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Bank Market Share

An oldie but goodie: Each fall (late September to early October) the FDIC releases its "Summary of Deposits," a snapshot as of June 30. You can track deposit market share by county, city, MSA, even individual branches.

www5.fdic.gov/sod



Overdraft Fees

For four years the FDIC has required banks with assets >\$1 billion to disclose overdraft fee revenue.

The numbers reveal that some banks try to make overdrafts a significant revenue source, while others don't.

Indianapolis Business Journal

Indiana banks cash in on overdraft fees as low rates linger



Bank customers stung by overdraft fees of typically \$35 per transaction have long suspected the bank is making a fortune at their expense.

Now we know exactly how much of a fortune—or not—that larger, Indiana-based banks are generating from those ill-timed debit and ATM transactions.

Also becoming clearer is that banks vary widely in their appetite for, and in their method of collecting, this type of fee income.

Small Bank Profits

Big banks
get plenty of love.
This story was
ridiculously popular and
super easy to produce with
FDIC stats and a few phone
calls.

Pint-Size but Profitable



Small banks find niche while facing unique challenges

> By Gwen Moritz GMoritz@ABPG.com

If you find yourself on hold with Piggott State Bank in extreme northeast Arkansas, you'll hear a recorded message about the benefits of banking with a locally owned institution rather than "an oversized corporate bank."

Oversized is the last thing one could call Piggott State.

It is one of 20 banks in Arkansas that had assets of less than \$100 million as of June 30.

And while that is a big number in almost any other context, it is tiny in the banking world. Bank OZK of Little Rock, the largest bank chartered in Arkansas with \$22.2 billion-with-a-b in assets, is 250 times larger than Piggott

TINY BANKS CONTINUED ON PAGE 14

Changing Bank Names

First Bank Settles on New Name: Generations Bank

Partners Bank Picked as New Name for HNB

Green Forest Bank Has New Name: Anstaff

Ozark Heritage Bank Wants New Name in Stone

Regulators Approve Capital Bank Name Change to Encore Bank

Bank of Rison Seeks Rebranding to Gateway Bank

Climate Change

Climate change looks different everywhere, so localized stories are a smart approach.
Hawaii Business talked with architects, construction companies and insurance companies, plus the people working on a new building code because hurricanes have gotten more powerful.

Building for Climate Change in Hawaii

Rising seas and other effects of climate change are changing the way buildings in Hawaii are designed and constructed. In this two-part report, we look at what the building industry is already doing and should be doing, plus some ways it's trying to reduce its own impact on the environment.



Electric Generation Sources

How's that changing in your market?

Arkansas Business

Power Balance Shifting In State

Coal still crucial but losing ground as renewables rise

By Kyle Massey KMassev@ABPG.com

King Coal isn't dead, but it's being dethroned as the top fuel source for creating electric power in Arkansas.

"Out of favor is probably a good term" for coal's status, Entergy Arkansas' Kurt Castleberry said this month, noting market forces and growing environmental awareness among consumers that have made loweremission natural gas-fueled generation and renewable sources like wind and solar a bigger part of the mix.

"We're not planning to build any new coal plants, but our existing coal plants still have life in them, and they're economical, largescale, and clean," said Castleberry, Entergy Arkansas' director of resource planning and market operations. "We'll run them until their useful life expires."

Plant Name	Location	Capacity	Ownership	Opened
COAL				And the second
Independence	Newark	1,700MW	Entergy, Arkansas Electric Cooperative Corp.	1983-84
White Bluff	Redfield	1,659MW	Entergy, AECC	1980-81
Plum Point	Mississippi County	665MW	NAES Corp.	2010
John W. Turk Jr.	Fulton	624MW	American Electric Power/Swepco	2012
Flint Creek	Gentry	528MW	AEP/Swepco	1978
NUCLEAR			and the same of th	
Arkansas Nuclear One	Russellville	1,824MW	Entergy	1974
HYDROELECTRIC				
Bull Shoals	White River	340MW	Southwestern Power Administration	1953
Dardanelle	Arkansas River	140MW	Southwestern Power Administration	1965
Beaver Lake Dam	White River	112MW	Southwestern Power Administration	1965
Dumas	Arkansas River	103MW	AECC	1999
Ozark	Arkansas River	100MW	Southwestern Power Administration	1973
NATURAL GAS				
Union	El Dorado	2,200MW	Entergy	2003
Lake Catherine	Malvern	721MW	Entergy	1953-70
Magnet Cove	Magnet Cove	660MW	AECC (acquired 2012)	2006
Hot Spring	Malvern	620MW	Entergy	2012
Harry L. Oswald	Wrightsville	548MW	AECC (acquired 2006)	
NATURAL GAS/PETRO	DLEUM			
Dell	Mississippi County	679MW	Associated Electric	2007
Pine Bluff Energy	Pine Bluff	236MW	Calpine Energy Services	2001
Jonesboro	Jonesboro	224MW	City Water & Light	2003-07
John L. McClellan	Camden	134MW	AECC	1971
Carl E. Bailey	Augusta	122MW	AECC	1966
SOLAR PHOTOVOLTA	IC			
Stuttgart Solar	Arkansas County	81MW	NextEra, serving Entergy	2017
Aerojet/Rocketdyne	East Camden	12MW	Silicon Ranch Corp.	2016
Clarksville Municipal	Clarksville	6.5MW	Scenic Hill Solar, serving Clarksville Light & Wa	ter 2017
SOLAR UNDER CONST	RUCTION			
Chicot Solar Project	Lake Village	100MW	NextEra, serving Entergy	2020
Crossett Solar	Crossett	100MW	Renewable Energy, serving AECC	2021

Solar Arrays

An easy new list, ranked by megawatt capacity

Largest Solar Arrays

Ranked by megawatt capacity				
Array	Megawatt Capacity Solar Panels	Operator	Client(s)	Year Opened
Stuttgart Solar Energy Center, Arkansas County	81.0 350,000	NextEra Energy Resources Juno Beach, FL	Entergy Arkansas Inc. Little Rock	2017
Aerojet Rocketdyne Solar Farm, East Camden 2	12.0 151,000	Silicon Ranch Corp. Nashville, TN	Aerojet Rocketdyne Inc. Ouachita Electric Cooperative Corp. East Camden Camden	2016
3 Clarksville Light & Water, Clarksville	6.5 20,000	Scenic Hill Solar Little Rock	Clarksville Light & Water Co. Clarksville	2018
4 Husqvarna Group, Nashville	1.4 3,660	Today's Power Inc. Little Rock	Husqvarna AB	2017
5 L'Oreal, North Little Rock	1.3 3,530	Scenic Hill Solar Little Rock	L'Oreal USA Products Inc. North Little Rock	2017
6 Ashley-Chicot Solar, Hamburg	1.0 3,888	Today's Power Inc. Little Rock	Ashley-Chicot Electric Cooperative Inc. Hamburg	2018
6 Ozarks Electric Cooperative, Springdale	1.0 4,080	Today's Power Inc. Little Rock	Ozarks Electric Cooperative Corp. Fayetteville	2016
6 First Electric Cooperative Solar, Benton	1.0 3,840	Today's Power Inc. Little Rock	First Electric Cooperative Corp. Jacksonville	2017
6 OECC Community Solar, Holly Springs	1.0 4,080	Today's Power Inc. Little Rock	Ouachita Electric Cooperative Corp. Camden	2017
6 Craighead Electric Solar, Brookland	1.0 3,688	Today's Power Inc. Little Rock	Craighead Electric Cooperative Corp. Jonesboro	2018
3 Stratton Seed Co., Stuttgart	0.8 2,304	Stratton Seed Co. Stuttgart		2018
12 Arkansas State University-Newport, Jackson County	0.7 2,112	Arkansas State University- Newport Newport		2018
13 Arkansas Valley Electric Cooperative, Van Buren	0.6 1,530	Today's Power Inc. Little Rock	Arkansas Valley Electric Cooperative Cor Ozark	p. 2016
Originally published Nov. 12, 2018. Sources: Arkansas Public S	Service Commission, the o	perators	Re	esearched by Kyle Massey

Phishing & Spoofing

Every market has examples.
Local attorneys will be happy to
talk about the topic in general,
and you might be able to find a
local examples.

(Ours came from a civil forfeiture filed by federal prosecutors.)

Arkansas Business



Fraud Stats

Every market has examples.
The Association of
Certified Fraud Examiners
has the statistics in its biennial
'Report to the Nations'

ACFE.org



Underserved Populations

Year Up is a Delaware example, but every market has workforce development programs and some participants that readers want to cheer for.

What will it take to be successful at Year Up

📤 Alex Vuocolo 🏼 O April 9, 2019 🐃 job training, Year Up, zip code wilmington



From left: Ronald Shackelford Jr., Kimona Barnaby, Avonte Cannon, Nicholas Thompson, Lyric Tucker.

In the past few issues, we've written about local programs that help young people — many of them minorities — break the cycle of unemployment and find meaningful work. We've written about programs that work with Zip Code Wilmington, ProStart and Pathways of Delaware. And we wrote about Year Up, which recruits students from underserved communities to a program that combines a college education at Wilmington University with six-month internships at local companies.

It's one thing to describe these programs. But we wanted to introduce you to the young participants, many of whom see this as their "last chance" to make their dreams come true. We will follow five of the new Year Up students over the next year and report back on how they're doing. Those who tried college ran into what two of the students referred to as "bright shiny objects" (social distractions) or financial challenges and had to leave. In this first segment, we spoke to the students midway through their Orientation Week. These interviews have been edited for space and clarity.

Grocery Wars

Walmart is one of our in-market companies, but the grocery stores are competing in every market.





Walmart challenges Amazon with grocery delivery

An Online Food Fight

By Kyle Massey

Shortly after Walmart opened its first Supercenters with food markets in 1988, top executives began to see groceries as the retail titan's future bread and butter.

Now Walmart is America's biggest grocery seller, and food is becoming ammunition in the Bentonville company's online duel with Amazon.

"We're coming from a position of strength because we have a giant network of stores [5,355 U.S. retail locations]," Walmart spokesperson Molly Blakeman told Arkansas Business. "We've really built a strong grocery pickup business, and delivery is an extension of that."

Walmart started grocery delivery almost a year ago to capitalize on a popular grocery pickup service it initiated in 2013. Retail analysts see delivery as the logical extension of a Walmart strength: click-and-collect, melding online shopping with pickup

GROCERIES CONTINUED ON PAGE 13

Buying Local

Does being a local company help anymore? Or do customers look to other factors like price, service and convenience?

Buy Local: A Simple Phrase with Layers of Meaning

This story explores the power of local in business ownership, corporate leadership and consumer preferences.

Attorney Jeff Watanabe, who has served on the boards of several large local companies, has spoken often about the subtleties of Hawaii's culture. He says being local is a powerful tool, but it's also a moving target, especially in business.

"Absolutely companies can leverage being local," says Watanabe. "Hawaii remains a relational environment as opposed to transactional. It is driven by personal relationships, trust and loyalty. As long as that's the case, consumers feel more comfortable dealing with a local company."

But there's a larger and more complicated question, Watanabe says. What often can matter more is whether or not local interests are at the heart of a business, and how well a company – no matter where it's owned – treats the community. Is it philanthropic? Does it support local events? Sports? Kids? Good pay for its

Remote Workplaces

A roundup of best places for remote workers: libraries, cafes, McDonald's and more. Hawaii Business crowdsourced first to get lots of ideas.

Your Guide to Remote Workplaces in Hawaii

Some people work remotely all day every day, while the rest of us require a temporary workplace occasionally.

Either way, we need to know if a Wi-Fi decal in the window means low background noise, a decent restroom and a table where you can work. Here's our guide to some of the best remote workplaces on Oahu and the Neighbor Islands.



Hawaii Business

Under-assessed Properties

You'll need strong open records laws and a friend in commercial real estate.

Baton Rouge Business Report

A failure to assess in Baton Rouge

By Stephanie Riegel - July 5, 2018 insider





University House 740 W. Chimes St. Sold for: \$108.5 million, October 2015 Assessment: \$3.3 million Implied market value*: \$33.8 million Assessed value/sale price: 31.2% Potential tax bill**: \$1.3 million Actual tax bill: \$416,867 Lost parish tax revenue**: \$290.319

An analysis by Business Report of select commercial properties in East Baton Rouge Parish, including the University House apartments near LSU, suggests a pattern of under-assessment that is leaving potentially tens of millions of dollars in lost property tax revenue on the table. (Photo by Collin Richie)

In October 2015, a Dallas company acquired the 287-unit apartment complex near LSU's North Gate, then called The Standard, for \$108.5 million. At nearly \$387,000 per unit, the deal was—and still is—the most expensive commercial transaction in Baton Rouge on record.

Regulatory Burden

Peter Osborne just discovered that the Mercatus Center at George Mason University is measuring regulations by state and industry.

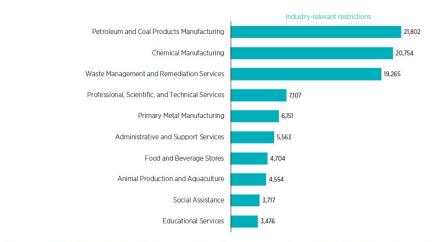


Regulation | Policy Briefs | June 25, 2019

A Snapshot of Delaware Regulation in 2019

104,562 Restrictions, 6.7 Million Words, and 9 Weeks to Read





Note: Industries are classified using the RegData 3.0 industry classifier. Some previous state regulatory snapshots used earlier versions of the RegData industry classifier.

Underfunded Pensions

If your state or city doesn't have this problem, then congratulations. But all over America, government pension funds are grossly underfunded.

Providence Business News

Report: Most R.I. municipal pension plans in 'critical' status

By Scott Blake - April 29, 2019 11:50 pm

PROVIDENCE – Though funding levels for most of Rhode Island's municipal pension plans have improved in recent years, a majority of them remain in "critical" underfunded status, according to a state "report card" released Monday.

Twenty-one of the 35 plans are less than 60% funded, and therefore are considered in "critical" status, according the 2019 Report of the Advisory Council for Locally Administered Pension Plans. In comparison, only four of the 118 pension plans managed by the state are in critical status.

Monday's report is relevant to thousands of active and retired police officers, firefighters and other municipal employees across Rhode Island relying on municipal pension plans for retirement benefits, as well as to taxpayers responsible for funding pension shortfalls, and municipal officials seeking to strike a balance between maintaining strong retirement systems and investing in other priorities.

The report found that Rhode Island's 35 locally administered open and closed pension plans carry a combined unfunded liability of about \$2.5 billion, up from about \$2.4 billion last year.

Big Spenders

Start with the Chronicle of Philanthropy, add big gifts from press releases, staff research and voila!

Last year, 27 donors gave big gifts worth nearly \$246 million

KEYWORDS COLLEGES AND UNIVERSITIES / DONORS / FUNDRAISING / GIFTS / EDUCATION & WORKFORCE DEVELOPMENT / DONATIONS / PHILANTHROPY









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RELATED NEWS AND OPINION

Last year, 31 donors gave \$267M in big gifts to Hoosier not-forprofits March 18, 2017

Mind Trust drawing big dollars from national donors April 15, 2017

Would-be donor's big promises vey trail of victims April 14, 2012

Anonymous donor gives \$5 million to Marian University October 08, 2009

Big-promising donor to area charities coming up empty February 04, 2012



Four gifts to Wabash College in Crawfordsville made the list of biggest donations in 2018. (Photo courtesy

About 10 days before Wabash College officials were scheduled to announce the school's largest comprehensive fundraising campaign-an effort that had already raised \$150 million of its \$225 million goal—the lead donors had doubts about going public.

Alumnus Paul Woolls and his wife, Betty, were giving the school a \$40 million, unrestricted gift—the largest single donation the college had ever received—and it was going to be revealed as part of the campaign kickoff celebration last November at the Indiana State

A giant red "W" was to be displayed outside the museum, and a bus packed with Wabash trustees, donors and faculty members was bringing guests to the party.

"We weren't sure we were going to be able to attach their name to the number or the number to the name." said Jim Amidon, director of strategic communications and chief of staff for Wabash President Gregory Hess. "It was a fairly big



But in the end, the Woolls did agree to publicize the gift—which ranks as the biggest individual donation publicly given to an Indiana organization in 2018. Notfor-profits across the state reported receiving a total of 27 seven-figure gifts last year, worth nearly

Most of the gifts-20 of the 27-went to higher education institutions. Only five were from named ndianapolis philanthropists. Two were anonymous.



capital campaign, which will help fund scholarships, faculty roles, academic programs several wineries in Napa, California. and construction projects Bren Simon Great American Carmel estate valued at \$30 million. The foundation widow of Mel Simon, co-founder of plans to sell it and use the proceeds to establish a Indianapolis-based shopping mall glant Simon Property Group, who died in 2009 major museum in central Indiana. Bruce White, Dean and renovation of Union Club Hotel, including the addition Bruce is an alumnus, and founder and CEO of \$30 million Purdue University Barbara White of a restaurant and bar White Lodging Services Corp. Dean was a hotel and biliboard magnate; Barbara is his wife. (foundation) Stephen and Karen creation of the Sanger Leadership Initiative, which will alumnus and retired chairman and CEO \$20 million DePauw University Ogren Sanger offer leadership programs, increase post-graduate of General Mills; and his wife support, and invite speakers to the school anonymous Pose-Hulman Institute new facility that will include workspaces, design not applicable of Technology studios, classrooms, laboratories and an area for faculty programs health education programs at the new center, which is Evansville natives. William is founder, CEO William and Mary Stone Stone Family Center for **Health Sciences** a collaboration among the University of Evansville, the and chairman of SS&C Technologies inc. University of Southern Indiana and the Indiana University School of Medicine Mark and Dana Foley \$13 million University of Notre Unspecified. The premium hospitality dub in O'Nelli alumnus, and former chairman president Hall was renamed Foley's in honor of the gift. and CEO of Zeltig Aesthetics; and his wife L. Dkk Buell \$10 million Purdue University endowment of men's basketball head alumnus, and former CEO of Catalina coaching position Marketing Corp. expansion of programs, classes and faculty at the Cen-Rick and Molly Klau \$10 million University of Notre chairman of Hajoca Corp., and his wife ter for Civil and Human Rights, renamed for the Klaus Shelly Schwarz Indiana University establishment of the Joe and Shelly Schwarz Cancer \$10 million widow of entreprenuer Joe Schwarz, Center at IU Health North Hospital who died of cancer in 2018 Christopher and Lorraine \$10 million University of Notre funding of two new faculty positions at the Wilson Married alumni, Christopher is a senior Sheehan Wilson Sheehan Lab for Economic Opportunities, and Dame partner at Stonehill Capital Management (foundation) increasing the center's Social innovation Fund James R. and JeanAnne \$8 million Purdue University scholarships, and renovation or expansion of the alumna, and pharmacist; and her husband Chaney (foundation) Purdue College of Pharmacy building Michael Arnolf \$6 million establishment of the Michael I. Arnolt Center alumnus, former lournalist, and co-founder Indiana University for investigative Journalism of Graston Technique anonymous Riley Children's capital campaign not applicable Foundation Walter and Kathy Snodell Wabash College recruitment of Chicago-area students alumnus, and chairman of Peerless Industries; and his wife Richard and Rose Gates Former Cass County residents. The couple \$3.1 million Cass County Community scholarships died in 2017. Alan and Peggy Scantland Eartham College academic programs, financial aid, student activities Married alumni. Alan is a co-founder and research of CoverMyMeds. Jay and Susan Allen \$2 million Wabash College renovation of the athletic facility's fitness center alumnus, and managing director at Bank and weight room of America Merrill Lynch: and his wife Steve and Joanle Bowen \$2 million Wabash College unrestricted alumnus, and retired lawyer; and his wife Douglas Tillman Franklin College endowmen alumnus, and former Eli Lilly and Co. Lacy and Patricia Johnson \$1.5 million Indiana University establishment of the Johnson Chair for Diversity alumnus of the Indiana University Robert H. and Leadership within the Office of the Vice President McKinney School of Law and a partner at Ice for Diversity, Equity and Multicultural Affairs Miller: and his wife

Donor background

Alumnus and his wife. The couple owns

Biggest individual gifts to Indiana organizations

In 2018, individuals made 27 donations of at least \$1 million to entities in Indiana, for a total of nearly \$246 million.

Recipient

Wabash College

\$40 million

Paul and Betty Woolls

Indianapolis Business Journal

Median Pubco Pay

The SEC began requiring most publicly traded companies to reveal the median employee pay. It's not a perfect system, but it's enlightening data that most readers haven't seen before.

New rule puts companies' median pay in spotlight

July 6, 2018 | Grea Andrews

KEYWORDS COMPENSATION













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ELATED NEWS AND OPINION

Director pay rising with demands on corporate boards: Some members manage to serve multiple Indiana public companies; median compensation exceeds \$59,000 June 23, 2008

Sudden Duke Energy CEO shift puts Rogers in spotlight July 09, 2012

Skarbeck: SEC turns up spotlight on pay for top brass October 05, 2013

Whopping dividend puts obscure oil refiner in spotlight

The numbers are interesting, but what do they mean?

That's the question raging in corporate America in the wake of a mandate that kicked in this year requiring public companies to disclose median employee pay and how it compares with the CEO's compensation.

The numbers certainly provide plenty of fodder for critics who believe the gulf between rankand-file pay and compensation for top brass has grown absurdly large. The Indiana company with the biggest gap was Patrick Industries, the Elkhart-based maker of RV components, where the median pay was \$35,741. Meanwhile, CEO Todd Cleveland earned \$11.9 million, 332 times the median for his 6,700-employee company.



Greg Andrews

On the other end of the spectrum was West Lafayette-based biotech firm Endocyte Inc., which is developing an experimental cancer drug. Median pay was a robust \$233,042, and CEO Mike Sherman's \$1.8 million in compensation produced a pay ratio of 8:1.

The company's employee mix helps explain the big rank-and-file paychecks. Endocyte has just 44 employees, 33 of whom work in R&D.

The median-pay disclosure was mandated by the 2010 Dodd-Frank Act following the financial crisis, but with an eightyear delay in implementation. The provision, passed during a wave of corporate scandals, was intended to help shareholders better understand and challenge executive-compensation practices.

Pay consultants see dubious value in the disclosures—in large part because firms calculate the median in different ways and have vast differences in how they're structured. The consultants argue those variations make even comparisons between companies in the same industry of little value.

Executive Compensation

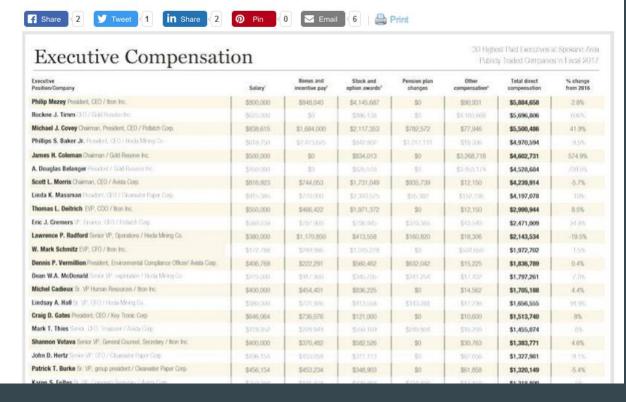
A classic made vastly easier since the SEC has standardized the reporting.

Journal of Business (Spokane)

Executive pay surges in the Inland Northwest

Huge gains for mining company's brass boost otherwise soft year

Linn Parish July 19th, 2018



Census Data

The U.S. Census Bureau pops out new statistics fairy regularly. Here the Worcester BJ compared local housing starts to other parts of Massachusetts, providing regional and statewide context.

June 20, 2019

Housing starts continue slow pace in Worcester metro area

By Grant Welker

Greater Worcester continues to approve new home construction at a fraction of the pace it did before the Great Recession, according to new federal data released Thursday.

The Worcester metropolitan area approved 1,769 new housing units last year, according to the U.S. Census Bureau. That's an increase of just one unit — less than 0.0005% — from the 1,768 units approved in 2017. The Census defines the Worcester metro area as Worcester County and Windham County, Conn.

While the Worcester metro area stayed flat, the rest of Massachusetts approved 12% more housing units last year than in 2017. Massachusetts approved 17,044 housing units last year, an increase of nearly 1,800 units.

Greater Boston approved the lion's share of the state's new housing growth - 14,183 in all - but fell by 3.9% from 2017 in its total number of 14,757.