. The mark of a nervous, ill-prepared speaker is revealed when a speech is rattled off without pause or nuance.

You might consider saying less about your topic, but saying it well. After all, one doesn't often hear complaints that a speech wasn't long enough. I must warn you, though, writing less, like saying less, takes longer to prepare.

The old adage "fake it until you make it" works well here. When stepping to the podium assume a strong posture, with head up, shoulders back, looking up, not down, and breathe deeply. Relax your face and smile. Research shows that using these simple techniques can change the body's chemistry, and help us calm down.

Finally, enjoy the experience! Yes, everyone is looking at you, but think if no one was interested in you or your topic. As speakers, it is our obligation to focus on our audience, rather than ourselves.

P.S. And yes, King George VI did overcome his debilitating speech impediment. 



## Etiquette & Protocol

By Kathleen Harvey Harshberger

**Executive Summary:**  
*Never forget public speaking is about the "public" you're addressing; be prepared, but focus on your audience.*



Joy in New York City

## Cleaning is complex >

### Executive Summary:

*Running a cleaning company isn't easy at all—particularly if you want to 'do it right.'*

### By Jennifer Poff Cooper

When Ron Keys tired of 17 years in the corporate restaurant sector, he decided to begin a small painting business. He printed business cards which he and his wife, Joy, distributed. After this hot and tiring task, Joy developed a better idea.

Having worked at an apartment complex,

she was aware of the need for 'turns,' or the cleaning of student housing when one academic year ends and another begins. After doing research, she contacted Foxridge Apartments and put in a cleaning estimate. The Keys won the bid and made \$60,000 that summer.

Do It Right Cleaning was born on March 1, 2014, and became a LLC the next year. In addition to apartment turnover cleaning, which comprises about 70% of its business, the company does residential and daily commercial cleaning, as well as post-construction cleaning for new homes.

Its biggest target is the commercial client, with customers including industrial companies like MOOG, plus doctors' offices and other office spaces like Community



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Housing Partners. Retail and restaurant clients are not accepted.

While most of its business is in the New River Valley, the company also works for Progress Street Builders on new construction cleans in Roanoke. Keys has also started advertising in Salem and Roanoke with hopes of expanding commercial opportunities there.

In the summer, with apartment 'turns,' Do It Right Cleaning employees 16 to 20 people; regularly, there are four to six full-timers.

As co-owners of the business, the Keys' philosophy is that "we need to be the best at everything," according to Keys. He said people are looking for a reputable, reliable cleaning service.

"They want someone they can trust," said Keys. He has heard stories of cleaners who stole, were tardy, or just didn't show up. "Peace and satisfaction" are what people want, he said.

Do It Right Cleaning is licensed, insured, and bonded. Employees undergo extensive examination, including background checks and drug tests. In addition, Keys views potential employees' Facebook pages for unsavory language or behavior not befitting the company's core values. He even scans the local website detailing arrests and court cases. Finally, prospects must undergo two to three interviews.

Then comes training, which is "very hands-on," said Keys. It includes a full day of video training plus three full days in a commercial setting.

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Before and after shots of cleaning jobs

Communication is vital to customer relations, believes Keys. "Our client satisfaction rate is 95%, at least," he said. There has never been a major complaint, and through communication small issues can be corrected before they turn into large issues.

A mentor of Keys' from a cleaning-related Facebook group told him, "You have to stay in the customer's face." So the Keys are engaged. They produce a regular newsletter, and also stay in touch with clients just to ask how things are going.

The Keys must be 'doing it right' as their sales have increased every year, including a 17% increase between 2016 and 2017, with the possibility of breaking that mark this year. To stay ahead of the competition, the Keys attend seminars, belong to a cleaning trade group called ISSA, and watch training videos from their mentors. Another asset is the company's website, which gets "a lot of traffic," said Keys. There were 183 clicks in July. Keys had a professional create the site and another mentor in the marketing department at Virginia Tech offer advice.


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Keys is always researching how to "get to the next level." His goal is to be bigger than other local services, even chain cleaning services. The company's long-term plan is \$1 million in revenue within 10 years. In addition to helping the bottom line, the company's growth "gets people in the area working," Keys said.

Part of the Keys' success is because they like what they do. The freedom of owning their own business is a positive, said Keys, although his favorite thing is meeting new people and interacting with clients.

"I enjoy helping people," he said. 



Joy at ISSA trade show  
with industry leaders

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## Shark Patrol

By Keith Finch

**Executive Summary:**  
*Servers and other tipped employees cannot be required to share their tips with non-tipped employees, such as cooks and dishwashers, unless the employer pays the servers the full minimum wage of \$7.25 per hour instead of the reduced minimum wage of \$2.13 per hour.*

### Tipping point >

My friend from high school runs a restaurant. He called me to complain about one of his servers.

"This guy has only been here a week, and already he's creating a big commotion," he said. "For years, the servers have been sharing tips with the back-room staff — cooks and dishwashers. But this guy says it's illegal."

"Well the rules just changed this year," I said. "So let me ask the big question first: what do you pay your servers?"

"We pay them the minimum wage," he said.

"Ah yes, but which minimum wage?" I said. "Do you pay them the full minimum wage of \$7.25 per hour? Or, since they are tipped employees, do you pay them the reduced minimum wage of at least \$2.13 per hour, with the expectation that their tips will make up the difference?"

"Oh, of course we pay our servers \$2.13 per hour," he said. "That's what everyone does. But they get plenty of tips. Everyone winds up making way more than \$7.25 per hour."

"OK then, your new server is right," I said. "The new law does allow you to have the servers share their tips with the cooks and dishwashers, but only if you pay all of your employees at least the full minimum wage of \$7.25 per hour."

"But we've been doing it for years," he said. "Sometimes our customers are very generous. We just wanted our cooks and dishwashers to share in that. It seemed unfair otherwise. Plus, this way when someone gets a really good tip, everyone in the whole restaurant is happy."

"Well it's a basic principle that the tip belongs to the server who receives it," I said. "The employer can't take that tip away from the server and give it to someone else unless it's permitted by law. And until this year, sharing with cooks and dishwashers was not allowed."

"This is going to be real hard," he said. "The dishwashers are going to be very upset. And we have so much turnover with dishwashers already. It's really unfair."

"Well I'm sorry bro, but from the perspective of the law, what you've been doing is unfair," I said. "Think about it: you have trouble retaining dishwashers, so instead of paying them more, you take money that belongs to the servers and use that money instead."

"Well, when you put it that way, I see your point," he said.

"My wife isn't going to like this either. She's been putting our tip money into a piggy bank at home, and she was planning to use it for our vacation to Mexico."

"Wait," I said. "You've been getting tip money too? But you and your wife are managers of the restaurant, if I remember correctly."

"Well yes," he said. "It only seemed fair to share the tips out equally. Plus my wife and I do a little of everything at the restaurant. Sometimes if we're short-handed she or I will help cook, or wash dishes . . ."

"Then that absolutely must stop," I said. "One hard and fast rule of tips is that employers, managers and supervisors can never participate in tip sharing. The tips belong to the employees, and the employer is not allowed to skim them. That is a big no-no."


"Are we going to get in trouble for it?" he said.

"It's possible," I said. "One of your servers could bring a claim going back up to two years, or three years if the server could show that you did it on purpose. If a server wins a lawsuit over illegally shared tips, then the server can get an amount equal to double the money that was illegally taken."

"Wow, that could be a lot," he said.

"Worst of all, you would have to pay their attorney fees," I said. "Sometimes that amounts to more than the back wages."

"I sure hope no one sues us," he said.

In the end, my friend decided to pay all of his servers the full minimum wage of \$7.25 per hour so that he could continue the tip-sharing policy. The servers (including the troublesome new guy) were all delighted by this development, and so for the time being it seems that there is little chance of anyone bringing a lawsuit. Now my friend is just waiting and watching and hoping that no one sues him before the statute of limitations runs out . . . 

Keith can be reached at [keith@creekmorelaw.com](mailto:keith@creekmorelaw.com)

**Note:** *facts have been changed to preserve confidentiality. Oh, and this isn't legal advice—you should consult a lawyer before crafting a tip pooling arrangement, notifying your employees of the arrangement, determining whether your compensation policies comply with the Fair Labor Standards Act, etc.*

“““

It's a basic principle that the tip belongs to the employee who receives it.

“““

Employers, managers and supervisors can never participate in tip sharing.

“““

If a server wins a lawsuit over illegally shared tips, then the server can get an amount equal to double the money that was illegally taken.



**Shovel Ready:** In January, contractors and volunteers celebrate the restoration of the Boones Mill train depot.

## A little town looking large >

### **Executive Summary:**

*Boones Mill is getting more attention with new businesses and municipal expansion; giving spontaneous traffic and intentional visitors more reasons than ever to stop by.*

**By Nanette Levin**

Boones Mill is .7 square miles in scope with a current population of 250. It feels bigger.

B.T. Fitzpatrick III was appointed Town Manager February 20th of this year. He's determined to move the town forward with plans that include freeing money for improvements, attracting more businesses and improving visitor appeal. "We're right at the line where we have big city problems but we don't have a big city budget so you have to figure out your priorities a little differently," he says.





## Looking to the future

"We're never going to be a huge city, but we have some really unique opportunities just from the physical design of the town," says Fitzpatrick. Part of his vision includes a downtown streetscape with curbs, gutters, sidewalks, lamp posts and benches to make it more pedestrian friendly. Wayfinding signs will be installed to direct tourists. Fitzpatrick also hopes to create more designated visitor parking, secure façade grants and use enterprise zone funds to attract new

businesses. The entire Boones Mill downtown is an historic district. It's also in a flood plain. This presents opportunities and challenges.

Fitzpatrick and the clerk/treasurer, Jean Rucker, are appointed and the only two full-time town employees. They report to the seven members of the town council. Five part-time police, including the Chief, round out staff. The Western Virginia Water Authority now serves as the operator and manager of the town's water system.



**You should have already slowed down by now: Drivers have entered town limits for certain by the time they see this popular roadside attraction. (Boones Mill has one stoplight off US 220; a most helpful device to alleviate its legendary status as the region's notorious speed trap.)**

The annual budget, \$365,000, was adopted on July 1st. While VDOT maintains the roads, and Franklin County covers education, fire and EMS, the town funds must cover town staff salaries and the water and sewer department. Some of these monies come from a gross receipt tax, sales tax and a business license tax. The town also collects a percentage income and property tax shared with Franklin County.

## Creating community

The town is selling a building and considering offering some of the 66 acres it owns to help pay for improvements. One project is the Boones Mill RR Depot, being maintained as a piece of living history. Maps, pictures and books sharing the history of Boones Mill are currently displayed. Future plans include building a deck around the building to



**Holly's is happening, the locals say.**





**Gallery greets: Inkular art, décor, and gift gallery grabs folks just before they exit the town heading north to Roanoke.**

mimic the old loading dock and using the building as a community event venue for jam sessions, town movie nights and more.

On August 1st, the town opened a year-round farmer's market with space for 15 vendors. Fitzpatrick indicates hours will

expand with more vendors, but it's currently open every Saturday from 9 a.m. – 3 p.m.. The space is heated, has bathroom facilities, a water fountain and a wash basin tub for produce.

The Foothills Produce Auction is held



**Kudzu seeks comfort, as it seems to creep over to the new Franklin County Distillery.**





**No stopping now: Boones Mill's railroad depot has been restored, but it's just the start of the town's revitalized park, farmer's market, and business center.**

bi-weekly on Tuesdays and Fridays at 9:30 a.m.. This is a privately-run event that takes place the building behind the Town Hall.

This year, the Lion's Club, after 40 consecutive years hosting, handed on the torch for the Apple Festival. A committee stepped up with town assistance to organize and manage the event on September 22nd. Next years' plans include rebranding with more kids' activities, Town Hall tie-in activities and a bigger focus

on the town apple growing history. The festival includes arts, crafts, local vendors, a tractor pull and many food trucks.

## Open for business


Two breweries, Hammer & Forge and Franklin County Distilleries, call Boones Mill home. Both located here within the past year. Franklin County Distilleries' owner was



"captivated by the moonshine industry and to be able to build on that with his distillery," Fitzpatrick states. "Franklin County is known as the Moonshine Capital of the World."

As one drives along Main Street, Jack Garst Agency (hardware & feed supply), Cannady's (grocery/convenience store), Holly Joe's Restaurant (where Holly Joe will serve you), Inkular Gallery and more appear prominently. Go off the beaten US Hwy 220

path just a bit and you'll find Titan Trains, one of two companies in the country that make 1/8th scale ride-on trains. Nearby are Performance Brands (fuel cleaners for automobile engines) and Boon Dominion Processing Company (portable filtration systems for contamination or spill clean ups worldwide).

With the many businesses in Boones Mill, you might be surprised what you find. 





## Education and self-improvement >

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 #13** – *Encourage education and self-improvement for everyone.*

It's practically a cliché. "Our people are our greatest asset!" Is this true in your organization? Really? No, seriously...really?

As common as it is to hear this statement or see it on company websites, you would think all organizations are aggressively investing in their workforce. How I wish that were true.


Over the past 20 years, I've had the opportunity to work with nearly 100 different organizations – enough to understand their culture and performance. One thing I've observed firsthand is that the best companies invest heavily in their teams, and proactively encourage their personal and professional development. The worst companies never do. And unfortunately, most companies do not prioritize it nearly enough.

Fundamentally, I believe everyone wants to know more, do more, and achieve more. Clearly some have greater self-motivation than others, but it's still something we all want. This year I picked up a bass guitar for the first time and I'm learning how to play through online instruction and a teacher. It feels great as I improve my skills and knowledge (and my wife appreciates hearing progress!)

In organizations, higher levels of satisfaction, motivation, and engagement are achieved when leaders promote training and development, and provide opportunities for their team members to grow both personally and professionally. Deming tells us, "People require in their careers, more than money, ever-broadening opportunities to add something to society, materially and otherwise." Not only is this still true today, but this is believed to be even a greater need for the millennial generation.

It's been estimated that the cost of replacing an entry-level worker is about 50% of their annual salary. Time and again, research tells us that one of the primary reasons employees leave a company is a lack of personal and professional growth opportunity. HR professionals know this, yet many tell me they can't get their leaders to invest more in their people.

Is your team important to you? Are they your greatest asset? Really? Would they agree?

Next month: *Point #14* – *Take action to accomplish the transformation.* 

## Business Operations

By Mike Leigh

**Executive Summary:**  
*Does your training and professional development activities demonstrate you really invest in your people?*



## Do numbers bother you? >

If you think calculating is hard, consider how much harder it is to figure out how to pay bills with a zero balance in your account. Whether you're a business owner or running a household, it's important to know your numbers.

Curiously, many business owners don't do bookkeeping. That's the most critical part of owning a business! How can you expect to succeed if you're not crystal clear on what you have coming in each month and what liabilities you've committed to? To achieve growth, you need to plan for it. That means budgeting capital for growth.


The same holds true for households. Most couples don't know what they spend each month. Without a budget that's tracked against actuals, it's unlikely you'll be saving much for retirement. Your household is a business, with income and expenses to account for.

Most people, whether they're running a business or a household, know what the big expenses are. Mortgages or rent are relatively constant and easy to remember. It's the little things, though, that tend to deplete funds faster than we realize. Restaurant meals, supplies, insurance, buying trinkets and credit card purchases are easy to lose track of and can add up fast.

Neither businesses nor families operate very well without first reflecting on how they want to be spending money and then determining where it's actually going. That means knowing the numbers through a process that includes budgeting before the year starts and bookkeeping while it's occurring. It's important to balance the books once a month. Recording deposits and withdrawals from your account is critical so you know how much should be in there.

Both households and businesses have income and expenses, profit and loss.

It doesn't matter how much you make if you're burning through more than what you have. What counts is how you spend what you earn. Don't we all want to take control of our money to start saving so one day we can stop working?

Addressing budgeting in a fun and empowering way makes it easier to be successful. 360 Tax Solutions has created a free tool designed for Roanoke households, but it can be easily adjusted to work for area business owners too. Grab it at <https://360TaxSolutions.com/BudgetBooks>. 

*Michael Shelton owns 360 Financials Solutions and 360 Tax Solutions. Email him at [michael@discover360Financial.com](mailto:michael@discover360Financial.com) with questions, story ideas or for help with your financial issues.*



## Financial Figures

By Michael Shelton

**Executive Summary:**  
*Financial control is the most important element in running a business.*







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Attendees listen to presenters Commander Kuyper and Officer Hodges at the Violence in the Workplace workshop at South County Library.

## Training against evil >

### **Executive Summary:**

*Municipalities offer practical information and tactical response actions to reduce shooter statistics.*

**By Nanette Levin**

Roanoke County and City are combining efforts to help individuals and businesses be better prepared for active shooter situations. Commander CL Kuyper, Roanoke County Police, and Officer R.A Hodges, Roanoke City Police agreed it's not a matter of if, but when such a challenge will occur in their presentation "Violence in the Workplace," on August 23rd at South County Library.

The 2017 Los Vegas shooting, which resulted



Nanette Levin

in 58 deaths and 851 injured, eclipsed Virginia Tech's 2007 massacre status as the deadliest shooting. Both said indications are someone is already planning a deadlier event.

"We only ask for about three minutes to protect yourself, protect others," says Kuyper. "Because once we get there, it's usually over from the fact that the active shooter in the majority of the time, it's

roughly 54%, commits suicide. Or they run away or they focus their attention on law enforcement."

"If you don't have a plan in mind at the start of an active shooter incident, there's three responses that your body can experience – fight, flight or freeze," he continues. "If you don't know how you're going to react, you don't want your body to shut down and do nothing while you're





Nanette Levin

**Chief Hall provides introductory comments as Officer Hudges and Commander Kuyper look on during the Violence in the Workplace workshop at South County Library.**

confronted by that active threat. You want to have some strategies to know what you're going to do or at least survive that incident until law enforcement gets there. That's using the run, hide, fight concept."

## Run, hide, fight

When a shooter appears, bystanders are encouraged to first try to run by leaving the location.

If that's not possible, hide. Barricade yourself into a space with a locked door. Then improvise weapons to use against a shooter when they come into the room. Kuyper says don't hide under desks as this "Restricts your movement and prevents your ability to fight."

If you're confronted with a shooter, Kuyper advises fight as a group, putting everything you have into it to protect your life and others.

## County and City cooperation

Through workshops, workplace interactive training and preparedness assessments, community law enforcement officials are bannin together to help others reduce casualties when threats occur. "(Our goal) is to make a dark subject rather light and fun," says Kuyper. He and Hodges banter with humor while delivering a critical message as co-presenters and co-trainers. "When a big event happens, we're going to be relying on them, they're going to be relying on us," say Hodges, on the importance

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of cooperation between the City and County.

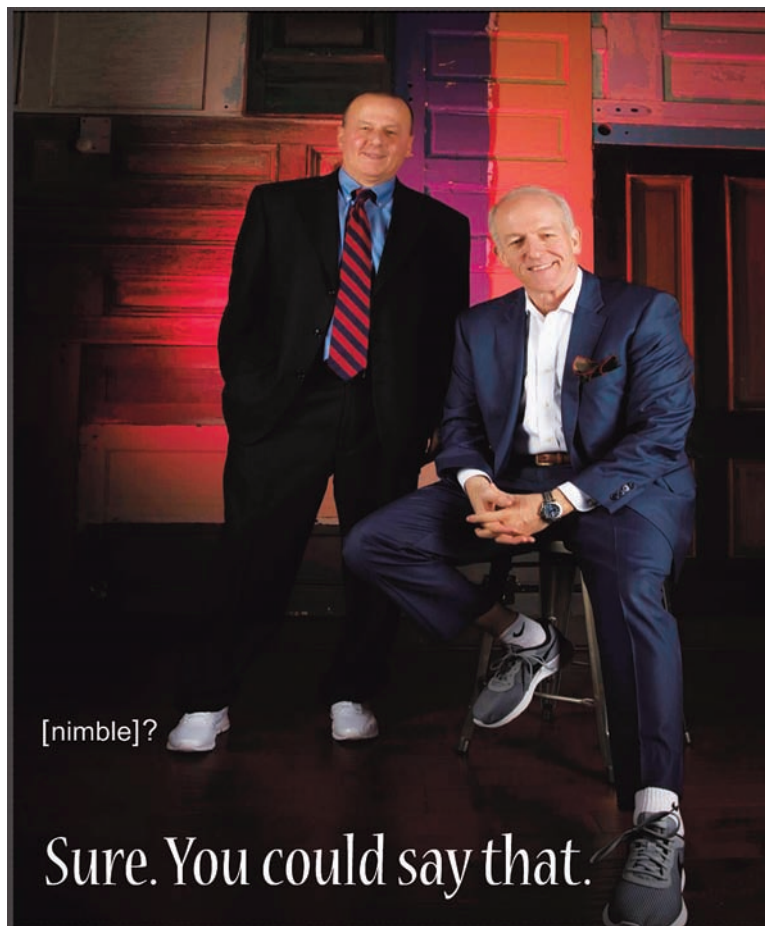
"We've been trying to provide what services we can to help businesses prepare and respond to an incident . . . steps businesses can take to try to prevent violence from occurring" says Chief Howard Hall of the Roanoke County Police Department. Kuyper cites close relationships with Roanoke City to provide a valley-wide regional approach that includes sharing resources.

"We've been offering this Violence in the Workplace session since 2015," says Jill Loope, Director of Economic Development for Roanoke County. "Each time they change it up a little. We've had it in the past where we've had active shooter programming and then we've expanded it to varying levels of acts of violence in the workplace. We facilitate the programming on behalf of our business community and on behalf of our police

department both in the county and the city." The August 23rd event was in conjunction with Roanoke City Economic Development and sponsored by Freedom First Credit. Loope says that since 2015, they've had 200 individuals and 110 businesses participate in prior workshops. The latest event drew 40 people.

"I think it's important that all the businesses go through something like this," says Hodges. "If you've never had any training, what do you do?" he asks.

City businesses interested in scheduling a security assessment can do so by calling Officers Johnson or Comas at (540) 853-2212. Thurman Butts, Crime Prevention Officer for Roanoke County, can provide security assessment of homes and businesses at (540) 562-3265. For County active shooter site assessment, contact CL Kuyper at (540) 777-5259. 



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## A Little Insight

By Bruce C. Bryan

**Executive Summary:**  
*In any kind of problem-solving or creative endeavor, you might need to step away from distractions to get to your best work.*

### Quiet time >

#### Quiet Is Needed<sup>2</sup>Create

When you run a small business, manage a few dozen accounts, shepherd a travel basketball playing teenager, and work behind the scenes on two non-profit leadership teams it's easy to go from thing to thing and place to place. You're deeply connected to your calendar and it can both tether you and tie you down.

I work in a creative environment.

Around me are musicians and artists and photographers and foodies and writers. Up and down our little two block, one-way street there is creativity galore. While I may be among the least of these fine folks, I do often think about solving problems and making things better. It's a different kind of creativity, but it still falls in that general category.

#### Make Time<sup>4</sup>Peace

Peace and quiet.

Whether you consider yourself a creative individual or not, I can promise you this. You need space to be able to get perspective and address those hard to solve problems or situations.

Earlier this year I was at a jazz concert at the Jefferson Center and in the weeks leading to that evening I had been running about like a wild man. It took probably three songs to quiet my soul. Once my soul was quiet, my brain opened up. Before I knew it I had a range of new and exciting ideas, a fresh approach to a challenging situation at work, and a new way to connect with a client.

Interestingly enough, once those things were out of my brain, I was able to really enjoy the show. It was a great night all around.

And it was an important reminder of the value of room to solve problems or create exciting things. 🎵

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You need space to be able to get perspective


## Strong and abled >

Just as realtors so often point out that the three most important elements of selling a home are “location, location, location,” professionals who work with the disabled, quoting Ed Roberts, a California man who lived his life in an iron lung and became known as the “father of independent living,” say their work is all about “advocacy, advocacy, advocacy.”

It would be difficult to find a better or more successful example of how that plays out in a community than the Blue Ridge Center for Independent Living. It has been nearly three decades since a group of like-minded individuals formed a not-for-profit organization designed to build understanding of the disabled and their needs. The founders shared a fierce belief that the ability of those disabled – physically, mentally, emotionally – to live independently derived largely, if not exclusively, from their having access. “Once you really begin to look,” explains Karen Michalski Karney, executive director of the Center since the outset, “every place you go you see barriers.”

What is different about this organization from similar institutions? Take a look!

- More than half the board of directors and the majority of the staff are themselves disabled.
- Services include a strong program in disability awareness training, designed to empower the disabled to advocate for themselves.
- Since research has shown that advocating for access for the disabled in general is more effective than focusing on specific disabilities, the Center acts from a position of strength.
- Once the Roanoke operation began to thrive, Center leaders worked with other groups in the area to provide similar services, helping advocates in Lynchburg, Christiansburg, and the West Piedmont set up not-for-profits and apply for state funding.

And what about that funding? Today, much of it comes from state and federal government agencies. The Center also provides services paid for by insurance companies, and there are both individuals and organizations on the local level who donate. The disabled do not pay a fee, but it would be less than accurate to say what they receive is “free.” Advocacy, when it’s earnest, is a tough job! 



## Good Work

By Rachael Garrity

**Executive Summary:**  
*Blue Ridge Center for Independent Living addresses challenges for the disabled from a position of strength.*



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## On Tap from the Pub

By Tom Field

**Executive Summary:**  
*If you find yourself in a work place or vocation that isn't a positive one, there are essentially two courses of action to change that.*

### Independent or subversive >

I have a feeling this little topic applies to a lot of you—the most likely readers of a business journal. Are you an independent? Or a subversive? If you are neither, there's a chance you're not happy in your profession.

Let me explain.

There are a lot of environments, places to work, corporate cultures... where one doesn't agree with a significant part of the operation. Maybe the general mission is acceptable, but you're not exactly on board with the system or processes. Or even the overall morale or philosophy.

Maybe you're a teacher who just wants to teach by making a connection with your students. But your hands are tied because of policy or methodologies or annoyances like testing standards or rigid compliances that have little or nothing to do with educating your student in the best way, in your opinion.

Perhaps you're a sales professional who is expected to move product or set up programs that don't really benefit your customer, or there is no allowance for you to improve the transaction or modify the delivery or experience.

You could be a manager who is directed to hire, fire, move, or place staff or employees according to company objectives that are hardly aligned with true competency and performance.

If this is where you find yourself, what are your options?

I see three choices.

First, ignore everything I'm about to say. Continue to suffer, be dissatisfied, and work your job in misery (at worst) or in a state of unfulfillment (at best). Many of us do that. I hope you're not that man or woman I see dreading your drive in to work (but I do see a lot of these poor folks). I hope if you are one of these individuals, you make your much needed change soon. Satisfaction in your work or calling is a necessity for well-being. You might not be smiling and passing out rainbow Skittles every day, but we have more choices than ever in our current state. You can find satisfying work.

Option #2: Go independent.

Leave your negative environment. Create your own positive environment. That teacher I mentioned? If the policy or system is beyond your control to the point you can't influence outcome or make a difference, start your


*continued on Page 42*

## Agri-cultural influence >

Virginians will soon have access to medical marijuana and most of them don't know it. Many people have read the newspaper articles about the pharmaceutical processor facilities which will, within the next two years, be cultivating, formulating, and dispensing medical cannabis oils. But what exactly does "pharmaceutical processor" mean and how do patients get access? Virginia NORML serves the Commonwealth by providing those answers, and more.

NORML, the National Organization for the Reform of Marijuana Laws, has been working to change marijuana laws since 1970. The statewide affiliate chapter, Virginia NORML, provides a voice in the public policy debate for the overwhelming majority of Virginians who oppose the failed policy of marijuana prohibition in favor of decriminalizing possession, and regulating in-state medical and adult-use production and sales for a safer Commonwealth.

Through focused lobbying efforts and community education, Virginia NORML was the driving force behind the 2018 Let Doctors Decide legislation that expanded Virginia's overly restrictive medical cannabis program from only one qualifying condition — intractable epilepsy — to any condition for which a doctor feels may be appropriate. Virginia NORML's website, [vanorml.org](http://vanorml.org), keeps Virginians informed on current marijuana laws and legislation, and shares how patients, caregivers and physicians can register to participate in the medical cannabis program. Monday through Friday, Virginia NORML is available to answer questions by phone, and provides educational programming and speakers to professional, community and civic organizations.

There are eight local chapters of Virginia NORML throughout the Commonwealth, each hosting monthly educational or social events focused on promoting common sense public policy reforms. Roanoke Valley NORML serves the Star City metro and meets the second Thursday of the month at The Green Goat. All events are open to the public and community members are encouraged to attend to learn how to get involved and support Virginia NORML's tireless work. 

“NORML provides a voice in the public policy debate



## Guest Commentary

By Katie Clifton

### Executive Summary:

*As Virginia joins other states moving toward reform of laws and business measures regulating marijuana, NORML serves as a watchdog and advocate within the industry.*





Is it possible to practice your craft, produce the desired results, while still working in a culture or environment that is not where it should be? Then take that challenge in heroic fashion, and ensure your vocation complements your passion.

## Field / On Tap

from Page 40

own school. That's unreasonable, you say? To a small degree or large degree, all great new ideas come from independent enterprise. In fact, most of our best solutions have evolved from an unsatisfactory place or origin. Do something on your own, in independent contracting or freelancing or entrepreneurial or bootstrap fashion. And produce your happy place. (Yeah, I said happy place... I don't care that it's a juvenile expression; there's no good reason to do your work in bad ways.)

Option #3: Be subversive.


Stay with your company, organization, or environment. But reject the bad elements. Enact, initiate, impart, or install whatever actions you can—however small those measures may be—to either combat the negative areas or supplement alternative provisions. Back to that teacher: Can you meet the inflexible learning standards imposed on you and still employ creative ways to connect with your individual student? Is it possible to practice your craft, produce the desired results, while still working in a culture or environment that is not where it should be? Then take that challenge in heroic fashion, and ensure your vocation complements your passion. Frankly, we need that kind of heroism if you can pull it off. Am I saying you shouldn't be a team player? You should deviate from policy? You should risk your job?

Yes. Yes, I am.

If you work in a place with significant misalignment to your personal beliefs, and you continue to only do what you're told to do, with no movement on your part to enact change or improvement, then you're already not a team player. Not really. (You're working against yourself... literally.) And you've given up. Such complacency is hardly heroic, and you're kidding yourself if you view that suffering as admirable or sacrificial. Losing a day-after-day life worth living—or losing a job... I suppose they're both risks. Hardly comparable, though.

So, what about that other option? The option to simply move on to another job or place of employment?

That's a valid choice. But keep in mind, if you find yourself dissatisfied with a lot of the policy, systems, or environment in your current occupation, chances are high the problems will be replicated at another company if it's in the same field.

Being an independent or subversive may not be easy. But it's often far more satisfying. Being true to yourself always is. 

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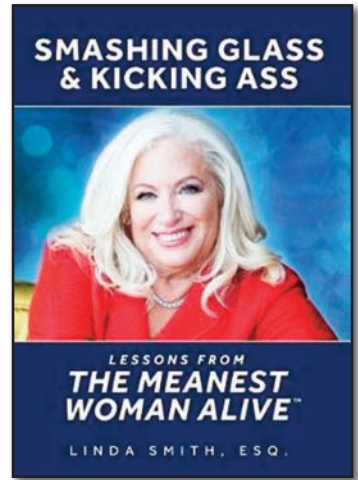
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## Books @ the FRONT >

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](mailto:news@vbFRONT.com)



### *Don't lean in*

Linda Smith is one of the top five female litigators in the US—known as the “Meanest Woman Alive.” Representing Fortune 500 companies including Exxon, IBM, and Warner Brothers, Smith’s essential tips for success will change your life—even if the corporate world is considered a man’s territory.

“Women aren’t at an inherent disadvantage in the corporate world; the problem is, they try to play by a male playbook,” says Smith. “It’s time to follow the woman’s playbook and stop trying to ‘outman the man.’ Women have superior leadership skills, they just don’t know it.”

*Smashing Glass & Kicking Ass* (Linda Smith; 2018) shows how confidence is crucial (how trusting your talents will propel you to the top); why women have superior leadership skills—outperforming men in 11 out of 12 management essentials (and tying them on the 12th); the use of direct, forceful language (and the one word ALL women need to ban from their life); how to stand up to ‘man-terruptions’ (the male tendency to cut you off and talk over you); and how likeability is overrated (why working on being respected—not liked—will guarantee success in every industry).

—Mallory Campoli

### *Lovely, just lovely*

Do you know how you sometimes get subtle clues as a reader that your narrator is female or male? Such happens here with our protagonist in Phaedra Patrick’s *Rise & Shine Benedict Stone* (Park Row; 2017). I’m not saying males don’t long

for a baby, have irresistible urges to nest and clean house, crave sweets, and think about makeup, toiletries and accessories to give as thoughtful surprise gifts to teenage girls—but these actions wouldn’t be described in quite the same fashion as we have in this story. Despite the slight breach from the male psyche, our novel here is not merely chick-lit. It’s a draw-you-in good story.

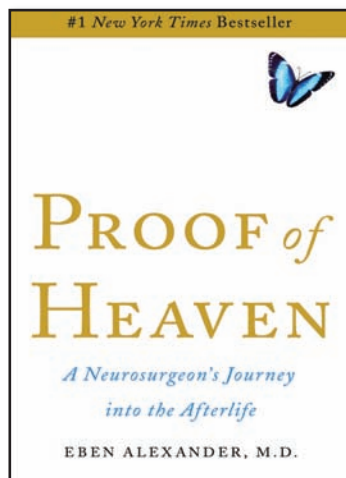
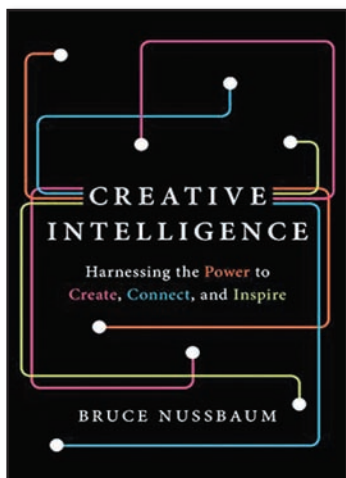
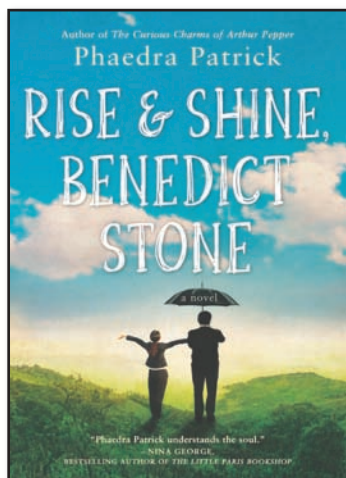
In fact, I liked it so much, I kept my phone handy so that I could look up each gemstone used as a title and visual reference for each chapter. (Highly recommend you consider that.) Dang, if combining those images with the words doesn’t indeed convince you that precious stones might have distinctive powers after all.

Here’s a story of a middle-age crisis man who has floundered in complacency and gets a bit of a smack in the side of the head upon the unexpected arrival of a niece who’s just naïve enough to impart the very wisdom he needs. You’ll overlook the obvious names (Gemma Stone, really?) and find yourself absorbed into the jewelry shop and life surges in the quaint English village. Captivating and sparkly (yes, really).

—Tom Field

### *Not for artistic only*

In his book *Creative Intelligence: Harnessing the Power to Create, Connect, and Inspire* (Harper-Business; 2013), author Bruce Nussbaum makes the claim that creativity isn’t limited to those in artistic professions. In our fast-paced changing world if you want to survive and succeed in business you will need to focus on boosting your creative intelligence, or as he phrases it, your CQ. Problems in our modern world are coming at an



increasing rate and the previous conventional ways of solving problems aren't effective. Focusing only on the bottom line and market efficiency can lead to companies closing, but the key to overcome these challenges lies in our ability to be innovative. Nussbaum gives us the tools to allow creativity to lead us to prosper in this 21st century economy he calls *Indie Capitalism*.

In order to innovate and succeed in today's climate and to prepare for jobs, technologies, and problems that don't yet exist, Nussbaum gives five key competencies of creative intelligence: knowledge mining; framing; playing; making; pivoting.

I have been inspired by this book to rethink my view on *my* creativity. So often we label those in the arts as creative, thus diminishing our own creativity. We should not think of ourselves as {insert job title here} who sometimes has a creative idea, but we should view ourselves as creative problem solvers who just happen to be a {insert job title here}.

If you are a business owner looking to ignite that innovative spark to lead the future, or a widget maker looking to promote a better process, I urge you to tap into the power to create, connect, and inspire by reading *Creative Intelligence*.

—Jim Field

## Brain dead alive

I know there are people who will get nothing from this book. Our author knows that, too. At the same time, I'm not influenced one iota from his plea that you should listen to him

more because he's a doctor; however, I do appreciate his wealth of neurological science as how that applies to his story. What he does say, in my opinion, should simply be taken at face value that he believes it and is not running a con. In fact, he's more likely now than ever to be scoffed at by peers and intellectuals and the elite crowd who "know" there is no plausible reality other than the physical realm confirmed by science.

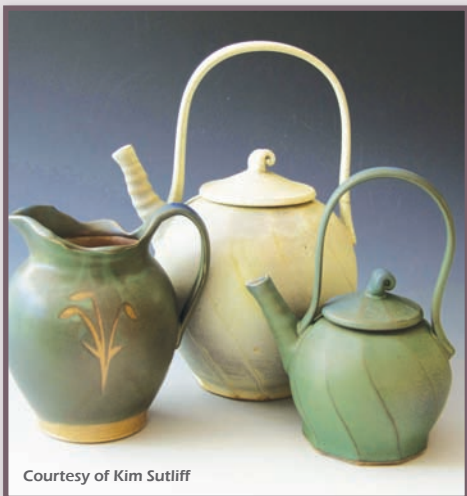
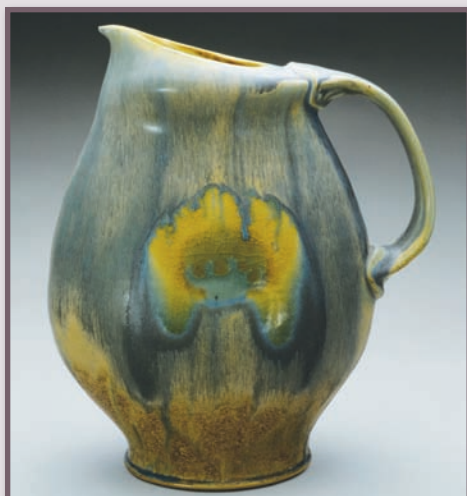
"In my past view, spiritual wasn't a word that I would have employed during a scientific conversation," Eben Alexander says in *Proof of Heaven* (Simon & Schuster; 2012). "Now I believe it is a word that we cannot afford to leave out," he continues. "We have lost touch with the deep mystery at the center of our existence—our consciousness. It was... something known well and held close by pre-modern religions, but it was lost to our secular Western culture as we became increasingly enamored with the power of modern science and technology."

You might want to hear his story. It will mean more to those of us who have experienced spiritual quickenings, awakenings, conversions, and revivals or introductions to the metaphysical; but it could also be revealing to those who sit on a very large, long, and stable fence of uncertainty.

—Tom Field

**The reviewers:** Jim Field is an educator in Northern Virginia with a Masters in Education from George Mason University; Mallory Campili is a publicist with Smith Publicity in Cherry Hill, NJ; Tom Field is a creative director who also publishes FRONT.





Courtesy of Kim Sutliff

## Potters at PH >

**Blue Ridge Potters Guild** 2018 Show and Sale is October 26–28 at Patrick Henry High School in Roanoke. Artists (works shown here) include Josh Manning (pitcher); June Martin (vase); Kim Lashley-Sutliff (flower vase); Maya Bohler (cacti); Sidra Kaluszk (bowl); and Steve Mitchell (teapots), among others.

# FRONT'N ABOUT

Tiffany Jones



## So artsy >

Perry F. Kendig Arts and Culture Awards ceremony was held at Hollins University on Sept. 12. Winners included **Amanda Mansfield** (a FRONTcover model, October 2011) for Individual Artist (theatre); **The Jefferson Center** (performance and education venue); and **Maury Strauss** (arts supporter).

## FROM BAD FALL TO BACK HOME AGAIN AT 92

*"I live independently and still drive everywhere I go – staying strong and healthy is important to me. After I had a fall requiring surgery, LifeWorks Rehab gave me the care I needed to get back home fully recovered."*

– Yhome Murphy



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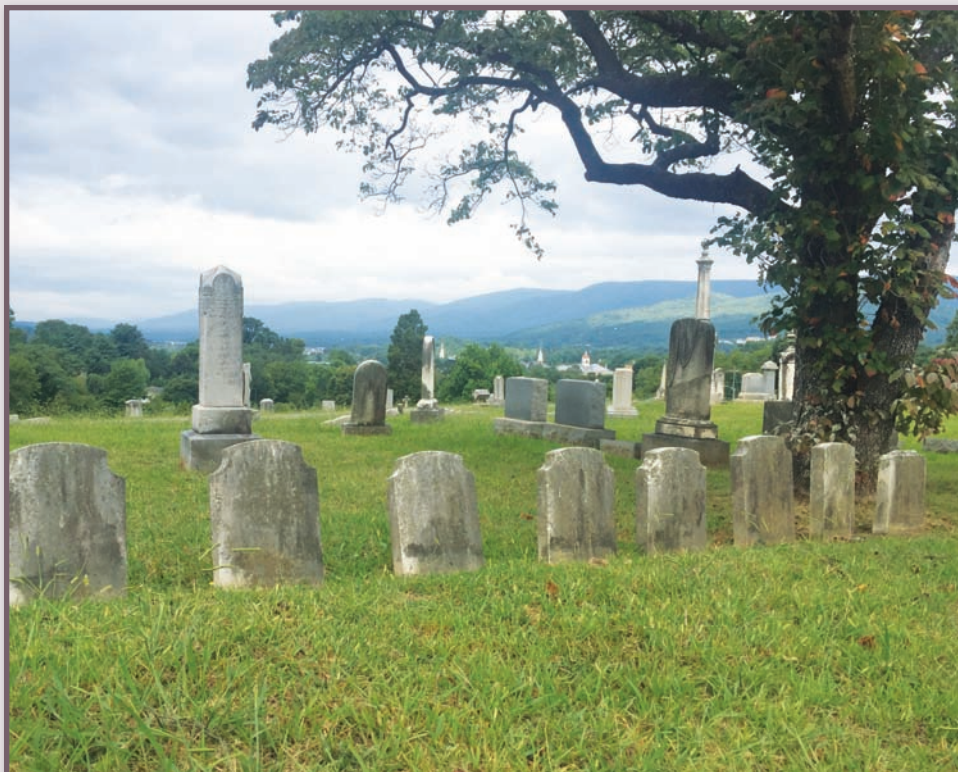
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Courtesy of Fran Ferguson

## Salem spirits sighted >

Salem Museum's annual Ghost Walk is October 4–6 (East Hill Cemetery) and October 11–13 (Sherwood Memorial Park). The tour promises visits by "old mayors, soldiers, strong women" and more.



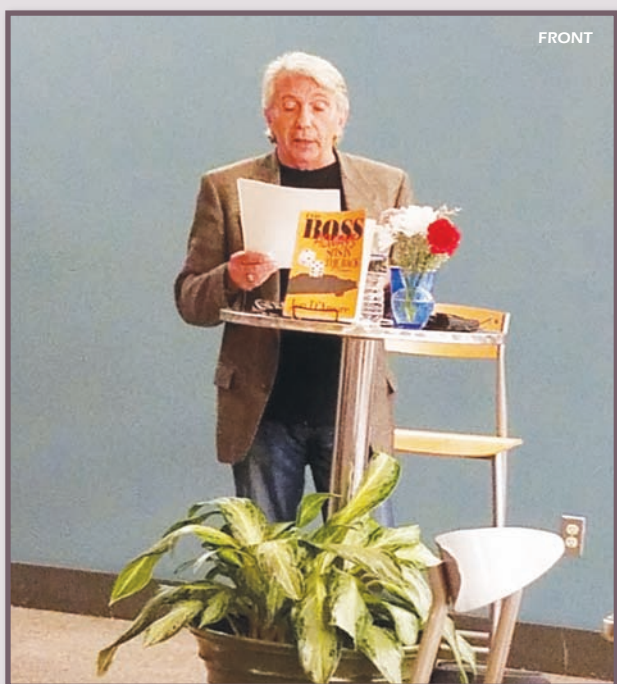
FRONT

## Pre-elect forum >

**Roanoke Regional Chamber of Commerce** hosted a candidates forum at The Patrick Henry in Roanoke on Sept. 19 with current Delegate Ben Cline (candidate for 6th Congressional District); Roanoke County Supervisor Joe McNamara and Carter Turner (candidates for 8th Virginia House District). Moderated by Joe Dashiell (senior reporter, WDBJ 7), topics included Marketplace Fairness Act, Interstate 81 congestion; healthcare (and opioid epidemic); and workforce development.

## Family reading >

Jon D'Amore presents and reads from his book, *The Boss Always Sits in the Back*, an account of his experiences with the La Familia... the family (Maffia, mafioso, Cosa Nostra, the mob), including a scam perpetrated on Vegas casinos before they figured out how to prevent it. The reading was part of **Book No Further** book shop's ongoing "Shelf Awareness" meet the author events at 16 West Marketplace in Roanoke.



FRONT





## Paying others >

**MemberOne Federal Credit Union** donated \$2,500 through its company "Skip-A-Pay" program to Children's Miracle Network in Roanoke.



## Imagine hearing "Shhhhhh!" from this guy >

**Pepper**, a humanoid robot, has joined the staff at Roanoke County Public Library; he's scheduled to appear at various programs at the six library locations.

Valley Business FRONT is FRONT'n About at many events each month. Check the social media links at [www.vbFRONT.com](http://www.vbFRONT.com) for more coverage.

# FRONT 'N ABOUT



With a little help from their friends >

VT Publishing published *Welcome to the Beatles*, a book involving 18 Virginia Tech history students, about the iconic influence and enduring cultural significance of the rock band, with sections on media, race relations, gender, business, globalization, and legacy.

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# Career FRONT

## FINANCIAL FRONT



Vaughan

**Brad Vaughan** has been appointed mortgage loan officer for HomeTrust Bank Electric Road branch.



Brown

**Shea Brown** has joined as financial specialist at Pinnacle Financial Partners, Roanoke office.

**Vic Gilchrist** has joined as commercial banker at Union Bank & Trust Roanoke office.

## LEGAL FRONT

**David Berry** has joined as associate on commercial litigation team at Gentry Locke.

## WELLNESS FRONT



Williamson



Kelly

**Sam Williamson** has joined as assistant chief financial officer; **Tonya Kelly** has been named associate chief nursing officer; and **Debbie Nicely** has assumed the role of

patient access director at LewisGale Medical Center.

**Abigail Jamison** has been named group exercise coordinator for Franklin County Family YMCA.

**Kathy Shelton** has been promoted to chief operating officer at Vistar Eye Center.

## TECH/INDUSTRY FRONT



Royse

**Addison Dalton** and **Derek Royse** have joined as web developers at SiteVision, Inc.

**Monica Elkins** of FoxGuard Solutions was named 2018 Cyber Security Professional of the Year by EnergySec.

## DEVELOPMENT FRONT

**Todd Kobayashi** has joined as chief financial officer; **Donna Gresh** has been promoted to regional property manager; and **Melinda Dunford** has been promoted to area property manager at HHHunt Corp.



Bousman



Caldwell

**Austin Bousman** and **Steve Caldwell** have joined the professional sales staff at RE/MAX All Stars Realty in Daleville.



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## RETAIL/SERVICE FRONT



Linkous



Holland



Oakey IV

**Rachel Linkous** has joined as director of human resources; **Tony Holland** has been promoted to manager of Roanoke Chapel; **Sam Oakey, IV**

## Have a career announcement?

Send announcements to [news@vbFRONT.com](mailto: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.



Ferguson

has been promoted to assistant manager at Roanoke Chapel; and **Duffy Ferguson** has been promoted to manager at North Chapel at Oakey's.

## SENIOR FRONT

**Heather Gearhart** of Warm Hearth Village has been appointed to the board of directors at Leading Age Virginia.

## EDUCATION FRONT



Morton



Lee

**Sally Morton** has been appointed to the Agency for Healthcare Research and Quality (AHRQ) National Advisory Council; **Lisa Lee** has joined the Office of the Vice



Espinoza

President for Research and Innovation; **Juan Espinoza** has been named associate vice provost for enrollment management and director of undergraduate admissions; **Raghuraman Thulasi Kumar** has been named associate vice provost for academic decision support; **Kevin Edgar** has been named associate dean at the Graduate School; **Shernita Lee** has been appointed director of the Graduate School Office of Recruitment, Diversity, and Inclusion;



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## Career FRONT



Lee



Blair

**Kim Blair** has been appointed assistant vice president of advancement at Virginia Tech.



Wagner

**Cassie Wagner** has been named the director of alumni and referring practitioner relations at the Virginia-Maryland College of Veterinary Medicine at Virginia Tech.

### RECREATION FRONT

**Michael Harris** has joined as assistant

coach for the Roanoke Rail Yard Dawgs hockey team.

**Frank Beamer**, former Virginia Tech football coach, received the 2019 Paul "Bear" Bryant Lifetime Achievement Award.

### MUNICIPAL FRONTS

**James Bryant**, former police chief for City of Salem, received the Roanoke College Charles Brown Award for his years of service to the Salem community.

Congressmen **Bob**

**Goodlatte** and **Morgan Griffith** received the Spirit of Enterprise Award from Roanoke Regional Chamber of Commerce, Salem-Roanoke County Chamber of Commerce, and U.S. Chamber of Commerce.

**Dr. Ray Smoot** has been appointed to the Commonwealth Transportation Board.

*Compiled by Tom Field*

“” Advocacy, when it's earnest, is a tough job

— Page 39

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# FRONT Notes

*Spending time  
and money here*

**Virginia's Blue Ridge** tourism bureau reports a record \$850 million in direct travel revenue in 2017, a 4.5% increase over the previous year.

*Web catch*

**Automation Creations Inc.** (ACI) in Blacksburg has acquired Service First Webmasters, adding about 40 websites to the company's portfolio.

*From print to distribution*

**Camrett Logistics** has purchased the R.R. Donnelly printing facility in Roanoke County.

*Giggity giggity*

**Cox Communications** now offers 1-gigabit internet service (G1GABLAST) to all its residential customers in Roanoke Valley.

*Peddling bikes  
and businesses*

**RIDE Solutions** now has 17 bike rental stations throughout Roanoke and

launched the "Zag This Week" program that connects the bike sharing service with local business listings.

*Say no to plastic*

**Kroger** grocery stores has announced it is phasing out its plastic carry out grocery bags at all its stores by 2025.

*Head for the hill...city*

**Pinnacle Financial Partners** has opened its first branch office in Lynchburg at 1610 Graves Mill Road.

*Oui, nouveau*

**Column Stage Brasserie**, a French-inspired restaurant and jazz, blues, bluegrass music venue, has opened in downtown Roanoke at the iconic historic church building at 434 Church Avenue.

*Vinton betting*

The off-track horse race betting parlor in Vinton on Vineyard Road that was shuttered in 2014 may reopen on the new ownership (Revolutionary

Racing) and 2019 reopening of the Colonial Downs track in New Kent County; pending state commission and municipal approval and other developments.

*Fat lady sings loudly*

**Opera Roanoke** received a \$250,000 gift from an anonymous donor crediting the contribution of Joe Logan, III, patron and supporter.

*Sizzle on white table*

**William & Henry Steakhouse** has opened in downtown Lynchburg.

*Golden opportunity*

**Glo Custom Spray** Tanning in Roanoke received a \$4,000 "Growth Grant" from the National Association for the Self-Employed (NASE).

*Medical home renamed*

**Virginia Premier Neighborhood Health Center** is the new name of the opioid treatment facility at Valley View Mall in Roanoke, part of the Virginia Premier system

with five offices and eight satellite office locations across Virginia.

*Last pour*

**Fincastle Vineyard & Winery** in Botetourt County announced its closing this season, upon the retirement of owners and sale of inventory.

*Gentlemen, women...  
start your engines*

**Motor Mile Speedway** in Fairlawn is reopening for racing in 2019; ten races have already been scheduled.

*Out of network*

**Anthem Blue Cross and Blue Shield** announced LewisGale emergency room and hospitalist services, managed by Schumacher Clinical Partners, are not included in its coverage network.

*Walk to remember*

**Town of Bedford** is planning the construction of a walkway connecting the National D-Day Memorial, Bedford Welcome Center, and

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downtown; a projected \$1.9 million Crenshaw Street Streetscape project.

## Agency gets blue

**Joba Design Group** in Blacksburg has acquired Blue Mobius Marketing.

## 20 cheers

**Mountain Valley Brewing** in Henry County has received a \$20,000 grant from the Governor's Agriculture and Forestry Industries Development Fund, to be applied to the brewery's expansion.

## Lodging issues

**Airbnb**—the popular short

term independent home/apartment rental app—has signed agreements to collect taxes on behalf of Blacksburg and Alexandria bookings (to date); however, other municipalities have been hesitant to partner, thanks in part to Commissioners of Revenue Association of Virginia's complaint that Airbnb does not provide details of hosts' information and transaction specifics.

## Mining for what's next

Southwest Virginia old coal towns are receiving \$7.5 million in federal grant money for repurposing economic and recreational use; secured by Rep. Morgan Griffith as part of the Mine

## Have an announcement about your business?

Send announcements to [news@vbFRONT.com](mailto:news@vbFRONT.com)

A contact / source must be provided. Inclusions are not guaranteed and all submissions are subject to editing.

Land Reclamation program to be distributed to City of Norton, Russell County, Dickenson County and Scott County.

## From Annie to P

**Mr. P's Neighborhood Grill**, a casual style sports bar (operated by Brian Pollack of the former Cornerstone Bar & Grill in downtown Roanoke), has opened in Roanoke County at the former Annie Moore's Irish Pub /

Founder's Tavern restaurant.

## Wander with apples

**Halcyon Days Cider** has opened in Rockbridge County, a cidery and orchard that includes an elaborate walking labyrinth for visitors to the 11-acre property.

## Dopesick suit

**Purdue Pharma** continues



# UPCOMING EVENTS 2018

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**THE WILDFLOWERS  
TOM PETTY TRIBUTE**

**OCTOBER 6**



**UB40  
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**OCTOBER 7**



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SMASH**  
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**OCTOBER 12**



**KISS  
AMERICA  
KISS TRIBUTE**



**OCTOBER 24**



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# CONTRIBUTORS

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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@OpXSolutionsLLC.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 ]

**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@discover360Financial.com ]

**Dan Smith** is the former and inaugural editor of FRONT magazine and an award-winning veteran journalist, now freelancing. [ pampadansmith@gmail.com ]

**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 ]

“ “  
We only ask  
for about  
three minutes

— Page 35

“ “  
It's the little  
things... that tend  
to deplete funds

— Page 31

to rack negative attention and lawsuits for alleged deceptive marketing of OxyContin, including suits filed by multiple municipalities in Virginia and the state itself among claims of 2.2 million opioid prescriptions between 2008 and 2017.

## Shopping slots

**Bristol Mall** in Bristol remains under serious consideration for a resort casino, pending support and development from stakeholders against opposition, and approval

by the Virginia General Assembly.

## Let's grow even more

**Monogram Food Solutions** in Henry County has announced another expansion, this time a \$30 million investment that should create about 300 new jobs.

## Retread

**Yokohama Tire Company** union employees at the Salem plant have approved a

new four-year labor contract.

## Not sharing

**Mac and Bob's** restaurant in Salem has filed Chapter 11 bankruptcy after a former employee filed a class action suit for tip-sharing with the dishwasher which prompted an additional suit and threat of others;

## Capital move

**Gentry Locke** law firm is opening an office in

Richmond, led by attorneys Greg Habeeb and John "Chips" Dicks and the regulatory affairs, public policy practice.

Compiled by Tom Field

“”  
Stop trying  
to 'outman  
the man'

— Page 44

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Dan Smith

**Beth Garrett:** “I get a thrill when I see the product of my work. I feel like an artist creating a masterpiece.”

## Right brain, left brain >

### Executive Summary:

*Elevating Your Image adds color and fashionable improvement to the female professional.*

**By Dan Smith**

Beth Cole Garrett can't help but chuckle when she considers where she was and where she is. The difference is striking.

A little more than a year ago, she was in charge of the IT department—which she built from scratch and ran—for LewisGale and three other hospitals in the HCA system in this region. Left brain stuff. Today, she runs Elevating Your Image,



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helping middle-aged business women look great. That's the right brain in full flower.

She had a full, successful-by-any-measure career at LewisGale and before that, she was a staff accountant, then worked at the Clinch Valley Medical Center (near her hometown of Richlands) in the building department. She transferred to LewisGale and "got in at the beginning" of the IT revolution, "learning along the way." She discovered that IT saves lives. Directly. And job satisfaction soared.

Ultimately, though, she retired a smidge early (she's 58), realizing she had "sat behind a desk for 30 years and had a limited world." She wanted "to get out and meet people instead of being where I was supposed to be when I was supposed to be." She had "always been fascinated with skin and color," so, when she went to a Color Me Beautiful

party, there emerged "an ah-ha moment" and she was on her way, learning about seasons, coloring, fashion. She saw "ghost people," who needed a little color to come alive at work.

It began as an avocation, but then she got a certification and became a professional. She has an impressive studio behind her home (near LewisGale) and began entertaining clients who, she says, "told me, 'I don't look as good in colors I used to wear'" effectively. She helps them find their new, more appropriate colors and styles.

She coaches that "if you want to be taken seriously, you'll want to dress the part. I think I help give [clients] a competitive edge. ... I get a thrill when I see the product of my work. I feel like an artist creating a masterpiece." 

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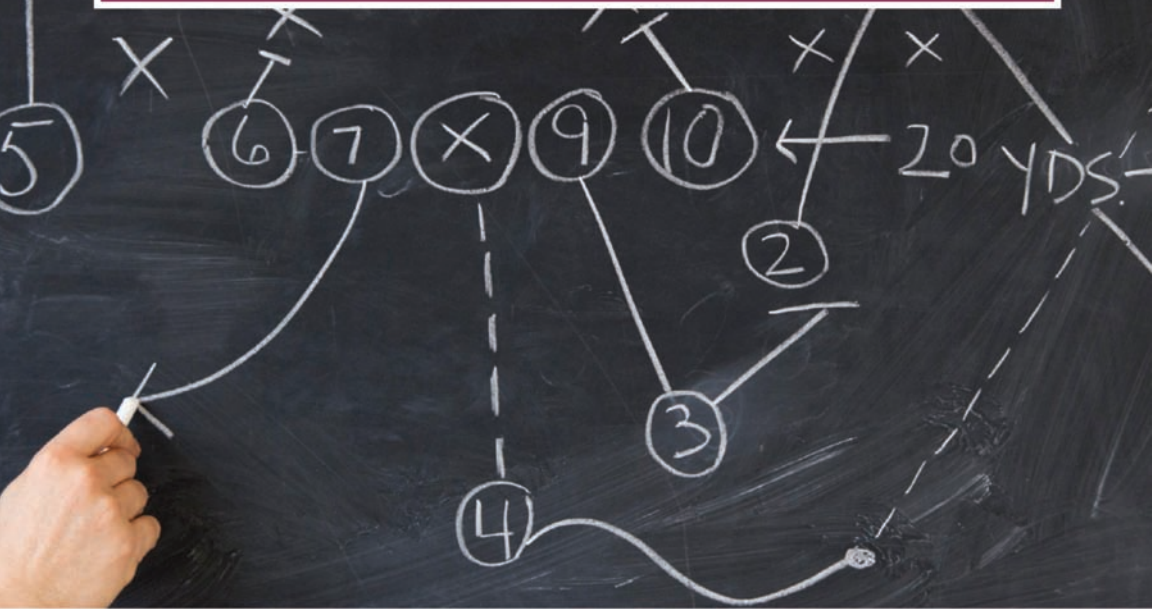
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