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2022

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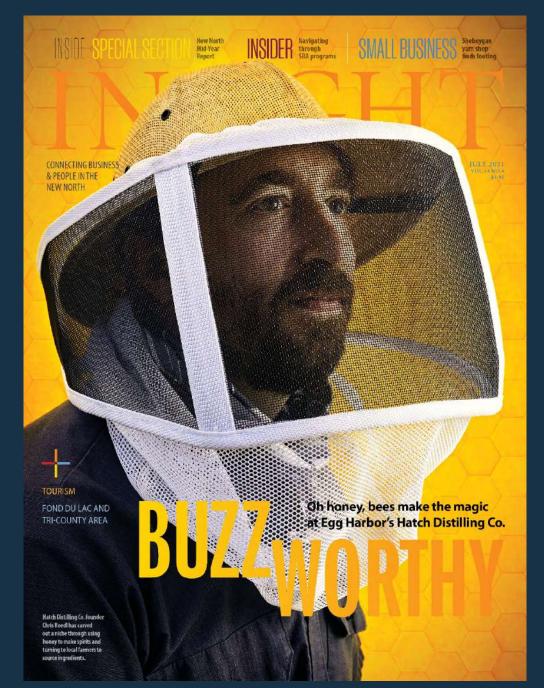


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BEST COVER: MAGAZINE



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SILVER: INSIGHT ON BUSINESS



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AKI MARCEAU

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DANYA HAKEEM

BRONZE: HAWAII **BUSINESS**

page and learn about the 2021 cohort.













AT PERSON PROTUNESS, MINISTER, DANS AND THE MANAGEMENT PROPERTY HAS DRIVEN PROTUNES.

YEAR















66 YOU HAVE TO CARVE OUT THE TIME TO BE CREATIVE AND DO CREATIVE THINGS.



SILVER: **BIZ NEW ORLEANS**





STORY BY BIANCA R. MONTES KELSEY J. VANDERSCHOOT portraits by



032 DCTORES 2021

THE BUSINESS OF BEAUTY 2021

One of the best-kept secrets in the

industry, North Texas cosmetics and

skincare brands are giving major players in New York and Los Angeles a run for their money. Up next: dominating market share.



BISING ABOVE THE TIMES

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GOLD: D CEO



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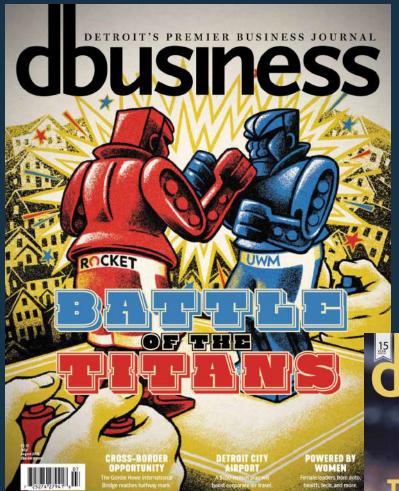
PREPARES FOR COMMERCIAL MARIJUANA MARKET p. 22

VIRGINIA
BUSINESS
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OF THE
YEAR p. 22

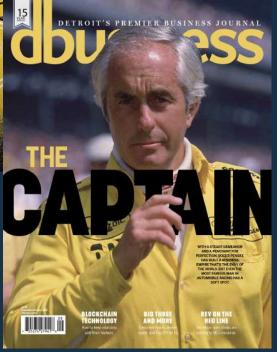
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GOLD: D CEO



29 FINALISTS CORPORATE COUNSEL AWARDS

Why Big Game USA is a college football MVP

BEST FRONT PAGE: NEWSPAPER

15A | Focus

Are banks about to dive into the business of cryptocurrencies? Yes and no.

BUSINESS JOURNAL

IBJ.com



"I miss the lightbulb moments in the classroom that you can't replicate online." —Notan Taylor | 28A



having [my father] here, with me, in an urn. I have him here. I can talk to him." —Julie Cranfill I 24A

"The best thing is



"it's a horrible thing to be told to shelter in place if you don't have anyplace to shelter." —Lori Casson | 28A



"It's like we were clinging to a future that seemed apocalyptic." —Kelly Tingle | 24A



"The one thing that was predictable was that ... we were going to be stretched."

-Dr. Caitriona Buckley | 29A

FEAR GRIEF HOPE CHANGE LOSS

The pandemic hit Indiana one year ago, packing an emotional and financial wallop. Read the stories of 11 Hoosiers to see how they have navigated the choppy waters in business, in life and in loss.

PAGES 24A-29A

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30A | Montieth: Making a comeback Athletes have used Indy to start over.

3A | Big companies say no to parties Little corporate entertaining expected during NCAA tourney.

BRONZE: INDIANAPOLIS BUSINESS JOURNAL



CONDOS: Big-dollar buvers coming back to downtown, PAGE 2

JOE CAHILL: Why are corporations so bad at one of their favorite tactics? PAGE 4

CHICAGO BUSINESS CHICAGOBUSINESS.COM | JULY 26, 2021 | \$3.50





This billionaire is **bullish on Chicago**

While other moguls launch themselves into space, Joe Mansueto's focus is closer to home

BY DANNY ECKER

binge-watching stress-baking bread in home more broadly," he says. 'Sound he stopped calling the shots confinement during the early mind and sound body. I think, at the publicly traded compadays of the COVID-19 pandemic, is a great philosophy. You want ny he created, the founder of Joe Mansueto reread Thucydides' to take care of your body, but "History of the Peloponnesian you've got to take care of your

War" to help pass the time.

"We've learned so much from While many people were the Greeks-democracy and aire's second career. TV and what is a good life, and thinking

mind as well."

Four and a half years after

See MANSUETO on Page 21

A \$4.7B firm flies under the radar

But not for long: The old Hewitt, now dubbed Alight, is about to get more visible due to a huge federal deal

BY STEVE DANIELS

For the last 11 years, since Aon acquired Lincolnshire-based Hewitt Associates, there have to asset manager Blackstone in been thousands working away in 2017. New York-based Blackthat northern suburb while their stone then opted to take the employer has churned through

The Hewitt deal never really worked out for Aon, and the global commercial insurance brokerage sold most of Hewitt

See ALIGHT on Page 18

CHICAGO

SILVER:

CRAIN'S

BUSINESS

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Tax changes may be coming Make sure you're ready



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GEN Z BUYERS

New generation enters a hot housing market PAGE 3

THE CONVERSATION: Shyft's Daryl Adams on navigating new challenges. PAGE 26



CRAINSDETROIT.COM | AUGUST 2, 2021





Nonprofit CEO salaries at a premium amid turnover

Luring a new top executive can require organizations to dig deep

BY SHERRI WELCH

Southwest Solutions' new CEO Sean de Four is about 30 years younger than longtime CEO John Van Camp, who led the organization for 37 years before retiring in 2018.

But when de Four joined the Detroit-based nonprofit in March, he tor for talent, which is leading to commanded about the same level more national searches. of pay as Van Camp, with base pay Just shy of \$250,000.

ing higher salaries in what execu-

TOP-PAID NONPROFIT CEOS Pages 8-11

tive search consultants say is a tighter market given a less robust pipeline of leaders, the push for di- chair, Stephanie Miller, re- De Four verse candidates and increasing tired COO of Dearborn noncompetition with the for-profit sec- profit Vista Maria.

Long term, those trends will push the CEO salaries at even the small-

Nonprofit CEOs are command- est human services agencies up

had come from and the challenges we were confronted with financially, we had to have someone who had the expertise right up front," said Southwest's

"We did not have margin for

someone to learn on the job." In the new role, de Four is overseeing one of the region's largest st human services agencies up. and most complex nonprofits that "We knew given where Southwest grew to include mental health sering development and economic development. among other programs. After nearly three

years of turnaround efmanagement, Southwest Solutions broke even last year, reversing

of the candidates and their time in the Hunter Group, a national execu the field as a qualifier for what it tive search firm based in Bloomfield should pay them, Miller said. It Hills. looked at their skill set and the expertise they brought

was available to be considered. He came with everything we needed." "No one on the board quibbled

about the pay." On average, the market rate for forts under interim nonprofit CEOs has increased 15-25 percent during the pandemic, executive search consultants said.

"It's basic economics: Demand is a \$3.9 million loss in higher; supply is lower. That's driving up compensation," said Blaire Southwest did not look at the age Miller, managing partner/owner of

See SALARIES on Page 8



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SUPPLY CHANGE

It's getting harder to get goods from Point A to B — and it's costing more, too. PAGE 3



GOLD: CRAIN'S **DETROIT** BUSINESS

BEST
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Growing up in Montana, Trever Kenket liked fishing at a creek near his house. Eventually, the wildlife disappeared due to chemical effluent from a nearby farm. In reaction, he looked into organic gardening and came upon aquaponics, a chemical-free system in which waste produced by farmed fish supplies nutrients for plants grown hydroponically in greenhouses, which in turn purify the water returned to the fish tanks. He started selling lettuce to restaurants, then moved to Maine and continued to grow the business while at Bowdoin College.

re form in Lisbon and started stagwoods Farm. Today, gweeks to New England's Jurg: England intern, and ferrord tilepta it. Harbon Fish in Horland, Recently, Recided opened a third growthcase and place to being generations upwar to nearly pooloos square foot by neot — and reliking peopler belond by a spouloon Marter Technology limitative grant.

Midwalate: With growing Springworks at Bewelein, did you have sharing help? Travan Kendol! Workshi a commit-ted group of involves and a great local. I've been very intentional ab

ir trind not to get too kin too fast

Springworks Farm

Feunded: 2014

hoking at higger partnerships with small or food someo distributors.

Mik Why do you grow filingle in

Mil: How did you leave how to nex an arguments operation?
The To a certain operat, trial and sense.
We have breakness of ever cycles per MB: What's year output?
N: With our third grandshous

MB: What's read?
THE Wit's always looking for talernal falls to jobe our spars. Ultimately, the governhouses road to be man by people.

MR: If a child were lisking in a error room byting-corte, what weeks they these? IK One thing we do a lot is being adood town. I have showing our sy



payroll or time and attendance during these uncertain times? We're not.

(II) Tires & Fall Institute on California on Springering

PRYROULNELEON 80D-734-6880





BRONZE: MAINEBIZ



Sascha Derl. CEO of bluShift Aerospace, has a lofty vision. He grew up in Maine and earned degrees in physics and electrical engineering In 1999 he coounded altE Store, a Massachusetts solar company that he still runs. His next venture, bluShift, launched in 2014, out of TechPlace at the Brunswick Landing complex. "Both companies were born out of a passion to take science and create technology that benefits humanity and our planet," Deri, a resident of Brunswick, told Mainebia.

Shift team of fewer than a decen have been working to develop a line of 100-friendly con mercial rockets that will shimmed s a naticty of inventournts, including rom the Maine Technology Institute and a crowdfunding campaign, the company has set its sights so becom-ing as "Uber to space."

Mainebiz: What's your timeline for

and your with the learnth of Statless Rogue, rargeting civic and academic researchers and also commercial cus-tomers. We see the strongest growth rean after our launch of Studes Rogue we will launch our orbital rocket, Rod Deserf By 2005 we expect to be lumphing over a hilf a dozen times, both suborbitally and orbitally,

and to be cash-flow positive. MB: Now do you sam up your future vision for bluShift?

ereall payloads and naryosatellites to orbit, there are yast a few player actually lossehing today. None of them offer the unique, dedicated

MB: What are your feelings about that taitase? 50: I full both very excited and fortunate. We have an incredible

opportunity to pourse on a grow ing, niche space launch market while demonstrating to the world that epace transport can be done in a more Earth-exponsible way. The path shead would be entirely dasn ing for me if it wasn't for the trust I have in our roun of highly capable,

MB: What are the pros and cons of being based in Males? 50: Being in Mains means that ral-

"Cape Ganaveral North"? 50: Absolutely — only with better ented individuals who love accorpact but also love Maine now have an option outside of going to Florida, Texas or California. Perhaps the bees, lobstes, lodging and landscape.

mus conside of Maint's "loar F's"
— forestry, farning, fishing and
ferremation. We realise that if we
were located on the West Coust,

access to capital would be easier

on two fronts, both thanks to th no tent from hoth thanks to the Maint Technology Institute, MTI has been by far our greatest issu-tor, not only francoally but also with rage advise and assentance.

MR: What are the biggest beakers losses you've barried as his SNR. he great?

50: Debugsing to the right people at the right people this with my water company. In any case with my water company. In any case with the water through this with my water company. In any case with them, both Debugsing well can only be done if you have well are not a financiar with the period of the period of the period of the period only in the your and many you have a change of seasons where others due to get a financial seasons where others give you.



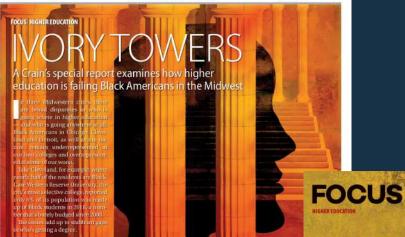
others give up.





CRAINSCLEVELAND.COM | TERRUARY 22, 2021

◆ Union Home Mortgage is expanding Strongsville headquarters, could reach 2,000 total employees in three years, PAGES



REAL ESTATE

Cleveland could require licenses for short-term rentals, public hearings for full-time Airbnbs

City councilmen introduce new legislation to bring more regulation

Cry COU Inferior in model to the registration for Orman jurisdiction for Exploitation.

The Clowdard countition may be used to the late in some on the solution for the clowdard to contribute in the countition of the late to training in the countition of the late to the

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HEALTH CARE

New Medicaid rule e pharmacist reimbur

Measure would allow pharmacists t other services, could improve bond

BY LYDIA COUTRÉ

Though pharmacists are among the most accessible health care processionals, many patients that the health possed to many the medicalion capert who fills their presented to the control of the control of

eating expert was the pre-scriptions.
"If you ask a potient to name their desits, name their physician and mane that pharmacis, it's harder for them—unless they go to an independent pharmacy—to an independent pharmacy—to turne their pharmacis," said Ernest loyd, essentive directors of the Ohio Pharmacists Association.

A new rale from the Ohio De-paranees of Medicald may possible

voked star no. ...

The proposal also would require
the star should be started as the star star point before the Corestand
towns to appear before the Corestand
that started of Zouting Appeals to have
their certain reclassified as Todging

is failing Black Americans in the Midwest FBY AMY MORONA | Houghly 17,500 students enrolled at

For any monorae, I manager, 17,200 students remoters as the finiterinary of Chicago this past fall. Eight humined and twenty right of that group, just 4.7% of its total population, are Black, including Claire Stucklessed.

The 21-year-ridt detailed an experience whose required mod-

How higher education

ing lints from heavily into works by white male authors. There are leaver professors of crains so students instead befriend Black calescia studies's or custodiars for support. It's com-mics, showald, thus the only Black student in a chastourn. "The burden of being a student of culor at a predominantly

white institution is that you're often expected to speak on behalf of your race; she said.

In three Midwestern cities, there are boad disparities in who is gating where in higher charactern—and who is going any-where at all, Black Americans in Obicago, Cleveland and Detroit, as well as the nation, remain underrepresented at our

und, as well as the nation, remain undertripresented as our best colleges and overcipresented a some of our wint. Take Clevekind, for example, where mently ball of city resi-dons are Black. Gase Western Boseres University, the city's most selective college, required only, 6% of its population was made up of Black students in 2018, a number thirt's hardy budged since 2000. The school declined to be inter

the most of land flat places.

The most of land flat places and the land flat places are seen as a flat place and the land flat places are seen as a flat places and the land flat places are flat places are

"WE THINK AROUT IT AS LIKE THE SYSTEM IS EATLING WHEN ACTUALLY THE SYSTEM IS REALLY, REALLY SUCCESSFUL BECAUSE IT WAS DESIGNED TO KEEP THESE PEOPLE OUT.

SILVER: CRAIN'S **CLEVELAND** BUSINESS



UNDER

much of life in Chicago and beyond, but it hasn't stopped the young Chicagoans in our 40 Under 40 class of 2021 from doing great things. They're in new industries— marijuana, cryptocurrency, solar energyand old-line businesses-banking, health logistics. They're running their own firms and also making an impact at corporate giants. Many of this year's honorees are committed to equity at their firms; one abled. They're creative thinkers thinking big, innovating in whatever feld they're in. They're keeping Chicago moving during this tough time. Read on for more. Photography by John R. Boehm



GOLD: CRAIN'S CHICAGO BUSINESS



Martin Suchara

39 | Computational



Michelle Mbekeani

4 FORTY



Jonathan Rudersdorf 39 | Senior vice president, Prologis

Andrea Ellis 361 Chief financial officer, Lime

Kam **Buckner**



Cate Costa 35 | Vice president, JPMorgan Chase

34 I Head of U.S.

BEST
OVERALL
DESIGN:
SMALL
TABLOIDS



Trom using artificial intelligence to predict sales to capitalizing on a sea-food staple, this year's Coastal Entrepreneur Awards winners run the gamut. While vastly different, what the 11 compa nies and organizations do have in common is being chosen by a punel of judges as CEA category winners. Their wins

were based on whether they are entrepreneurial and of those deemed entrepreneurial, which to be financially successful (or impact). Read more about the process and the winners inside this issue

Foll CEA details, page 5

BRONZE: GREATER WILMINGTON BUSINESS **JOURNAL**

GREATER WILMINGTON BUSINESS JOURNAL

UNCW news







Entrepreneurial spirit

CORRIDORS AS IT H eal entreponeurs Girard and Ituacy Newkirk are growing a company in downcows Wilmington

GENESIS BLOCK

and beyond.

The Newkirks opened Georgia
Block last year and are serving more
than 90 entrepreneurs, recall bustheir current hub at 20 Wrights Alv.

et on an even higger goal: to create ignoration overiders in the Port City

GREATER WILMINGTON SINESS JOUR

LiveCAK Bank



On board







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JULY 23, 2015

NASDAQ

JULY 14, 2020

he stock prices of Wilmington's two public fintech companies have followed opposite trajectories. The price of nCino's shares since its remarkable debut last July has slumped somewhat, while Live Oak Bancshares stock now commands the highest prices in its sixyear history on the Nasdaq exchange.

more than \$6 billion, aCina bac nore than twice the value of Live Oak, its former narent, which has a

market cap of about \$2.7 billion. First, let's look at nCino. Just before its Nasdag IPO on July 14, 2020, the banking software company priced its shares at \$31. Those shares were going for nearly three times that by the end of the first day. The price dropped within a couple of days but remained in the \$70-\$90 range for the remainder of 2020. Since the start of 2021, the highs have been in the \$60s with lows around \$50 in mid-May. Since then, however, the share price has inched up steadily back into the

Last November, Motley Fool con tributor Keith Noonan wrote that he considered nCino's stock "oversold." He cited the stock price's dip of 14% in September and further decline

of 11.5% in October following a secondary public offering of mon than 6.7 million shares earlier in the month. He did note, however, that the price was rallying at the time of

In April, Simply Wall Street did a "risk check" on four points as a guide to potential investors. The firm noted that nCino is still unprofitable and not forecast to become profitable





SILVER: DELAWARE BUSINESS TIMES





business champion

Rich Cultural Brew Bolsters Asian Entrepreneurs | Green Strategy

PROFILES Ventures range from said Nobless, effecting to beaues parties the best public or lange consisting the Control of the State of the Control of the State of the Control of the Cont





experiments with hydrogen fuel. By MARK R. MADLER SHEAT

Charl Executive Burron Javanos said the

Phone and EXEAST years #

Westfield Nixes Patios Project

REAL ESTATE: U-turn on \$100 million upgrade in Valencia.

Phone on REAL ESSATE page 4

Acquisition by PureSpectrum

TECHNOLOGY: Market data firm raises \$17 million, makes deal,

By KATHERINE TANGALAKIS-LIPPERT

Photo for HE WHILEST was I









Now accepting nominations for the Valley Mentors Awards.

NOMINATION DEADLINE July 12

GOLD: SAN FERNANDO VALLEY BUSINESS **JOURNAL**

SAN FERNANDO VALLEY BUSINESS JOURNAL

Expansion Plan At Henry Mayo HEALTH CARE: Valencia hospital proposes another patient tower. By AMY STULICK Staff Reporter

Henry Mayo Newhall Hospital in Valencia plans to build an 80-foot, 115,700-square-foot patient tower - its second in two years - but the expansion won't odd any bods to the facility Instead, the hospital plans to move beds from its main building to the new tower and convert the vacated space to other uses.

Please see HEALTH CARE page 4

Coverage Rates Rise in COVID

LIST: Business insurance

Valley studios square off in competition for content and subsc

DEVELOPMENT: City Council nin the project had to do with three somes, a lack of with Three to develop the control of the council of the counc rejects West Village complex.

Wildfire Worries Defeat Project in Calabasas

SAN FERNANDO VALLEY BUSINESS JOURNAL



Hot Special:

IVIII-19 pandenie. IIIOP, owned by Glondak parent cenque

Photograph (CTAR) was a

Compensation Gains in 2020

LIST: Despite pandemic, most Valley CEOs fared better.





Martin Gooper, right, of Gooper Communications in talks about his Hollywood-crearthy-Mil book project.

Antelope Valley Emerges as Housing Hotspot Nutritarnly loads industrial and rates in L.A. County's far north real estate market.





LIVE VIRTUAL AWARDS EVENT

Wednesday June 23, 2021 2:00-3:30PM PST



fuel signature campaign.

By ANDREW FOERCH Staff Reporter

in the San Fernando Vulley want to see Gov. Gavin Newsom lose his job because of policies during the COVID-19 pandemic, particu-Drivers along high-traffic Valley thorough-

overpasses advertising the effort to recall the Democratic governor.

incovernent throughout California comprising residents frustrated that the state isn't allowing them to live and conduct business freely an entire year after the virus' emergence

Please see RETAIL page \$





Role-Playing Games Focus for Card Shop Collectors of Pokemon, Yu-Gi-Oh! and Magic: 1 Gathering can find their favorite rarities in Westia

Fry's Electronics' Legacy of Design Defunct retail chain featured thematic art in stor

Valley locations in Woodland Hills and Burbank,

Now accepting nominat most successful women l

LIVE VIRTUAL AWARDS EVENT +

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16 1031 under fire
The 1031 exchange has
been popular in Maine real
estate deals, but now faces

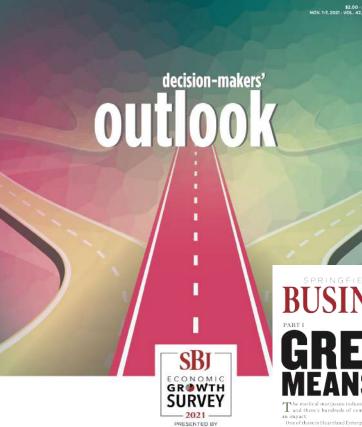












PROSPERITI

SILVER: **SPRINGFIELD** BUSINESS **JOURNAL**

BUSINESS JOURNAL 40 YEARS - YOUR BUSINESS AUTHORITY

The medical marijuana industry is budding in Missouri and there's hundreds of companies wanting to make

Labs. It's a Buffalo-based, family-owned operation that's just started the manufacturing of cannabis-infused products for distribution to dispensaries across the state. Springfield Business Journal is documenting the early





GOLD: WORCESTER BUSINESS JOURNAL



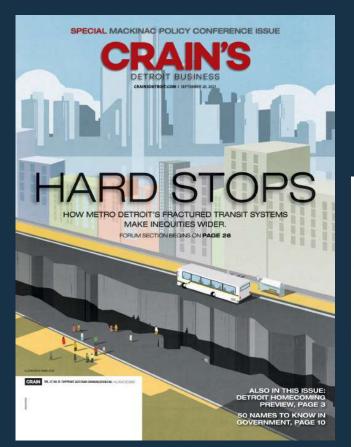


Read the four feature stories

in WBJ's annual Women in Leadership edition starting on Page 6



USTS: TOP INCUBATORS; CO-WORKING PLACES & MAKERSPACES BEST
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TABLOIDS















DMC shutters kidney transplant program





Kirkland & Ellis is on a roll, pandemic or no

BY STRYCK R. STRANGER and overy our



Illinois charges into

electric vehicles

Two assembly plants and a leading research center.

make the state a leading contender in the new industry













Drumroll, please! Meet 40 high-achievers you ought to know now. PAGE 15

NOTABLES have forged post-military







Loyola sits out the hospital merger craze

But as rivals bulk up, the three-hospital group risks losing referrals and bargaining power with insurers

HIGHER ED: Illinois public universities work to close vaccination gap. PAGE3

CHICAGO BUSINESS

CHICAGOBUSINESS.COM | NOVIMBE

Loyola Medicine has reached



For the Blackhawks, an icy road ahead

A damning report shows the human cost of one of the greatest turnarounds in sports business history

sports financhine when he locame chair descriptor of the Chitago Ekiachinwks list year Nove he has to figure out how to thange it. The damning lenter & Block report published the last mount destinated by the county melanciding of secaral seamil allegations against fixes long-neighbor to transfer in fixes long-neighbor gives exist and large of the secaral seamily gives on the secaral seamily gives exist and the secaral seamily gives exist and the secaral seamily gives on the secaral seamily gives exist and the secaral seamily gives a secaral seamily gives exist and the secaral seamily gives give exist and the secaral seamily gives give exist and the secaral seami

SILVER: CRAIN'S CHICAGO BUSINESS







Lefkofsky gets his shot at redemption

bonanza for Exelon mere to Esclen than (Binois' nuclear power ballouts







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Brewer chases a big number at Walgreens New CED aims for double-digit earnings growth.

LOS ANGELES BUSINESS JOURNAL

SPECIAL ISSUE: 50 WEALTHIEST ANGELENOS up 'massive' fortunes

AEROSPACE: Rocket Lab Goes Public

REAL ESTATE: Large Industrial Sales Reyford Industrial acquires eight properties for a total of \$194 million. Page 4





FREE REGISTER TO ATTEND THE LIVE VIRTUAL AWARDS EVENT

2:00 - 3:30m PST

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GOLD: LOS ANGELES BUSINESS **JOURNAL**

Condo Sales Soar in LA

REAL ESTATE: Records set as prices and demand climb

By HANNAH MADANS Shiff Reporter

L.A.'s could market is bearing up.
After a hill early in the pordensic, domand tim
conduct—which are typically cheaper and repaire less marketman than single-family horner
—is increasing through bargains are burdle o come
by anywhere in the increasingly pricey and fronated Lan Angelse real orbite market.

Please nee CONDOS page 28

Skincare Brand Gets a Big Lift

BEAUTY: Walmart picks up Jakks Pacific's C'est Moi line

By MEDIHA DIMARTINO

For some Jakks Pacific Inc. customers, the

lerings.
If they're ofter clean beauty, chances an sey'll run into Jokko' connetics and skinsten Plesor see C'EST MW page 88

Orders Flow in for Mintie

HEALTH CARE: Air cleaning services, units gain popularity

By HOWARD FINE Sigl' Reporter

For most of its 81 years, Azana-based indexi-nit quality, company Muttle has logst a low reven-ture profile, cleaning interior ventilation system and developing and selling indoor air substain units, with occasional basets of activity during conparance quickeries.

LOS ANGELES BUSINESS JOURNAL LAFC Strategy Scores Big Support

CITY

Vinyl Sellers Hard-Pressed for Supply









LIVE VIRTUAL AWARDS EVENT VII labusinessjournal.com/LIL2021

LOS ANGELES BUSINESS JOURNAL



FINANCE: New CEO aids no. nepressures

GoGuardian

Goes Global

TECH: Company airs: to dealth stall, expand user tour

Cathay's Liu Lends a Helping Hand

No Worries for GoodRx

HEALTH CARE: Amazon's

Hotels Fill Up With Locals

TOURISM: Staycations help



LOS ANGELES BUSINESS JOURNAL



















BEST USE OF PHOTOGRAPHY/ILLUSTRATIONS - NEWSPAPERS



BRAINSTORMING of fantasy, artificial intelligence (AI) has become an integral A WORLD OF OPPORTUNITY WHAT EXACTLY IS AI?

food staple, this year's Entrepreneur Awards run the gamut. While by a panel of judges a



WILMINGTON

NEWCOMERS ARE MAR July 16 - August 5, 2021 AREA REAL ESTATE, FL ABILITY TO WORK F

Wi-Bi also helped done sales when have



| Economic Indicators | 3 |
|---------------------|-------|
| Textrology | 4 |
| Hospitality | 5-6 |
| The List | 8 |
| in Profits | |
| Real Estate | 12-13 |
| | |

Taking stock of nCino, Live Oak BY JENNY CALLISON public fintech companies have followed opposite

trajectories. The price of has slumped somewhat, while Live Oak Bancshares

stock now commands the highest prices in its six-year history on the Nasdaq

sefore its Nasdaq IPO on July 14,

NASDAQ

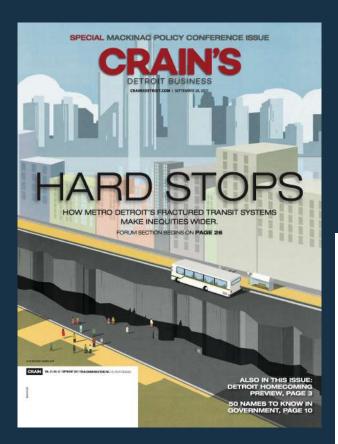
BRONZE: GREATER WILMINGTON **BUSINESS JOURNAL**

GREATER WILMINGTON BUSINESS JOURNAL

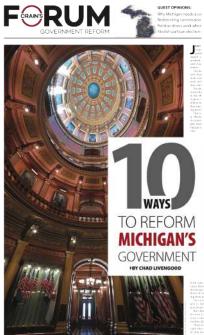


| Technolog | 4 |
|-------------------|-------|
| Hospitality | 54 |
| The List | |
| in Profile | |
| Real Estate | 12-13 |
| Stontress of Life | 18-19 |





SILVER: CRAIN'S **DETROIT BUSINESS**



FORUM

IMSIDE: The views from recolers, environmentalists and legislators. PAGES 16:19

➤ Chad Livengood Bottle law makes other recycling less financially viative. Henrix how to fix that. PAGE 39

➤ Michigan ER doc solves a very Michigan problem with in-home can return; wa machine. PAGE 21



rate is down in the dumps. | BY ERIC FREEDMAN

FORUM

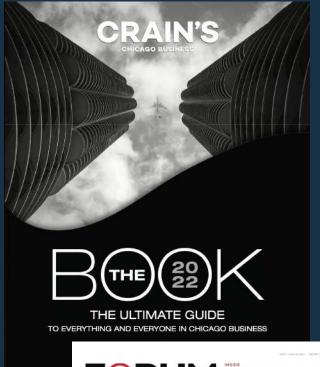


HARD STOPS

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AFTERNOOD SHIFT, THIS
BUS IS NOT COMING, AND
THAT'S THE PROBLEM —
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DRIVERS."







GOLD: CRAIN'S **CHICAGO BUSINESS**



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Florida is front and center in taking tourists to space.

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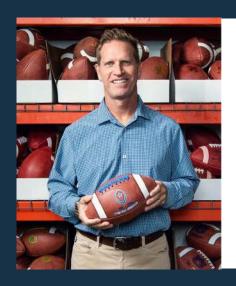






SILVER: INSIGHT ON BUSINESS









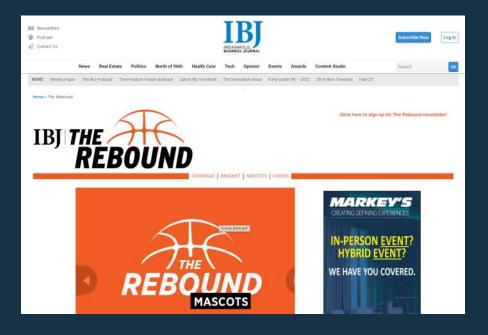
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BEST USE OF MULTIMEDIA



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Lopresti: 20 keeper moments from the NCAA tourney in Indianapolis

Real Estate Politics North of

How to remember the past three weeks in Indianapolis?



Indy hopes to capitalize on tournament successes

Throughout March Madness, tourism and sports leaders entertained dozens of prospective clients, pitching the city as a safe place for those groups to host their own big events.



NCAA Senior Vice President of Basketball Dan Gavitt said the successful tournament held primarily in Indianapolis and exclusively in Indiana could create a late-round model for future tourneys.



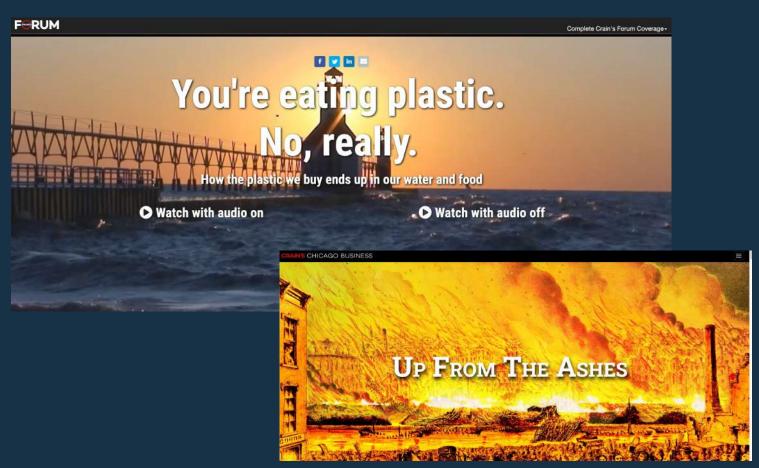
About 17 million view Baylor's championship win over



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Providing access to food, answering a need in

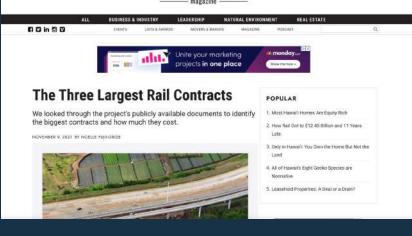
As part of Anthem's mission to improve lives and communities, they're undertaking multiple initiatives to lessen health inequalities and food insecurity across America, Read More,



SILVER: CRAIN'S CHICAGO BUSINESS



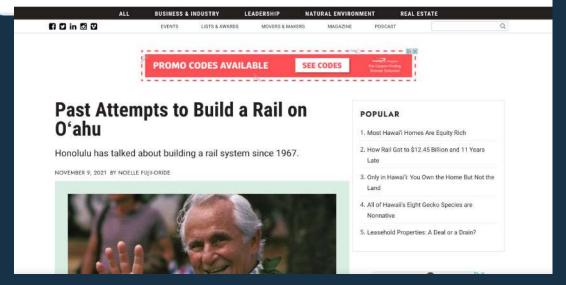




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BEST PODCAST

IBJ's The Freedom Forum with Angela B. Freeman

lome

May 25, 2022

Comments

The Freedom Forum: Karrah Herring, Indiana's chief diversity officer

Karrah Herring, a South Bend native, never had any interest in working in government or politics. But when she heard Gov. Eric Holcomb explain why he wanted to create the state's first Office of Equity, Inclusion & Opportunity—and create a data portal to track diversity issues—she felt a calling to be part of the effort.

Since then, she's traveled the state, talking to businesses and organizations—as well as state agencies—about how to find and retain diverse talent, how to create equitable workplaces and how to invest in inclusion efforts.

"We have to be comfortable challenging ourselves to take this pivotal moment in Indiana's history to change the narrative, to change the faces around the table," Herring told host Angela B. Freeman. "If we say we want to be a premier state, ... we're going to have to make some adjustments so that we can get that talent here."

Herring also explains why she believes the office and her position as chief equity, inclusion and opportunity officer should be codified into state law.





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Business News

A monthly podcast exploring diversity and inclusion efforts within the central Indiana business community. The podcast is sponsored by Cummins Inc.

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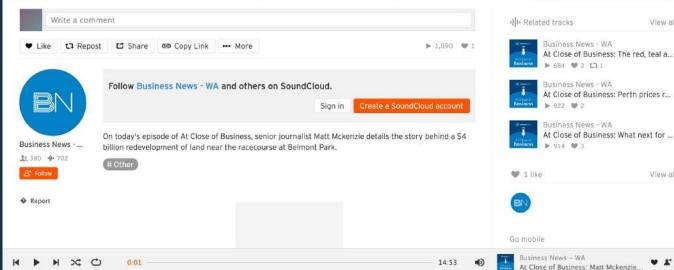
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Business Record

Thursday AM Daily | January 20, 2022



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Trust in Tomorrow:

Top 25 Most Influential Nonprofits in 2022 announced

By Business Record Staff

Variety – the Children's Charity has been voted by Business Record readers as the most influential nonprofit organization in Greater Des Moines.

Variety topped the annual list of the 25 Most Influential Nonprofits that appears in the 2022 Book of Lists.

The online survey of Business Record readers, which was conducted in the summer of 2021, asked participants which nonprofit they believe is the most influential and asked them to pick nine other nonprofits that they also perceived to be influential.

The votes were tallied and IP addresses were analyzed, much as we do for Best of Des Moines, to remove suspicious voting and obvious attempts to fraudulently influence rankings.

The Business Record also released its list of the Top 25 Most Influential Business Leaders. <u>View</u> them here

BRONZE:
DES MOINES
BUSINESS RECORD

View as webpage, click here.

Business Record

Thursday PM Daily | January 20, 2022



What is the most important thing businesses should know about the economy in 2022?

A preview of the Business Record's 2022 Economic Forecast Panel

By Joe Gardyasz | Senior Staff Writer

As lowa businesses endured labor shortages, supply chain disruptions, a resurgence of inflation, unprecedented natural disasters, and of course, the pervasive COVID-19 pandemic, the potential impact on the economy was far from clear at the close of 2021.

As we continue to experience "interesting times," this January's Economic Forecast event promises to be particularly compelling, as our panel of experts share their perspectives and discuss how the economy may fare in 2022.

Panelists will include:

Mike Wolf - global economist, Deloitte Touche Tohmatsu Ltd.

Debi Durham - director, Iowa Economic Development Authority and Iowa Finance Authority.

Brenda Martin - workforce project manager, Center for Industrial Research and Service.

Art Durney - professor of finance, Henry B. Tippie College of Business, University of Iowa







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Friday, January 21, 2022

Compiled byMason King-mking@ibj.com

1. House passes \$1B tax-cut package; fate in Senate

Republicans in the Indiana House passed their \$1 billion individual income and business tax-cut proposal Thursday on a 68-25 partyline vote, sending it to the Senate, where its future is murky. One of the House GOP's signature bills, the measure would cut four separate taxes-individual income, business personal property, salesand the utility receipts tax. Democrats argued the proposed cuts benefit corporations more than people, and that the state should prioritize investing that \$1 billion in other areas, such as funding child care access or paying for public school textbook fees. HB 1002 now heads to the Senate for consideration, where GOP leaders are more hesitant about cutting taxes. IBJ's Emily Ketterer has more.

2.NCAA ratifies new constitution, leading to restructuring

Member schools for the Indianapolis-based NCAA voted to ratify a new, streamlined constitution Thursday-a seismic shift that opens a path to a decentralized approach to governing college sports and hands more power to schools and conferences. The vote was overwhelmingly in favor, 801-195, and was the main order of business at the NCAA's annual convention in Indianapolis.NCAA President Mark Emmert called the new constitution more of a "declaration of independence," applying to more than 1,200 member schools and nearly 500,000 athletes. Each of the association's three divisions will be empowered to govern itself, but the overhaul in Division I is expected to be the most contentious. AP has more.

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Students need a stable home

The lack of a stable home is a



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IBJ Events

Indianapolis Weather

- · Today:Partly cloudy. High 26.
- · Tonight: Mostly clear. Low 11.



SILVER: **INDIANAPOLIS** BUSINESS **JOURNAL**









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Thursday, January 20, 2022

Compiled byMason King-mking@ibj.com

1.Seeing red: Indiana COVID data poir arkansas2.pdf cords In case the numbers were confusing, the color carried the essential message: red. In Indiana's online dashboard for daily COVID data reporting, every county in Indiana was colored red on Wednesday on the state's advisory-level map. Red is the highest level on the four-color map, which means every county is seeing at least 200 new cases week per 100,000 residents and sevenday positivity rate for all tests of 15% or more. Overall, the state reported 16,502 new cases of COVID-19, an increase from 12,126 in Tuesday's report. The count was the second-highest of the pandemic, trailing only Jan. 14th's mark of 16,563. COVID-19related hospitalizations rose from 3,460 on Monday to 3,492 on Tuesday, also the second-highest mark of all time. The health department also reported 118 more COVID-19 deaths, raising the pandemic total to 19.761. IBJ's online team has more.

2.Marion County Prosecutor Mears seeks to retain office

Marion County Prosecutor Ryan Mears, a Democrat, filed his candidacy to retain his office on Wednesday. You'll recall that Republican Cyndi Carrasco, former deputy general counsel for Gov. Eric Holcomb, announced her candidacyfor the position on Tuesday. Mears actually is seeking his first election to the office by popular vote. He served as interim Marion County prosecutor in September 2019 after the position opened up when Terry Currystepped downdue to health concerns. The former chief trial deputy was thenselectedover Tim Moriarty by the Marion County Democratic Party in a vote that October. Some of Mears' accomplishments include launching the state's firstConviction Integrity Unitas well as the creation of ahate crimes hotline. But he also has absorbed criticism on the national level after it was discovered that his officedidn't seek a red flag hearingin 2020 for Brandon Scott Hole, a 19-year-old gunman who killed eight people at a FedEx facility by the Indianapolis airport in April 2021. The Indiana Lawyer has more.

3.Teachers union rallies with opponents of curriculum bill

Representatives from the Indiana State Teachers Association, the largest teachers union in the state, joined a coalition of civil rights. faith and public education groups at the Indiana Statehouse on



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IBJ Events

Indianapolis Weather

- . Today: Windy and partly cloudy. High 26.
- · Tonight: Mostly clear. Low 11.





Lance Turner < lturner@abpg.com

Morning Roundup

1 messa

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Fri, Jan 21, 2022 at 8:16 AM

Arkansas Morning Roundup

Is Your Work
A Best Place To Work?



Never Lose Sleep Ove Cybersecurity Again



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This Morning's Headlines

World Marks FTSE 100 Hang Seng

Nikkel

Bank OZK Reports Record Profits for Q4, Full Year

A record-breaking fourth quarter helped Bank OZK of Little Rock (NASDAQ: OZK) beat Wall Street earnings forecasts and reach a new high in annual profit.

- The bank reported fourth-quarter profit of \$149.8 million, an increase of more than 24% from a year ago
- Earnings were \$1.17 per share, an increase of nearly 26% and a quarterly record
- For the full year, net income was a record \$579 million, nearly doubling the company's profit from 2020

Also: The bank posted record RESG loan originations of \$2.99 billion in the fourth quarter.

CEO George Gleason: "Our strong capital and liquidity, disciplined credit culture and outstanding team have us well positioned for the future."

(Arkansas Business)

Pipe Maker Tenaris Hiring 250 to Boost Production in Northeast Arkansas

European pipe manufacturer **Tenaris** is looking to **hire 250** workers to boost production at its welded mill in northeast Arkansas.

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GOLD: ARKANSAS BUSINESS

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Lance turner < turner@appg.com>

Morning Roundup

1 massage

Arkansas Business <news@send.arkansasbusiness.com>
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To: lturner@abpg.com

Thu, Jan 20, 2022 at 8:43 AM

Arkansas Morning Roundup

Is Your Work
A **Best** Place To Work





This Morning's Headlines

Little Rock Pauses Discount Store Developments to Explore Nutrition Concerns

The Little Rock Board of Directors has approved a resolution to pause development of discount retail stores such as Dollar General, Family Dollar and Dollar Tree for nine months.

- The temporary halt will be used to review whether the stores, which sell a limited selection of packaged foods, are contributing to food deserts in the city
- One store proposed for West 11th Street and Fair Park Boulevard is affected by the measure
- The resolution was sponsored by Ward 3 City Director Kathy Webb

And: The resolution asks the mayor and city manager to examine whether federal grants could help build full-service grocery stores in food deserts.

More: A 2019 report found that the discount stores weren't a byproduct of economic distress in some neighborhoods, they were a cause of it.

Change is coming: Dollar General is in the process of expanding its fresh food offerings. A new \$140 million facility in North Little Rock is part of that plan.

(Arkansas Democrat-Gazette)





World Markets

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BEST SPECIALTY E-NEWSLETTER



Saturday, February 13, 2021

Happy Saturday and welcome to the inaugural issue of Crain's Saturday Extra!

I'm Amy Elliott Bragg, Crain's Detroit Business special projects editor, and I'm excited to brighten up your Saturday mornings with a look back at the week in business news, a glance at the week ahead and no shortage of fun facts — plus the usual roundup of our most-read stories of the week.

This week, some thoughts on the child care line item in Gov. Gretchen Whitmer's budget, an update on the tax debt of Packard Plant owner and heartthrob Fernando Palazuelo and a visit to our archives with a Page 1 story from 22 years ago.

I am eager to hear your thoughts on the Saturday Extra and ideas for future issues, so don't be a stranger!

The big story: A new day for child care



BRONZE: CRAIN'S DETROIT BUSINESS



Saturday, March 06, 2021

The big story: Survey says ... khakis?







Friday, January 7, 2022



Highlight Your Greatest Assets— Your People

Showcase the employees who help make your company a success.

Submit now

A difference of (GOP) opinion

One week into the 2022 legislative session, and Republican leaders in the Indiana House and Senate already are at odds over how to address the most high-profile issues: tax cuts and limits on employer vaccine mandates.

Both are top priorities for House Republicans, who formally announced their 2022 legislative agenda on Thursday. Neither made the Senate GOP's priority list. And while the differences were bubbling up even before the legislative session began, the formal release of written agendas and hard details this week put the contrast in stark black and white.

Senate President Pro Tem **Rodric Bray** said key components of the House agenda aren't top priorities of the Senate GOP because they are "controversial" and "more complicated to work through." But that won't stop House Speaker Todd Huston and his Republican crew from pursuing them.IBJ's Emily Ketterer has the details.



ID Cook

SILVER: INDIANAPOLIS BUSINESS JOURNAL



Friday, January 21, 2022



Highlight Your Greatest Assets— Your People

Showcase the employees who help make your company a success.

Submit now

Throwing shade or sunshine?

Control over the Marion County Sheriff's jail commissary fund is turning into a partisan food fight.

Under Republican-sponsored legislation in the Indiana Senate, Democrat Sheriff **Kerry Forestal** could soon find himself having to ask the City-County Council for approval of every purchase his office makes with the money generated from selling snacks and personal items to inmates.

Sen. Jack E. Sandlin, an Indianapolis Republican and the bill's lead author, said his intent is simply to "bring sunshine" to the sheriff's use of the fund.

Forestal said his office already provides a twice-yearly report on its commissary fund to councilors in the interest of transparency.

He suggested the legislation is retribution for his office's decision to stop transporting arrestees for independent police departments in Beech Grove, Cumberland, Lawrence, Southport and Speedway. That money-saving move was made in response to budget cuts this year in the sheriff's budget.

The bill is another in a long line of examples of Indianapolis Republicans in the GOPdominated Legislature trying to influence matters in Democrat-controlled Indianapolis government.

IBJ's Leslie Bonilla Muñiz has more on Senate Bill 307—which passed out of committee along party lines, but not without some outstate Republican misgivings.

View as webpage, click here.

FEARLESS

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A Business Record Initiative

JANUARY FOCUS: POLITICS AND POLICY | ISSUE 2 OF 5 | 1,10,22

Good morning and happy Monday!

Last November, if you remember, we hosted a virtual panel discussion previewing issues that women will face in 2022. Today, we're publishing <u>five takeaways from that conversation</u>. But if you'd prefer to watch the panel in full, you can do so on YouTube.

We're also running a piece from Business Record Editor Emily Barske, who wrote about how her love for a challenge influences her decisions, including when to say no.

Lastly, nominations for the Business Record's annual Forty Under 40 awards are due this Friday, Jan. 14 at noon. <u>Find more information and nominate</u> someone here.

Have a great week!

- Emily Kestel, Fearless editor

View as webpage, click here.

FEARLESS

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A Business Record Initiative

JANUARY FOCUS: POLITICS AND POLICY | ISSUE 1 OF 5 | 1.3.22

Good morning, happy Monday and Happy New Year!

This week we're running the second part of a series on the child care crisis. <u>Last week we ran part one</u>, which illustrated how a shortage of child care workers and a lack of available slots in the state are affecting other areas of the economy. <u>Part two takes a look at the Governor's Child Care Task Force recommendations</u>.

I purposely wrote these articles in a way that even if you know nothing about child care at all, you'd be able to understand it. They're long pieces, but because of the child care industry's effect on the rest of the rest of the economy, it's worth reading even if you don't have kids.

We're continuing to experiment with a summary story format in case you're strapped for time. Let us know what you think about it.

Lastly, before we dive headfirst into 2022, we'd be remiss not to look back at the historic gains, milestones and achievements of women in 2021. You'll find a non-exhaustive but still impressive list of women's wins near the bottom of the newsletter.

GOLD: DES MOINES BUSINESS RECORD

JOURNALISM

BEST SCOOP: SMALL

SPOTLIGHT: BIOSCIENCE

Middletown targeted for large-scale pharmaceutical campus

BY KATIE TABELIN

MIDDLETOWS — An unknown pumped has you as in believing ground on a rother-million square-floor companies are start was, if well be in fact of sixth side plant measures all facility for Mullettown. Planting documents outstimed to Middlemon and true efficitly the believe proposed 27 de million-orquent foot camps with a least rime buildings and one unlike hat left was would support for inflantation for our unlike million planting to the companies of the sixth s

The planmacortical company has yet to be amounted, as the development is unding in weighting the state and local planning process known as "Plengar Dazapadi". David Fleisher, serior rangging director of Swells, and that his client would manufacture arive planmacortical active ingrudient and eventually package them in a "caid does" found, the na pull.

"This site has really been focused on exposure in world allow the company is as optical in facility in a campur-yiel (arms of all number of years and phases," Fleither sold the Middlerown Planning and part Manager on May 20.



with the promise of more than a

laboratory space to test their products, as well as some manufacturing and packaging operations for sorter and oldproducts. An administration building will also be central to the facility. The company auticipanse employing up to 1,250 comployees when the campus is completely

Early plans starw 3,000 parking spaces, but Fleisher sold planning efficials the expectation is up to 1,500 parking systems so operations will have multiple shifts of employees. The final darge should have the one look more like a modern business park rather than an indestrial facility. Multiflutness has long been on the cise, starting as a nown with around 6,000 people in 2000 but now with a populatine (22),000 But with the boom in house and quartenine, the area has and speciation, the area has and speciation to be a series XX.

and oppositions should begin be early XOA. Phase one has yet to be defined by Pruser Deagonthy, although Fleinker said it in armidposed to include the manufacturing for the active ingredients and the final drug product, the administration building, and the unline plane to ensure that further openings of the surveyed to construct the surveyed.

The plan is or start there at least, build out from their and get into the utilistate campus as business mees dermand," he told Maddletown officials. It's point so be a number of years [for complies build-out] You need the business demand for 1.74 million squan feet, although you could build it fast." *



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GOLD: DELAWARE BUSINESS TIMES



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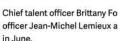








in June.









Shopify chief talent officer Brittany Forsyth, CLO Frasca and CTO Jean-Michel Lemieux leaving Shopify: company memo. H/T to @DavidMSali and @obj_news for the scoop



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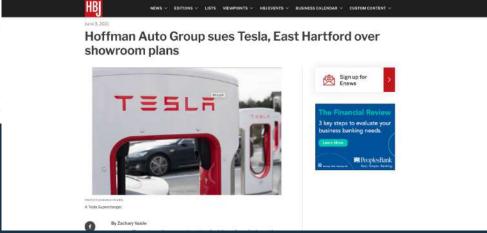
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SILVER: **OTTAWA BUSINESS JOURNAL**

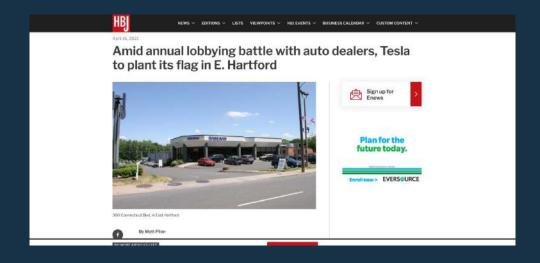
Shopify



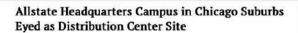




GOLD: HARTFORD BUSINESS JOURNAL



BEST SCOOP: LARGE



Properties Leasing Sales Tenama Protessionals Martets Public Record

Industrial Developer Dermody Properties Negotiates To Buy 186-Acre Campus for More Than \$200 Million



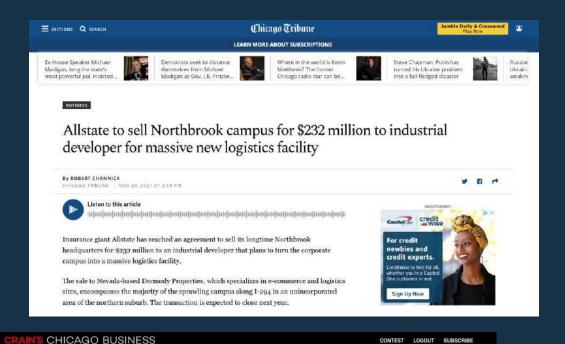
By Ryan Ori CoStar News

November 8, 2021 | 3:21 P.M.

Insurance giant Allstate's headquarters campus in Chicago's suburbs could be headed for a new life as a sprawling distribution center in a high-profile deal that highlights the disruption the pandemic is having on commercial real estate.

Industrial developer Dermody Properties is negotiating to buy the 186-acre campus in Northbrook, Illinois, for more than \$200 million, according to people familiar with the deal.

SILVER: CRAIN'S CHICAGO BUSINESS



NEWS & DATA POLITICS & OPINION LIFESTYLE & DINING REAL ESTATE SPECIAL REPORTS Warehouse developer poised to buy Allstate campus

A Nevada industrial developer is in talks to buy the insurance giant's longtime Northbrook home, likely setting up a major redevelopment of the 186-acre site.

DANNY ECKER Y

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Sheppard Mullin congratulates Crain's Chicago Business 2021 Notable General Counsels

Sheppard Mullin
We had Charita Far (www.adespoodmalin.com)

| 1 | Downers Grove landlord seeks a big cash-out |
|---|--|
| 2 | The 2020s have been |
| | lousy for the downtown condo market |
| 3 | COVID surge may not |
| | deter employees from coming into the office |
| 4 | Look inside a Gold Coast |
| | home for sale after rehab |
| | by a pair of antiques importers |
| 5 | Knowing when to bring in |
| | private equity and |



A week after simmering tensions between Mary Bird

Out Lady of the Lake Regional Medical Center (File photo)

GOLD: **BATON** ROUGE BUSINESS **REPORT**



'It's really, really sad that it had to turn into this'

The ending of the Mary Bird Perkins partnership with Our Lady of the Lake is something few saw coming, or thought would ever happen, but now that it has the Baton Rouge health care market will never be the same, by STEPHANIE RIEGEL

WITH ITS SIX-STORY, red brick OneOncology, there has been a

After nearly a decade of partnering rub elbows at the Baton Rouge to reovide commodules for cancer Country Clab, have been forced EVENTS - Q BECOME AN INSIDER

News alert: Mary Bird Perkins, OLOL to part ways; cancer center finds new out-of-state partner

POLITICS OPINIONS REAL ESTATE NEWSLETTERS - GUIDES -

By Stephanic Riegel - August 18, 2021











Todd Stevens, CEO of Mary Bird Perkins Cancer Center. (File photo)

BEST FEATURE: SMALL

Pandemic threatens hard-fought gains, but offers hope for change



About Her Way

WHY THIS TIME IS



GOLD: CORRIDOR **BUSINESS JOURNAL**

A troubling chapter for women



HER WAY







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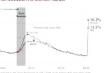


Senior Living

SHE-CESSION



This recession hit women harder





SHE-CESSION





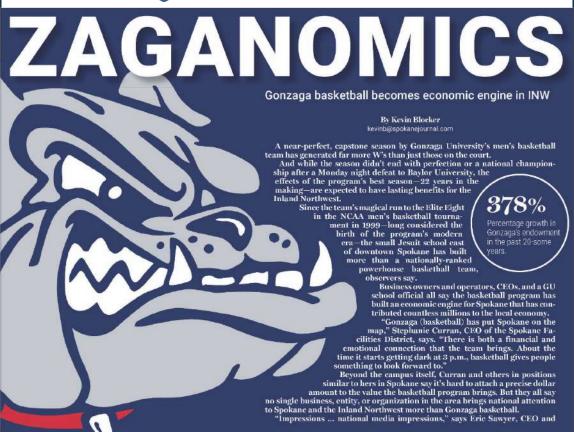
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BEST FEATURE: MEDIUM

JOURNAL Serving Spokane & Kootenal Counties OF BUSINESS



See ZAGS page 12

SILVER: JOURNAL OF BUSINESS

These 6 local companies

thrived in 2020.

GOLD: **BIZ NEW** ORLEANS

THE PAST **YEAR HAS BROUGHT AN ARRAY OF CHALLENGES**

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"IT'S ALMOST LIKE PEOPLE CAM'T GET ENOUGH OF BEANS FOR SOME REASON."

When you talk beams in Louisiana, there's one type that stands high above them all the red beam. And when you talk red beams, you're talking Cornellia Broad red beam by L.H. Hoyward and

high above them dit time red bears. And when you talk in the bears, you will red be also price to taking, contain libraria of when the J. Li Ripsonal and Libraria of the State of the Stat

"VIRTUAL MEETINGS HAVE BEEN A HUGE THING FOR US."

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"OUR VOLUME TRIPLED. OUR COMPANY IS 98 YEARS OLD AND WE HAVE NEVER BEEN AS BUSY AS WE WERE IN THOSE FIRST FEW MONTHS."

BEST FEATURE: LARGE



property in the heart of Baton Rouge. Solutions are plentiful, so why has so little been done to clean it up? STORY BY STEPHANIE RIEGEL . PHOTOGRAPHY BY MARIE CONSTANTIN

beds at some places yet has give mise-derived here for your, at least until a ci-izen activist began making a lot of noise and osking questions.

Owe the post year, plantagrapher Maris Consentin has been engaged in a gran-



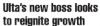




SILVER: **BATON ROUGE BUSINESS REPORT**







Kimbell follows a tough act at a tough time





Ulta's new boss looks to reignite growth

Kimbell follows a tough act at a tough time

YOUR VIEW

on to them? Not so much.

Alistate grabs more customers, but holding

Getting back to the office is

Good Hands' fingers



Kimbell follows a tough act at a tough time



BY STORY CHARGES











BEST PERSONALITY PROFILE: SMALL



Summittee I Cover Stors **DBrief** APTED A BUILDINGS CARGO TRATE GRANES rapids Symbory, the Indicaptile 500 neo-tract the Bishyard 400 NSSCAR year the NIV Indicas Series, and DAS Verdantees. The previous sware, the Hubana Sandy, bad

llockinghorn, and he built California Speedway, now Auto Club

blockinghous, and he belt Gallerius speedum; now Amo-Clab Gallerius in Hamilton, and the belt Gallerius speedum; and supposed so-cieties of the State of the State of the State of the State of and times over 40 kHz year lifetime, shallings on except at 2016 the 2016 American field in 2010, colorest over mismosted of the 2016 American field in 2010, colorest over mismosted of the 2016 American field in 2016 American field in the total large Startly drift for less that the colorest is large any and the state of the 2016 American field in the less complexed by May 2013, when teams and fine were substituted to 2016 December 10 km 2013 American field in the less complexed by May 2013, when teams and fine were substituted to 2016 December 10 km 2013 American field in the complexed by May 2013, when teams and fine were substituted to 2016 December 2016 American field in the 2016 December 2016

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25,000 square feet of new fencing An elevated sixtury later platform so spe

"If he wants something done, he doesn't want to know why it can't be done. He

The wars something done, be desert warm how why the risk who the year which was warmed to be presented in our may write a plan a subment? Bedrame says. Theirige men merchan had not east teams, be understand the shall be read to be readed t

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of lanc.

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81.8 million when he won his fourth holy 500 on May 30.

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"White treating in the mich was locity in joint and admission in the instant that are assessed lines' up Penda, 54.

Lines of it to beatiness, Fendas was as your the initiampolis.

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The analysis to be t

nothing has been announced, but a company spokerman may further improvements for time and refuncements of their experience at the

all frameworks or not re-pected out be expected.

The Fruske journey begon with his birth in Staker Heights, a suborts of Cleveland, in 1917.

nd sold them at a profit. He studied basis etransstation, and in 1919 graduated from Le-high University in Belibblism, Pa., and marted

by 1990, Speets Montraled named him the Sports Car Club of America Driver of the You. Aenong his scomplishments as a driver were 55 e sistories, competing in two Formula i Grand river of the Year by The New Keek Three and The Peacke retired from the cockpit in unit to

Automotive II Cover Story



tenta, and that's exactly have it ovolved," Penake told former NASCAR dev-or Kyla Petry on his Kwa False feature, "Coffee with Kyla" in 1019.

In 1966, Penske made his debut as a pace our owner at the 24 Hours of Dayyona, With his shriver, Mark Honobus, they made their first start in the Indianapolis 500 in 1969. His limit of 16 open wheel comparets of the

the Induspoids AGO in 1988. This list of its quest what compasts of the Bridgied and uncernant in 1992. The print in RNACAM wincess and sixty. This point, the contract of the contract of the contract of the contract of the internal Trajectify, the contract of the contra

Captains current NASCAR then.
"Unoving up in the speet, I always appearisted the terum and Roger in parties-lar," says Blaney, a third-generation meer who joined Team Penske as a 19-year-old In 2012, "I diffu't meet him and I decided to sign with the team. 19-year-oin is 2019. - Amort most time some isomodes to sign with the team. It was poetly instantializing at first, but at the end of the day he's an occurrency kind person with a killer unitted, scenarious, but I think year'se got to have that to be as successful as he's been over the years. "It'd beet growt to get to know him and beem formhim." Havey continues. 'He's

him and more of a pleasure to get to know him as a person. His work ethic is pressy amazing, with all he does at his ago. It's mind-blowing." Team Pendovi entire raiting operation is headquar-creatin; a 424,000 square-foot complex on 105 series to

Moorewille N.C. "Jost walk through the Pensky shop and we have

"You walk through the Peacle shop and see how we will thing are not, opested, and orgation and that's how he can his businesses." Harry says. "It makes you see the bigger picture. Do no wonder why had us-cossible in everything he truthen in the takes that price in every-thing he does — too joor his tooc team, but his desirability and other business ventures."
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The log to Periodo traceous in businesse and in receng, accur-ing to observes, that afforms entired attention to defail. One counsigle in the "tile gap" at the Sean Periode rare shop. "There's a declarated the gap or Periode. Illinory caphains. "The whole rare aborp finer in til. If one give method, lift get-ting faced before the real of the day. A cracked tile looks had and

that's not acreptable."

While meing is Penshe's most visible enterprise, he's also chairman of Penshe Corp. in Bloomfield Township, Penshe Corp.

SILVER: **DBUSINESS**

70 DBUSINESS I SEPTEMBER - DCTOBER 2021



PROFILE

ACORN HUNTER

ENTREPRENEUR RICHARD JOHNSON FINDS HIS LATEST VENTURE AMONG THE LIVE OAKS

STORY & PHOTO

eet Richard Johnson 3.0. The one-time, big-city business titan of HotJobs.com fame has evolved into his latest stage, one he calls "social entrepreneurism."

The first Johnson prototype was a man brimming with innovation, hustle and ill-advised risk. In '99, he mortgaged his home to buy a 30-second Spure Bowl ad for his company, the commercial costing nearly half the site's total annual revenues. The trick paid off; garnering press coverage, driving up HotJoba' notoriety and use, Yahoo bought it two years later for \$458 million.

His second self-iteration involved creating nonprofits, notably founding Masonboro.org in 2009.

Today's Johnson is engulfed in a series of social endeavors, honing in on a specific purpose. He founded, for one, Burgaw Now in 2019, which is infusing select businesses with capital and mentorship in an effort to boost foot traffic in the downtown rural square.

Tucked away off Stag Park Road in Burgaw, Johnson spends most of his business energy at Penderlea Farms, a 500-acre property he initially bought to play around at in 2016 in an auction. It think every kid growing up in Pennsylvania in the middle of nowhere wants a farm," he said. It was a place he could bring his four daughters, skeet

shoot, ride ATVs, host campfires. Before he bought it, the property

Before he bought it, the property was home to the late David Howard's Burgaw Creek Nursery; Johnson made use of the lines of young oaks already there from the old nursery, bought a tree spade and began moving them around the property to his liking, framing a freshly dug pond.

After juggling other crop ideas, it took him two years and 11 months to realize the farm should remain a nursery.

This nursery would be different. A marketing guru, Johnson positioned Penderlee Farms as protagonist to a villain: Floridian Cathedral live oaks, the foremost oak sought by landscapers and nurseries in the region. A genetically altered lineage favored by developers, Cathedrals grow straight up. bred to rid the plant of its parent's gnarling, winding character, according to Johnson. He said he finds the proliferation of genetically altered live oaks in the region "offensive."

"Friends don't let friends buy Florida trees," Penderlea's unofficial tagline goes.

Penderlea live oaks are exclusively grown from local North Carolina native oaks, preferably at least a century old. Johnson has secured agreements with a swath of property owners to stow away acorns from worthy live oaks in the region: Fort Fisher's canopy, Hompstead's George Washington (the chained-off Highway 17 landmark), Wrightsville Beach loop's oaks, the Airlie Oak and its sisters.

While riding the perimeter one Wednesday last month, Johnson pulled an abrupt U-turn, apologized for being obsessive-compulsive and tracked down a worker in the field to make sure branches weren't pruned any higher than about shoulder height. Penderlea trees will be pruned less than industry standard, Johnson said, leaving room for crawling, low-lying branches to flourish.

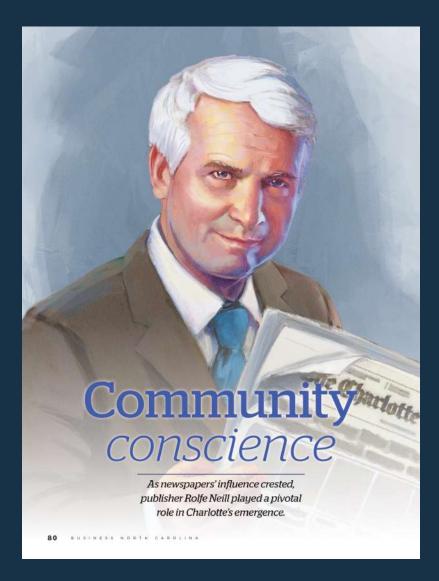
Though he'll still maintain a batch



GOLD: GREATER WILMINGTON BUSINESS JOURNAL

WILMINGTONBIZ MAGAZINE

BEST PERSONALITY PROFILE: MEDIUM



SILVER: **BUSINESS NORTH CAROLINA**

BY RICK THAMES ILLUSTRATION BY BOB KAYGANICH

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Asset Management won own the Dismovand McClascho's 24

owner of American Madis, publisher of the Notional Enquire.
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Love story

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- Rolle Nett

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Neil to McColl and other nove leaders who eventually come to be called simply "The Goops" They metadad First Union (Es) Ed Cantilidekl, Dulie Power GDO Bill Los, and Sermer Mayers



PROFILE

By LAURA NEWPOFF · Photos by ROB HARDIN

Jennifer Williams

Weiland's Market Clintonville

Founded: 1961

In position since: 2011

Age: 54

Employees: 80

Education: Bachelor of Science, journalism,

Community involvement: Vice chair, Ohio Grocurs Association

Getting it done

Jennifer Williams didn't plan to leave a career in marketing to run her father's grocery store with her husband. But their customers are glad she did.

> aturday, Nov. 14, started like any typical day for Jennifer Williams, After her mornine routine of breakfast with two cups of tea, an email and social media check and then a shower, she made the 35-minute trek south from the Morrow County home she shares with her bushand. Scott Rowman, to open the doors to Weiland's Market at 10 a.m.

> That afternoon, as Williams was at the front of the store on a call with a customer who was placing an order for a Thanksgiving meal, she saw a man come in without a mask. For Williams, a staunch proponent of face coverings since the earliest days

6 ColumbusCEO . January 2021



of COVID-19, that was a no-no. As she weaved her way through the Clintonville store to find him in the deli department, she could hear customers pleading with him to put on a mask. There's a sign at the entrance that says face coverings are required for service along with messaging throughout the store that leaves no doubt-the issue is not up for debate. The exchange went like this.

"Sir, you've got to put on a mask," Williams says.

"Miss, you can leave me alone now," the man says.

"No, I'm not going to leave you alone. You put a mask on, or you leave. My husband and I own this store. That's the rule."

He reached for his mask-he had one-and Williams went back to her call. But she knew that wasn't the end of it. When she hung up, she

found him in the liquor department with his mask pulled down below his nose. Her message to him was the same. Yet this time, as she delivered it, he whipped out his phone and took her photo to intimidate her. On his way out he whispered to her, "You would have made a great Nazi."

Williams banned him from the store. A customer who had been behind him in the liquor department told Williams the man had put on a pair of brass knuckles after he took her picture.

Williams is the daughter of John Williams, who co-founded Weiland's Fine Meats in 1961 with George

Turns out, amid COVID-19, for Williams. Bowman and their team. there really aren't days that can be described as "typical" anymore. Four generations of grocers



North High Street and West Besumunt Road. The store later moved to Indianola Avenus and Gerden Road, about 2 miles worth of its current location on Indianola, Her grandlather, Thomas "Harvey" Williams, owned the Williams Food Market on High Street at Weishelmer Boad in the 1850s. And her great-greatfather. Thomas B. Williams, owned geocesy stores in Grandview in the 1920s and

Jaonie Williams gow up un Gelenria, Avenue in Clintonvollo with Gelenria, Avenue in Clintonvollo with for dad, her zunes Ian, a Montresseri educator, and her sister, Jili an obtazator and notice. As kids, when the observe was closed our Sandays, the extense worst in with their dads so he could used to the backs. Chrawapping Common Basses and Funding them stitud on the workernic, Cat weekdays, situal on the workernic, Cat weekdays,

on his way home in the white van he delivered meat in, they'd run over to the intersection of East Schreyer Place and Colemin Avenue to jump in so they could ride with him—flye drive-

ways down. By the time Williams reached the seventh grade at St. Michael School in Worthington, her dad would drop her off in his brown Ford LTD pickup truck that had a large refrigerated meat container on the back. When the kids of school started referring to her so "Jenny in the most truck," she asked her dad to drop her off a little hit

farther away.

During high school in 1602, Wil-liams because the first wormen to work at the stone. While her dail was bestout to have been among an offene cow, Williams fit in quickly. She scarted running the only register in the stors, then worked the mean addit counters, made gift bankets and sayded removing.

nocked grocertee. With that lineage and those forms tive experiences, it might seem like a no-brainer that Williams would carry on the family tradition as a fourthgeneration grocer. That never was the intention, however.

"Dad encouraged me and my sister to get an education so we wouldn't ares to do something that's this band, have to do summitting that's this hard, physically, "Williams soys. There was never a discussion, 'Oh, Jen and fill, do you want to take over the busi-oese? It wasn't that he didn't think we couldn't do it. It was more like, 'Go get an education so you than't have to do the.'"

this."
Williams graduated from Ohio
University in 1989 with 8 B.S. In
Journalists, 36e sentrated to Cadualize
and worshed at Salmardan Novor Palson and Salmardan Novor Palbefore mercing so in linema Communications position at Base One. She
wicked at the company, now [Potter
gan Chone 8 Co., for marry 26 yours for
marketing one communications.
America and Williams' vices president
title.

with heori-valve disease, putting the future of the business to had built into

'I think we can do this.' Bowman grew up in Cleveland, where he worked for a batcher cutting most starting at age 14. He moved to Columbus to study photography with a minor in Russian at Ohio State

University, Unhappy with a job doing dishes in a university caleteria, he set out to find a job cutting mest. Head-6 Even though we've been in business almost 60 years, we can't ever afford to rest on our laurels. Customers have a choice where to shop, and we can't assume they'll choose us.



What's the track for a small, indepen-

ing neeth froze carepus, his first stop was Welland's Fine Meets where be was litted on the sepect. He and femilies tool in the statement of 1905. Their first the old Cartifacts in needs Columbia. They've beam largither were store. Boweaus wends go en to work as a construction of the columbia of the columbia construction of the columbia.

8 Countra(GO + Jensey 207)



"My dail said be couldn't have liams steps, "The only time he over closed the store was on a Saturday for

After John Williams' health out worse. Williams and Bowmen set down and talked about taking over the market. "I think we can do this she told him. "Honey, you have pe roplied. Those who know Williams know

Those who know Williams know here as tough and direct, in deciding to take over the some, ship part il like this Will, If we had to keep on part il like this will, and the second the state of a surgeaus. "The pair took john will liams to dimen in September 2010 at Brown Ballon Kitchen at Polaris. "What do you think IS Second and Lake over the street," she asked her lather. He passed and soid, "OK," and, typical of like generation, that was the end of it.

A local 'springboard'

A local 'springboard'
When pinnis Williams and Inovmen detail at the inview in fall 2013,
Whill and had simply leaves compation of the pinnis of the control of the contraction of the control of the contraction for our action of the conmarked from a control of the contraction for our action of the contraction of the control of the conmarked from a control of the conmarked from the control of the conmarked from the control of the conmarked from the contraction of the control of the conmarked from the contraction of the control of the contraction of the control of the contraction of the conmarked from the leavest of the contraction of the conmarked from the contraction of the conmarked from the contraction of the conmarked from the c



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GOLD: COLUMBUS

BEST PERSONALITY PROFILE: LARGE

A Champion for Women's **Sports**

For Nancy Hogshead-Makar, sports has been an avenue for achievement and a source of healing. Florida schools' non-compliance with Title IX robs other women of those opportunities, she says,

By Amy Martinez

Last spring, as economic uncertainty spread amid the coronavirus pandemic, Nancy Hogshead-Makar feared that colleges would begin cutting women's sports programs. She had reasons for those fears - an Olympic medalist and now an attorney, Hogshead-Makar specializes in Title IX, the gender-equity law that requires schools that accept federal funding to provide equal opportu-

nities to sports for both men and women.

Hogshead-Makar hired a director of operations, a data analyst and three University of Flori da law students to examine annual reports filed by ery college and university with the Departm of Education. The reports, required under the Eq-uity in Athletics Disclosure Act, show how many nen's and women's teams a school has, the number of players on the teams, the amount of money the teams get for things like coaches' salaries and recruiting costs and the amount of scholarship dollars given to men and women.

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photo: Jon M. Flencher

SILVER: FLORIDA TREND

very best athletes

in the world, and

have mattered

had it not been

Olympic gold

medal swimmer

Nancy Hogshead-

for Title IX," says

none of that would

Hogshead-Makar and her researchers looked at reports from more than 2,000 schools and found that 90% of the institutions were not complying with Title IX law. According to their research, the country's colleges and universities would have to add 183,130 more "playing opportunities* - slots on teams - and \$1 billion in scholarships for female

Sports Business

athletes to reach gender parity.

The research indicated that among the major four-year public and private insti-tutions in Florida that have sports programs, Embry-Riddle Aeronautical Uniersity in Daytona Beach was the only school where women do not lag men in terms of opportunities to play, scholarships and treatment. The researchers estimate that for every 100 female college students in Florida, there are 2.9 opportunities to play sports vs. 4.4 for every 100 male students

In June, Hogshead-Makar wrote to more than 40 collegiate athletic conferences about her findings. "We kind of knew that cutting sports was on the horizon, and we wanted to put them on notice that they already were out of com-pliance with Title IX," she says. By the fall, the conferences that replied to her mainly touted their athletic achieve ments. None disputed her numbers - and none made any promises about



Hogshead-Makar's high school swim coach, Randy Reese, says her potential was evident at an

Failing Grade

in 1972, Congress passed Title IX, which requires schools that receive federal funding to provide equal educational opportunities, including sports, to men and women.

Under Title IX, schools can demonstrate gender equality in one of these ways: If attlictic offerings match the percentages of male and female students at the school; if the school is continuously expanding opportunities for women; or if the school can show it's fully meeting the

Last year, Champion Women, a Jacksonville-based non-profit that advocates for girls and women in sports, joined with the California Wornen's Law Center to enelyze data from the Equity in Athletics Disclosure Act, They found that 90% of NCAA institutions — including the vast majority of Florida's four-year public and private colleges — discriminate against women in sports.

holding member-schools accountable to Title IX, she says.

In the 49 years since Congress passed Title IX the number of nomen's collegiate sports opportunities nationwide has grown from fewer than 70,000 in the early 1980s to more than 200,000 today. But that growth has not kept pace with women's increasing enrollment in college relative to men, who also have seen their opportunities to play expand significantly over the years.

The problem, as Hogshead-Makar sees it, is a lack of oversight and enforcement. Female students who believe their college is not complying with Title IX can always sue, but they usually only do so after a program is cut. "Most girls and women don't want to sue their school. They love their school," she says.

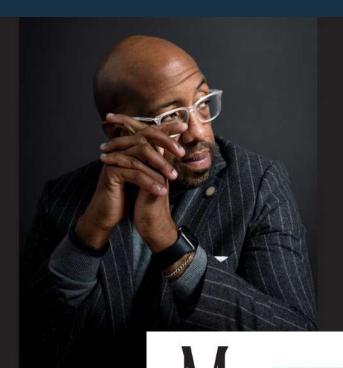
"The NCAA used to require that schools move closer toward compliance. but they stopped doing that in 2010. No matter how hadly a school is complying the NCAA won't do anything," Hogshead-Makar says, "Conferences aren"t doing anything, and the Department of Education isn't doing anything, which means that enforcement is left to 18+ to

The fight for Title IX compliance is a personal one for Hogshead-Makar, who believes her opportunity to compete in college 40 years ago enabled her to reach the 1984 Los Angeles Olympics. "I was one of the very best athletes in the world, and none of that would have mattered had it not been for Title IX. I would not have gotten a college scholarship. I would not have gone on to win in 1984,"

"I'll never forget how important my ahead of me luments that they didn't get

Early promise

Hogsbead-Makar, 58, was born in Iowa City, the middle child of three. Her father was an orthopedic surgeon, her mother a homemaker. Her father's career took the family to Gainesville and then to Jacksonville, where she attended Jacksonville Episcopal High School. (Her father was president of the Cathedral Rehabilitation



story by ZAC CRAIN photography by TREVOR PAULHUS

"Let's Become Something Different"

Michael Sorrell has formed innovative partnerships with some of the biggest names in business to remake education at Paul Quinn College.



GOLD:

D CEO



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"There's nothing easy about leading people you love.... You don't have the luxury of not getting it right."

BEST BODY OF WORK, SINGLE WRITER: SMALL

BUSINESS VOL41-10.5 PEVIEW ONLINE & NHBR.COM



Laconia company eyes the vacuum of space

Rogue Space Systems' orbot' has drawn interest from NASA and the Air Force

BY ADAM DRAPCHO/

THE LACONIA DAILY SUN

A Lacone company is hoping to fill a vacuum and is willing to send a satelite — you might thrirk of it as a Roomba for low-earth orbit— into space to do it. I their plans pan out, the owners of Roque Space Systems espect their venture might make space a little tider and, by extension, a safer place.

One of the two worst days in the history of space exploration occurred on Feb. 1, 2003, when the Space Shuttle Columbia bioke apart as it reentered the Earth's atmosphere, killing all seven astronauts accord and grounding the Space Shuttle program.

Investigators determined that the disastronauts are consistent to the consistency of t

Investigators determined that the disaster was caused by a piece of foam that broke off one of the fuel tanks during ROSUE SPICE SYSTEMS, PIGE 17





Q&A: Unitil CEO Tom Meissner

Your journey to the post-pandemic era

A Londonderry firm innovates through Covid

A NH cartooning institution's career comes to a close, sort of

Mike Marland calls an end to his sharp-eyed editorial work

BY SARA PERESCHINO

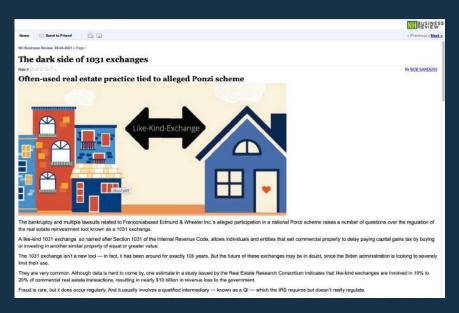
Editor's note: This story was co-published by NH Business Review and inDepthNH org. Mike Marland's career has spanned more than

> by to synthesize complex issues into simple, easily understood illustrations. While the verbiage in his editorial cartoons may have been brief, the fond remembrances of his work by colleasues fellow carbonasts and

After being let go from the Concord Monitor for cast-cut ting measures in 2017, Marians found a home for his editorial cartoons at InDepthNH-con and NH Business Review How ever, he recently announced his would cease that work for the most part, while he retains the

MIKE MARLAND, PA

SILVER: NEW HAMPSHIRE BUSINESS REVIEW







GOLD: **DBUSINESS**

Cover Story Il Venture Capital

WHEN COUID-19 HIT MICHIGAN IN MARCH,

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No code state of the first of the state of the state of the state of the first of the state of t

for return, theoretically, for the venture investors who put money



"HE'RE LOOKING TO ORAMATICALLY GROW THE COMPANIES HE INVEST IN, SO HE BUILD A PLAN TO BUILD UALUE" - BRIAN DEPROVICE

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Venture Capital II Cover Story

OH VENTURES + DETROIT FOCUS: AUTOMOTIVE ASSETS UNDER MANAGEMENT, NA.

BEST BODY OF WORK, SINGLE WRITER:

Saving the day

Developers breathe new life into tired shopping mall properties

by Rich Griset

nunning from police, an unremarkable bad guy with sandy hair suddenly Head guy with sandy man on sure of grabs a little girl and dangles the young hostage from the third floor of a mall arrium

As a gaggle of nonplused bad guys decked out in 80s pastels and John Oates mustaches look on, the skylight above shatters. It's Wonder Woman, swooping into the some on her golden Lasso of Truth) She saves the girl and makes quick work of the baddies, notably throwing one through a giant gimmick marching drum emblazoned with the "Virginia is for Lovers" logo.

The scene, filmed at Alexandria's defunct Landmark Mall in 2018, is from Wonder Woman 1984," a December 2020 superhero movie that re-creates the era of Jazzencize, Members Only tackers and side ponytails. Though CGI can accomplish most anything these days. the filmmakers behind this feminist slugfest were pleased to make use of the Landmark, which was built in 1965 and operational until 2017.

The sad reality, though, is that not all malls can be repurposed as movie sets. Even before the pandemic hit and online shopping exploded, the so-called "retail spocalypse" caused by the prominence of Amazon.com Inc. and other online merchants had caused many retailers to go the way of Waldenbooks.



However, developers are beginning to see opportunities in aging shopping mall properties, either in redeveloping the spaces as multiuse projects combi residential, office, entertainment and dining or converting them into something else entirely. Across Virginia, mall properties are being redeveloped to include apartments, sports venues, a medical campus, a casino, and, just asaube, a massive entertainment arena.

That's entertainment

Robert Gibbs, a Michigan-based urban planner who specializes in repurposing mall properties, paints a bleak portrait of the future for brick-and-morear retail. Citing reports from Credit Suisse and others, be predicts 50% to 60% of the nation's current stock of regional malls will

be shuttered by 2026. Larger strip malls with big box anchors will go away even faster. Strip malls anchored by grocery stores! Their numbers will be cut in half as more people move online to buy groceries. forecasts Gibbs, who specializes in repurposing mall properties as an urban planner and managing principal of the Gibbs Planning Group. Seill, Gibbs says there's hope in

property renewal. Malls are generally set on large plots of contiguous land that are well-connected to highways and other popular thoroughfares.

There is a lot of money to be made in repurposing these malls, and it's starting to be known," says Gibbs, who worked during the 80s as director of planning for Michigan-based Taubman Co., one of the largest mall owners in the country.

Photo courtesy Warner Bros. Picture

Some properties, like the shuttered Bristol Mall, are being redeveloped into ntertainment venues.

In November, voters in Bristol, Virginia, approved a plan to build a \$400 million sino at the former mall. The Hard Rock Hotel & Casino Bristol is expected to create about 2,000 jobs and generate \$130 million in revenue and \$35 million in taxes annually,

Opened in 1976, the 550,000-squareoot mall shuttered for a second and final time on Aug. 31, 2017, after its last

remaining store closed.
"The Bristol Mall for many years was kind of the heartbeat of the community. Like a lot of malls, unfortunately, it faced an economic decline and ultimately had to close," says Andy Poarch, chief operating officer of Richmond-based Alliance Group, a lobbying and public relations firm. While extensive interior remodeling will take place, Poarch says, the plan is to seroal the mall into the casino. "The bones of the mall are going to be left intact."

Local investors Jim McGlothlin and Clyde Stacy hope to open the Hard Rock Bristol casino resort by the end of 2022.

Mall makeovers

Rob Hargett, a principal and co-founder of Richmond-based development group The Rebkee Co., is at the center of two

major mall redevelopments underway in Henrico County that aim to replace former retail properties with sports and entertain-

Regency Square, which opened in 1975 as Central Virginia's premier indoor mall, is undergoing a conversion to a mixed-use development. Rebkee is reducing Regency's retail footprint and adding restaurants, aparements, offices and entertainment venues. New shops and restaurants have been added since Rebkee and Thallhimer Realty Partners purchased Regency Square in Followers 2017 for \$13.1 million and more additions are in the works, including a swimming facility and a trampoline rk. Already. Hargett says, Rebkoe and Thalhimer have invested \$125 million in the project, including purchasing the mall's former JCPenney store for \$3.1 million

"It could easily be another \$125 to \$150 [million] in the next three years, Hargett says, adding that some of the lessons he's learned with Regency Square are helping him with the redevelopment of Virginia Center Commons, a sprawling indoor mall that opened in 1991 in Henrico near the border with Hanover County.

Where the Regency project is an adaptive reuse, Virginia Center Commons' redevelopment is more of a teardown. Hargett says. Jointhuid on p. 46]

All new development at Virginia

Henrico County Spores & Event Center. a 4,500-sear facility that can be used for

vents such as sports competitions, small

encerts or church services. The Virginia

likely be completed in the next three or four years and also will include a hotel built by

In Norfolk, the city government is

teking bids to redevelop Military Circle

fall — which entered foreclosure and lost

anchor tenants in 2015 — into a walls

ble, live-work-play development. The city

Amone those pitchine to redevelor

enter Commons rodevelopment will

Chester based Shamin Horels

rower last June for \$13.4 million

enter Commons will take place over the

sall's existing footpeint. That includes the



Commercial Real Estate

groups competing to take on the 73-acre roject are companies specializing in designing or operating major arenas, and their plans include large-scale sporting

Development Authority says that while ment pieches, Virginia and Hampton Roads specifically lacks a world-class arena, and Military Circle is a superthe interchange of Interstates 64 and 264."The center of the region is where

ne property are Grammy-winning mu on and Virginia Beach naries Pharrell Williams and Virginia Beach developer Bruce Thompson. Three of the four

Jared Chalk, Norfolk's director of economic development and executive director of the Norfolk Economic an arena wasn't required in the redevelop regional location," noting that it sits near

Military Circle is."
Military Circle proposals are due to the city by May 14, and the city will likely select a redevelopment proposal before government purchased the mall property and the adjacent former Double Free Hotel

Additionally, the city is already begin ning to envision the future of the struggling MacArthur Center downtown mall.

Norfolk has laid out three possibilities for redeveloping the 22-year-old, 140-store mall to ensure its future viability; options include complete demolition, conver part of the property into office space and creating a podestrian-friendly promenade with mixed-use buildings.

Scrapes and bandages Though Alexandria's Landmark Mall

recently cosplayed as its younger self for "Wonder Woman 1984," its future will take place behind a stethoscope. Local real estate development firm Foulger-Pratt is partnering with Texas-The Howard Hughes Corp. and New Yorkbased Seritage Growth Properties to redevelop the 52-acre site into a 4-million-square-foot, mixed-use walkable community chored by a \$1 billion replacement for the conduted Inova Alexandria Flostsital. Brigg Bunker, chief operating officer and naging partner at Foulger-Pratt, says





Developer Rob Hargett al The Rebises Co. is redevelaping Regency Square Mall in Henrico County into a misrod-ase alth apartmenta, effices, restaurants and a reduced retail hodprint.

Arkansas **Business**

Building Permits

Homebound by COVID, Arkansans sought to improve and upgrade. [PI2]

Editorial: Pass the Bill

Arkansas Austress endorses hate crimes hill [PIR]

63 H. R. S. JANUARY 18-24, 2021 51,50

SPOTLIGHT: Banking & Finance



The List [PI5] Largest Mortgage Lenders in Arkansa Whispers [P3] A Future Full of Beans

ABPG

Simmons Battles Encore Bank

The National Control of the Control

Who Knew? 2020 Rocks Home Loans Amid COVID

By George Waldon

SPOTLIGHT: Banking & Finance



Simmons-Encore: Banks feud over employees who

ioined other side

"We are certainly a private boutique bank. and we are going to be into a large community

Arkansas **Business**

B-I-N-G-O

Pandemic takes toil on operators of games [P9]

Energy Beat

Monthly column covering the state's energy industry debuts this week. [F16]

Executive O&A With Lori Flees

The State's Top Lottery Retailers

ABPG



Arkansas Business

Three Rivers place in Biden's budget. [P11]

OR THE MELTI FULLY 5-11, 2021 \$1.50 Gunplay,

> Lawyers, Charges Of Greed By Mark Friedman

> > (Editor's Note: This is the

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A \$349 million project to protect the McClellan-Kerr system has a

We wanted the lead of the lead

sion Founder Accused of Abuse



Steve Frisbee and Serve Frisbee and Michael Hill, engineers with ARDOT, say the fix of the 1-40 bridge at Memphis will be a long-term repair. [P26]

The List [P14-17] Highway Projects, Subcontractors Whispers [P3] More questions in Holliday case

ABPG



SPOTLIGHT: Infrastructure

Darkness Revisited

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Athenase in the form of rainer failing those,
Outs, killed between 111 and 200 Texans,
according to puttie andry agariest, includ-

Celebrate the 50 Best Places to Work in Arkansas! [P5]



motivation for actions by the fefferion County coroner, and The presiding judge's

Arkansans review Texas grid failure, feeling 'blessed'

By his bissue

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GOLD: **ARKANSAS BUSINESS**

BEST BODY OF WORK, SINGLE WRITER:

LARGE

CHINA SYNDROME

The Chinese government calls it 'talent recruitment' - paying U.S. researchers,

including several in Florida, to hand over work funded by American taxpayers.

By Amy Keller

In December 2018, at a Philips HealthWorks program for startup businesses in the field of ar-tificial intelligence, Lin Yang introduced himself as the CBO of Deep Informatics, a Chinese company "focused on applying AI to pathology." He

explained how Chine's shortage of pathologists

— the country has roughly one pathologist for every 754,000 patients - contributes to *much every 744,000 paneits — contributes to "much lower" cancer survival rates compared to the United States. Vang spoke about how his com-pany aimed to help solve the problem with an automated, image-reading tool called D-Path AL

Yang said his "intelligent" platform could ana-lyze a biopsy slide and diagnose a range of cancers (including cervical cancer, bladder cancer and prostate cancer) within five to 10 seconds with 98% accuracy, and he noted the market for such technology was "big" - anticipated to reach \$31 billion by 2036. "This is one of the reasons Deep Informatics is really focused on applying Al to solve this big challenge because there is no

76 HUNE 2021 FLORIDATECHD COM

otified by the ational Institu

the five-minute presentation, which Philips Ven-tures posted on YouTube. UF officials have said they were unaware of the professor's extracur-ricular activities until January 2019, when they received a letter from the National Institutes of Health alerting them to the possibility that Yang and another UF researcher might be involved in a 'foreign talent program' in China.

The programs, which have come under U.S. government scrutiny over the past several years, typically provide salaries, research funding and other incentives to lure foreign-trained scientists into academic and research partnerships with Chinese institutions. The federal government says the programs are part of the Chinese government's economic espionage activities - essentially, that China is targeting and bribing academics to get ac-

increase the number of pathologists," Yang said.

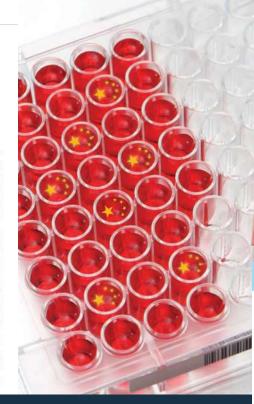
Yang appears not to have mentioned his day job as a biomedical engineering professor and

researcher at the University of Florida during

cess to technology and taxpayer-funded research. Although few researchers have been prosecuted for actual spying, a growing number are being charged with engaging in fraud by con-cealing their affiliations with the programs on applications for federal grants and on university conflict-of-interest forms, and by lying to federal investigators about their activities. Several have en charged for failing to disclose income from calent programs to the Internal Revenue Service

A grand jury indictment of UFs Yang that was unsealed in February made similar allegations that Yang had fraudulently obtained a \$1.75-mil-lion NIH grant by concealing his ties to Deep Informatics and his involvement in a Thousand Talents program connected with Northwestern

phones OF left. Ten Blan Vental Deservoires rups



Higher Ed: China Connection

Polytechnical University in Xi'an, China, "The Intycettment threeasty in Xean, China. The incorpus diallars that funded Yang's research were intended to benefit the health and well-being of U.S. citizons. But our indictment allegas that Yang engaged in axts of deliberate deception so that he could also further the research of the Chinese Communist government and advance his own business interests," U.S. Atturney Law-rence Keefs for the Northern District of Florida said when the charges against Yang were made

public in February.
Yang, who left the country and appears to be working in China, sort the only Florida research-er who's been swept up in the crackdown on scientists with secret ties to China. Three other faculty members at the University of Florida faculty members at the University of Pietrical lest their jobs after allegedly failing to disclose their participation in Chinese talent programs, and four faculty members at the University of Central Florida left the school (one was fired and three resigned) under similar ci according to sestimory by school officials to the

Legislature. Menawhile, in December 2019, H. Lee Mof-Armswrite, in December 2019, H. Lee Mor-fitt Cancer Center in Tampa asked its president and CEO, Alan List, and five other research-ers to resign after an internal investigation concluded they'd violated conflict of interest policies as they participated in China's Thou sand Talents program.

'Non-traditional collectors'

While China is believed to have operated more than 200 salent recruitment plans, the Thousand Talents program it launched in 2008 was its most ambition, according to a 2000 report by the Scrarch Household Security and Government Affair. Committee: The piles mised no recruit 2000 "high-quality sections, englesters, on-2000 "high-quality sections, englesters, on-10 years and help reverse a brain drain of taken aping reverses. It amproach these pine, his con-ging reverses. It amproach these pine, his con-grain persons. It amproach the section has ping a resport in the Colon Softly revenges: A community buy in able to exert Neering-tee Colonia and the Colonia of the Colonia Committee Softly in 2010 to cert Neering-tic Line III participants through Sagilly Mid-technology to Colin. In occlusing the state throughing to Chine. In occlusing the size through the Chine. ambitious, according to a 2019 report by the

technology to China. In exchange for salaries titles and other inducements, participants have titles and other inducements, participants have been required to set up 'shadow labs in China,' to author publications based on their work in China and, in some cases, to hire or aportore Chinases audents from specific programs to work in their U.S.-bosed labs on federally funded research. In

How China Targets Tech

- . The Chinese gov weearth in the U.S. funded by U.S. governmen
- The government often through a program like Thousand Talents establishes relationship with U.S. researchers.
- U.S. researchers receive money from the Chinese program or from woother organization — a university or the government — while still receiving tanking from U.S. government agencies.
- In some cases, the U.S. researcher becomes a bunder of a China based firm, providing additional income along with payments from other Chinese entit



at least one instance, Senate investigators sold, the technique 'allowed a professor to pass shad-use research, and petentially export committed research, to China via the visiting students and scholars without having to physically leave the United Strees.

The Federal Bureau of Investigation was slow

to act. While the FBI's strategic partnership unit, which fosters relationships with the business and academic community, issued an unclassified and audientic community, based in unclassified before more in 2014 wrating that Chinese cal-ear preprints "pase a netions threat to US beatment and the contract of the contra

Petruary 2018 and delivered a stark assessment of the threat of Clinia targeting professors, sci-cerists and students as "non-traditional collec-tors" of information. We see it is almost every field office that the Fils has around the country— across basically every discipline; Wrng said. NH officials who bushed into the issue were

aghast. In one case, an NIH peer reviewer e-mailed confidential anfunded research proe-mained constituental transactor research pro-posals to associates in China. Staff also found numerous instances of NIH-funded researchers listed in publications as professors at universities in China when the NIH had no records of such

SILVER: FLORIDA **TREND**



property in the heart of Baton Rouge. Solutions are plentiful, so why has so little been done to clean it up? STORY BY STEPHANIE RIEGEL . PHOTOGRAPHY BY MARIE CONSTANTIN







GOLD: **BATON ROUGE** BUSINESS REPORT

BEST RECURRING FEATURE: SMALL

BUSINESS OF LIFE

TRU Colors gets ready to start brewing

sect, after a delay in the operation Umpline due to the COVID-19

Soon TRU Colors, a for-mula Soon 100 Colors, a ke-printi company that hires Winington gang members to develop their leadership skills and promote their personal and professional growth, will start train-ing employees next month to help mains browery operation.

We're in the phase right now where a lot of the equipment is starting to show up ... It's starti really look like a breeery," said Bries Faivre, vice president of brewery

apervise 15 to 2) gang members. This summer, the company is shi-

taken an interest in stopping local, gang violence, works with a small TRU Colors to employ about 65 per ple and to certift the new facility with pace, a daycare and a gym. About 50 of TRU Colors cro-

About Mul 1800 Cotter em-doyees are local gang members or mobod in the gang community, invier said.

Much work as left on finalizing

construction on various parts of the TRU Colors building. The company this year moved from under the roof of Untappd-beer technology business started by the Taylor family - and into its ere building at 715 Greenfield St. armedy the old Contage Mills aid which was murchased by TRU Colors

"We're really close to finalizing a tecipe," Faivre said. "Press, director it of the small-scale test brews and t has some through a few iteration right now is your classic American emine and krosing will also



ctor of content and production. Esten to Brian Folice, vice president of brewery operations, talk about TRU Colors' bre mé equipment.

Taylor took an interest in the

rayor took an interest is the local gang issue following the cirrie-by, gang-related shocking death of 10-year-old Shane Simpson in 2015, It was the entablest of Taylor's efforts to learn more about the local gang community and to help solve the greater issues behind gang violena migh a private business. TRU

Colors started in 2018.

"Our key pool as an organization is to stop street violence and unite communities. At the highest level, everything we do should be able to get fied back to those two goals. And in particular the first one. Our goal is to save liven," Englar said.

There are a variety of ways TRU Colors works on this mission, in chiding with the curriculum

60-day boot camp, and stang more bers are paid \$30,000 a year plus full When they fluish the morrum

me interns and their minnes

oin one of the teams at TRU Colors.

in there. And upon becoming a TRU Colors employee, there are also stock options available. The money matters. In the be-

The money matters. In the be-ginning, for a lot of gays, that's the thing that brings them here is the mosey. What we see over time is the mission." Taylor said. "Their own personal and professional growth is what keeps them here and weeps them receive."

inoving."

In addition, the company proending media and music and video

The 34,000-square-foot brower The 54/300-square-tool between section of TRU Colors' headquar-ters, once complete, will include 19 fermentation tanks and a six-vessel 55-barrel browhouse. Running on to the Trust of the section of t is expected to produce about 1.3 m

lion cass equivalents a year, he said

sex it to, that just brings more jobs the community, which is a great hing," Paivre said, "The mission of TRU Colors is really what drove me to be a part of this.

The company plans to appeared a The company plans to announce a major strategic particer in the distri-bution agena fater this mouth. Among other goals, TRU Codors also plans to reach about 110 to 120 employees by 2022 to meet its hiring needs. Taylor said.

The interactions that people have with TRU Colors and its employee almost always change percentions, he

we hope that people see is that these and they need an economical solu tion, which moves entrepreneurs by is probably best suited to solve thes major social problems much better than the sourcement.

SILVER: **GREATER** WILMINGTON **BUSINESS JOURNAL**

BUSINESS OF LIFE

Couple finds right Thyme for restaurant

ing and food track businesses. Now they are ready for their next vesture restaurant initially, but I did the fo truck first and saw I'm taking the

out step."
The Scotts began their formy into The Sooth began that formy tree-be restaurant basiness by working or others: Phallin Soott was a rook or Eddle Bornanelli's Restaurant in Leland, and Corry Soott worked or New Histower Regional Medical Enter's cafeteria.

When the two decided to go out of their own, they dearned about the lowneader of business concreship the

estrictions put a hold on corpor nd private gatherings.

Undeterred, the Scotia Social

on their food truck business. The purked their food truck in area neighborhoods as well as at large ike many other food trucks du have a following that is spread throughout Brunovick, New Hanover and Pender counties It was that success that impelled

their clientels, according to Corey

Wilmington to say, "I've got to hit. this spot," he said.

sites they felt would work for their

restaurant, there was really no debate about the choice. The Scotts beight the property on which Boory's Soul

the powerty on with Boarty 5 Stell. Food was situated at 191 Carel 84. Last sell as its surrounding low. Last sell as its surrounding low. White the sell of the sell of the sell of the lower of Boarty's and Corey South "We give so on the south side of Whitespan W. How on reasonar data lower production of the sell of the lower production of the lower production of the lower production of lower production of Lower production of Lower production of the lower production of the lower production of lower production of

The new restaurant, however, will nko feature new specials.
"I hear people talking on Face-book, soying they want something people living in them.
"It's a menter of people putting aside their differences and coming

Securing success: Coney and Phalin Scott of Dn Thyree Catening are expanding their business by opening their own rearest on Castle Street.

Don't ask him to get more specific than that on new dishes he'll be serving. Concy Scott said ideas for new dishes often pop up the seek before

(910) 117-5828

lot of people willing to get out and teach others the business of usocced leg in besitess, we won't get far. We businesses," he said.

tight, Condy Soul sead ideas for sele-ted the selection of the selection of the selection of the least plant of the other mean. While the couple hand completed favor plant of the skel fore, skey dear plant of the skel fore, skey de-tail of the selection of the selection of the selection of the outlier seating. They also sent to see the admitted repair to community are the admitted repair to community are the selection of the sheller study as determined for heading study as demonstrated of the selection of the sheller study and the selection of the sheller study as the study and the selection of the sheller study as the study and the selection of the shell selection of the study and the selection of the select inspire other minorities to halld the

Wilnington," be said, "When I sue cood, it shows others that anybody an get anything done if they p



we a distinctive food track vibe, One of the Chrone Gnome's rep-ular stops is at End of Days Distill-rry on Cautle Street in Wilmington.

BY JENNY CALLISON

Business developer and president Wilmington's Downtown Busi-

ness Alliance Terry Espy said that food trucks used to be an affordable way for a chef or restaurateur to

the way toward a bricks-and

out their own food tracks as a way

Food trucks truly have saved a

to survive COVID-19 limitation

number of notaurants," she said. The concept is simple: When

people who can eat at your restau-rant, take your food to where the

Groene, as a way of posterious

find of Days features "all that there is" in the way of food tracks, according to founder and co-owner Beth Finderer, who mided, "Hos-0 more. We've had great experience eith all of them."
"Cheesesmidt is probably the

"Cheeseanidh is probably the houses track in towa," she said.
"They offer nece adult grilled cheese send-wiches, like with brie and traffiles. Wirrsywood is pratty but in well. New to troon is Asian fusion that New So, it is been fairly well received.
"I'm impressed with anyons who is looking outside the box, and I feel food tracks are dring that," Faniling continued.

BUSINESS OF LIFE

rather than just week items. He quality of the food has been good Open Tech, which developed web-based application Food Truck Track getting in on food tracks."

These days, the range of venues last fall, he keeps app users posted on the whereabouts and schedules of sen neighborhoods, Lobster Dear food truck has brought to fare to General demand for food tracks New Hanever Regional Medical Center offices in Leland as well as

noveral operment complexes and HOA-governed neighborhoods. "With COVID costructions they ant roughing out to food trucks more, to be able to offer restainant fixed without [nesidents] having to go out," said franchine owner John Sattle.

Feed trucks have found success

"At Plaing Machine Brewing Co-for example, you cain't get a seal if you don't get there right when a track stores up." he said. Carrest COVID-19 contegions havel said bries water temperature may have relaced demand some-what, Commisse said, but he pro-dicts that enthorases the food track experience will enthus even when the commission in the later of the despite dealing with problems take ent in the bestress. Settle said his biggest obttacle was finding control any kitchen space. That's true for other mobile purveyors who do no who creed generator benaledowns i

is marketing. Cornelian said these small operations are necessarily focused on their day-to-day oper

vebrites and Facebook pages.
The difficulty in following the movements of favorite food truck or even just finding a nearby Soo insck at lanchtime - inspired the staff of Wide Open Tech to launch

staff of Wide Open Fech to launch. Food Truck Truck, "It's his or rules to find that infor-nation," Correlins said in an inser-tion in Dearnthe, "It's not all in-ne place, and senteriness fit not up to date. Write trying to make it easy for the track content, the sense content We update the information and let-penple know what spong on.

In the C-Suite: Dr. David Tam

Beebe Healthcare President & CEO

of affining retriese flocking to constal critics and sect-enconorcially businessed populations substitute the country's mail owner, he saw a purpose for the work. "That obparity really appeaded to me, and dura's one of the material with Lawassight to come here," he scal. Tam unriend in Lawassight as the COVID-19 positions service that bitted States, starting his rule When he was serving as a chief operating offices at Frazer, the health insurance prospons for the U.S. military, he successfully helped lobby Congress to extend Medicant snd Tricare coverage to orphan diseases. He later served in executive soles or Polsonar Pleafla and Providence Health & Services in California as well, overseeing the construction of an coronaries outbreaks at noultry plants, coasts sect, oversecing the construction at an \$550 million keeptral in shat time, As his responsibilities grow, or two did the scope of the operation and the bareaucray though. "I really didn't have the ability oreinness outbresse at positry plants, coa-cities and other areas, knowing that failure to stem its tide could lead to a womening crisis. He believes that suspense, and the educational campaigns in the Innotine, have helped build closer relationships to stally shape the course of what with the patients and communities that was horseours in the community. was happening in the community-because I was working for this very large health system. I've always believed that health care is best when community-focused," actor serves. "Yes, it's good to be a pert of a bag community, was have to have a focus on the community and be out in it. be said .

GOLD: **DELAWARE** BUSINESS TIMES

In the C-Suite: Todd Bavol

Integrity Staffing Solutions CEO

NEWARK — Growing up in a small Michegan tisen, Todd Bavol drawned of our day becoming a dementic. "I level so investigate things and find the strey behind the strey," he scalled As the founder and CEO of Delaware's largest

"Mo brokend Shore, and Leven in a greaty store con-ing, where I can the leven argume with in the 300 ke should be should be a support of the 100 ke 300 ke the aread best of the factor growing private American response." I want be Koron, "We have a gain lin for some we have to be in the Top 100 of the law 500, makes the harpon for \$500 ke 11 hours of times. Hardin and that owns closus temporary work as a correct tenant is similar the brow, others are sching out specific copieration to break their as in Interny and some private."

Points.
"By understanding how the person

looking for the ratest. He wast.

To that well foreign be as is instituted program is keen for for the proposal properties for the absoluted answere mechanic for high profess for the absoluted answere mechanic foreign the same properties as well as the Green Received to the control production as well as the Green Received to the properties as well as the Green Received to the properties as well as the Green Received as the properties as well as the Green Received as the properties as well as the Green Received as the properties as well as the Green Received as the properties as well as the Green Received Received as the Green Received that and rooks are official and district assumements and be suit.

As the purchents relabeding literaphy is looking alread to the latines of its nervices, especially by lowerzing, healthcology like preparing in old out a service their soulal doors a mortary to immediately assume with a sele-lation as mortary to immediately assume with a sele-lation was not as to immediately assume with a sele-lation was not become the top-bup for all employment made, from alteral thing to go genetion and show looking the associates capable of unstablement from them things to did clear week.

at those looking for associates capatite of transitioning from temporary to full carse stock. "We want to soully being that total talent



In the C-Suite: Gregory Pettinaro

BEST RECURRING FEATURE: MEDIUM



July 5

HEALTH CARE

Submit story ideas

ARCH

ENG

Submi ctemple June 28.



June 28

BANKING &

FINANCE

Submit story ideas

SBJBUSINESS

TALK TO SBJ



Shiful Spundon Blira Flavor Furni Si Bultury

Your farm is quite diverse between mising cows, sheep, ducks and chickens, as well

With the push of the local food

March 22

Read profiles of the area's top young

TALK TO SBJ 40 UNDER 40

March 29

SPORTS & BUSINESS

CEO ROUNDTABLE

April 5

BANKING & FINANCE

by March 23.

Hoping for a Bullseye

Feet like throwing something? How about an axe? Stumpy's Hatchet House brings a new form of entertainment to the CBD.



HATCHET OF AXE THROWING IS ON COURSE to become one of the biggest, fastest-growing new trends in the U.S., according

a Docember 2019 report from CBS News The pastime, which originally started a Canada, has found quick success in the United States, with young adults using venues to celebrate, compete and create bonding experiences. According to the report, "Consumers spent more than \$6 million on axe throwing experiences through Square sellers in 2019 — a 317% increase in sales compared to 2018."

New Orleanian Kevin Cunninghum,

along with wife, Helena, son Kevin. Jr., and daughter Sydne, are the family behind

Stumpy's Hatchet House's fin PROM THE LENS WHY DIDN'T I THINK OF THAT?

location, which opened on N beart of the CBD at 1200 Por turn-story location features 1

its and a private party room.
The Conninghams are bett Sake to Me oncept will be a natural fit for

thrill seeking New Orleanians
"While working in the Philo
Our son, Kevin Je, had the op on a whole different. visit a harchet throwing venu great lines, it was pecked, and this activity would be a matura Odean." said Kevin Cunningh

same weekend. Or Sydne, sentus a sid of people throwing all should get toget THIS SPRING, NEW ORLEANS NATIVES HAN

all shouls groups.
At that points,
Helens decided !
Wallis and Lindsey Brower Lunched
Westands Sake, the first woman-owned
Westands Sake, the first woman-owned
ecovery of its kind nextled in a historic
chising with Som headquartered in dinner plate and way beyond red beans

beedgeartered in demorp that and soys beyond red bount where the content in Co.

"Our short flow or who was the main too travels been barry concerned in Co.

"Our short flow or faske was the main barry concerned in Co.

"Our short flow or faske was the main content flow or faske was the main barry concerned in Co.

"Our short flow or fast flow who but no street a share consumption by the complete who the proof of the company was from a both proof of the proof of the company was from a flow part of the content of a majore, many fast flow flow or fast flow was a lange part of why we starred that the content of th

The vibe... is more established by the vibe... is more of boose and intendition of boose and of boose and intendition of boose and intendition of boose and intendition and of boose and intendition and boose and intendition of boose and intendition and boose and intendition and boose and intendition of boose and intendition and and i

Orients polates.

And what do New Orientians and their polates love? Knocking back a brew or pointers lover knocking oaks, a brew of two, and crying the latest locally made creations. Microbreveries in New Orleans have become neighborhood staples — currently there are 16 — each with its own unique spin, from Zooy-Mash's outdoor food and fun here experience to the newly transformed Fashourg Brewery to Broad Street Cider and Mend keying in on cooking up apple and honey-based beews. Wetlands Sake adds to the mix

RICE — BY THE NUM-BERS

More than 425,000

than \$308 million

to community and knowledge of New

with its unique blends of traditional and "We are thrilled to say that sales so for have been cobust," Wallis said. "We have had repeated reorders for all of our sales and more and more bars and restaurants are serving our products. Unfortunately,
we are not able to self our products online
yet, nor are we able to able our products online
Liquot laws are very strict when it comes
in Thibodeaus, Faoura and Lafgyette. to a producer selling its products retail or

Weitlands Sake produces two variations on a thesse, traditional sake, available in filtered and unfiltered, and new, on-trend sparkling saler, available in Blood Orange and Passionfroit. All are currently avail-

Sake brewing in the United States is booming, having taken off as only as 2015 in some areas, as consumer interest grew in novel brews and fermented products including hard kombuchas and ciders. Wetlands Sake joins a group of only 20 sake broweries in the U.S., although the

Check Yourself

FROM THE LENS WHY DIDN'T I THINK OF THAT

RentCheck's high-tech solution to security deposit disputes captures millions from investors.

2019 NEW ORLEANS ENTREPRENEUR WEEK IDEApitch witner RentCheck — a locally

hased startup created by two Tulane alumni - is the first online, automated property inspection platform designed to cut through the struggle between renters and landlords over deposits and refunds Early recognition locally for the platform was a key factor in the success of the company's launch. "Winning New Orleans Entrepreseurship

Week provided us a stage to tell our story, and was a great catalyst," sald Macco Nelson, CEO, who co-bounded the company with Lydia Winkler, COO, "We were in our last semester at Tulane's MBA program, and winning gave us the momentum to build, raise capital, and bire our first employee, Lucy Warburton, who was VP of product at Level Set and took a big chance to join us as

our head of product."

On August 9, the company announced that it had raised a combined \$3.6 million from investors across the U.S. to continue to promote the application in new areas and with more tenants and property WORKS

managers.

After successfully suing a previous landlord after a deposit dispute, Whikler real-ized she was far from alone in her stroggles. According to RentCheck, as many as Inspections are virtual, aliminating contact and trips to properties. 40% of tenants end up challenging their landlords over the amount they end up getting back, with an estimated total back and forth of \$45 billion per your at stake. Property manag-ers can schedule The online offering is designed to cut reminders for inspections. through the red tape by offering virtual, remote inspections that can be regularly scheduled, thus saving both landlerds and Landlords can send tements time and money.

*Renters herefit from RentCherk herause it protects these against unjust deductions from security deposits," said Winlate. "It builds trust between landfords and renters. And if we can ease that relationship, the world will be a more peaceful place."

Standardized

GOLD: **BIZ NEW ORLEANS**

BEST RECURRING FEATURE: LARGE



HEY JAN DAVIS | If you're driving down Telegraph Road in northeast Dearborn Heights, you might see a business that could cause you to do a double take AT 1600 N. Fleening over the entrop over the elegation records in northeast research response to manage see a missiness man counterance to a monter of the first on the manners sholves.

It is released. No studgia kitch in go you browse the wide variety of titles on the manners sholves.

While other movie cental businesses including Blockbaster Video and Family Video, the latter of which appropried in January that it would close its naining stores, have fallen by the wayside, Video Exclusive has endured.

If adaptive and the state of th

and the same that the same tha

ADD NEW THE TIME.

TITLES AT ANY ALL THE SAME STILL HAVE

SILVER: CRAIN'S DETROIT **BUSINESS**





When Dr. Eran Bashan founded Hygieia Inc., named after the Greek goddess of good health, in 2008, he knew his small business was going to need some help beyond what his staff could provide.

The Livonia-based business, which develops diabetes management medical devices in addition to running a medical clinic, has outsourced a variety of areas "from day one," Bashan said. There are a lot of moving parts and specialists in several areas are needed at different frequencies. "When you talk about an attorney or an accountant, they come in when you need them," Bashan said. "In our case, we need people with a specific set of skills to, say, input a quality management system, which is the framework that allows you to develop medical devices. To get something like that done probably takes three months. Maintaining (the device) is easier than creating it, so it doesn't make sense to hire someone full time."

"IN OUR CASE, WE NEED

DAVIS

roe smar beamses, octour-ing certain positions or tasks can be critical to their success. Contracting our jobs such as payroll or market-log, for example, allows the insen-ting managers to focus on more 0.4 percent this year. Turn to the experts

critical aspects of the business, while other needs are left to skilled, trained professionals without add-ing to permanent staff.

Hygleia, which currently emriygesi, which currently em-ploys 30 people, cussources in mul-tiple areas, including software de-velopment, quality systems, finance and marketing. Once some proj-ects are complete, such as the development of Hygicia's mobile app. the contacted worker may not be needed again for a few years, Bashan said.

Those contract workers don't seem to have trouble finding work.

righ. According to a report published company IBIS World, the U.S. busimarket in 2020 was valued at \$54.8 hillion and it's expected to increase

Branding is important to Rizzarr

founder Arbley Williams.
The Detroit-based company, which has close to 6,000 freelancess who produce content that clients has built quite the name for itself since it started in 2915, and Wil-liams uses branding to help force sustained growth.

To do that, Williams, a former

PEOPLE WITH A SPECIFIC SET OF SKILLS TO, SAY, journalist, outsources graphic de-signers to produce items such as brochures that show potential di-ents what the company is all about. INPUT A QUALITY MANAGEMENT SYSTEM..."

See OUTSOURCE on Page 9

BRING ON THE TALENT

ing outsourcing jobs:

Be intentional: Examine the areas thin your business where you're ong and focus your resources on those. If you don't have time or expertise for certain projects. consider outsourcing.

Define the scope and schedule of your project: Outsourced vendors need accurate, complete information to present you with realistic

Expertise costs more: Paying more for certain skills is the

tradeoff that comes with having talented people in place to handle various projects if you want the job

Vet candidates: Contracting with someone who known what you don't should be a priority. Be sure to make sure it meets your expecta-

Consider part-time help: Weigh the costs of a contractor is, a part-time employee because outsourced taient tends to cost more, depending on the need.

LISTEN ONLINE

Pedcast: Michigan HR Group's Scott Trossen on the fine points of outsourcing at crainsdefroit.com/small-business-spotlight

READ ALL OF CRAIN'S SRS PROFILES AT CRAINSDETROIT.COM/SMALLBUSINESSSPOTLIGHT CHARLE DETROIT BURBURS | AUGUST 30, 2021



IMPACT INVESTING: Venture development could play a major role in Chicago's future. PAGE 16 COMMUNITY VOICES: These developers bought back the block with the help of the Land Bank. PAGE 18 A PLANNER'S VIEW: Gentrification isn't inevitable in neighborhood revitalization. PAGE 18



A SECOND CHANCE FOR AUSTIN

Money is vital to any community revitalization. Here's what else is needed, as seen through this beleaguered neighborhood, among the 10 places targeted under the mayor's Invest South/West initiative. | вузиотн скоми

Construction of the Constr

LIGHT SHINING ON AUSTIN. THINGS THAT FOLKS HAVE

BEEN WORKING ON ARE CULMINATING INTO A

MOMENT."

Austin Coming Together.

the Far West Side bordering Oak Park has endured decades of disinvestment, crime, population loss and overall neglect. Chica-Average had been written off as an urban.

go Asserice had been written off as an urban-dessert, with lifte to coatch the eye beyond small storebrons, litter and vacant loss. A partnership of Heuritand Housing, and the Oak Park Regional Housing Contre in March won a city competition to redevelop the Art Deco landmark Lurannie Sone Bank

See NEIGHEORNOOD on Page 14



CLAYCO

PEWPLES GAS'

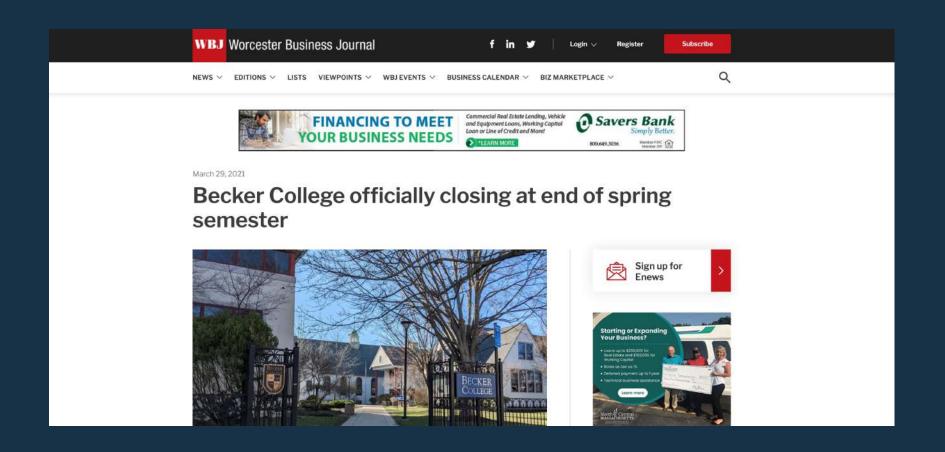
We Keep Life Moving

WINTRUST

GOLD: CRAIN'S **CHICAGO** BUSINESS

EQUITY NEIGHBORHOOD INVESTMENT

BEST COVERAGE OF LOCAL BREAKING NEWS: MEDIUM



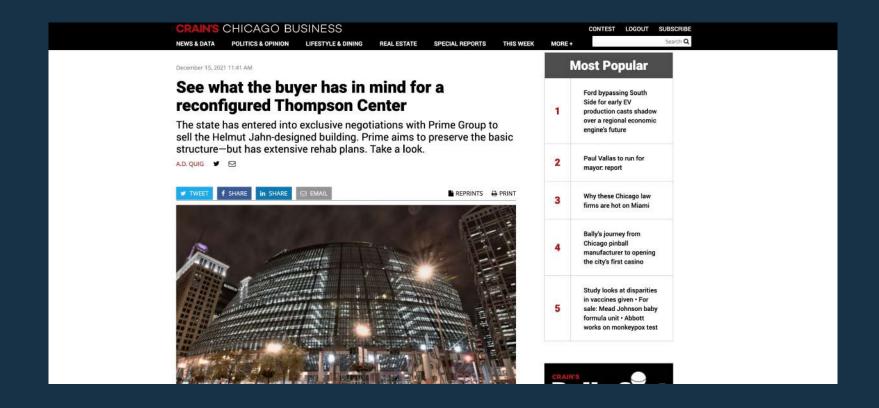
SILVER: WORCESTER BUSINESS JOURNAL

KNOWLEDGE IS POWER. Publications Events Advertise Subscribe MyBN 🖾 Log In BUSINESSNEWS SEARCH News, people, companies, projects... Latest News Property Commercial Content All Categories Data & Insights News > Property Pindan placed in administration By Jesinta Burton and Matt © 18/05/2021-14:00 (PROPERTY) Administrators from EY have been appointed to various Pindan Group companies from 5pm this afternoon. BUSINESSNEWS SEARCH News, people, companies, projects. Remuneration Data & Insights Latest News Resources Property Commercial Content All Categories News > Property State government rated Pindan 'medium risk' 18 months ago By Jesinta Burton ① 11/08/2021 - 15-01 (PROPERTY) A D

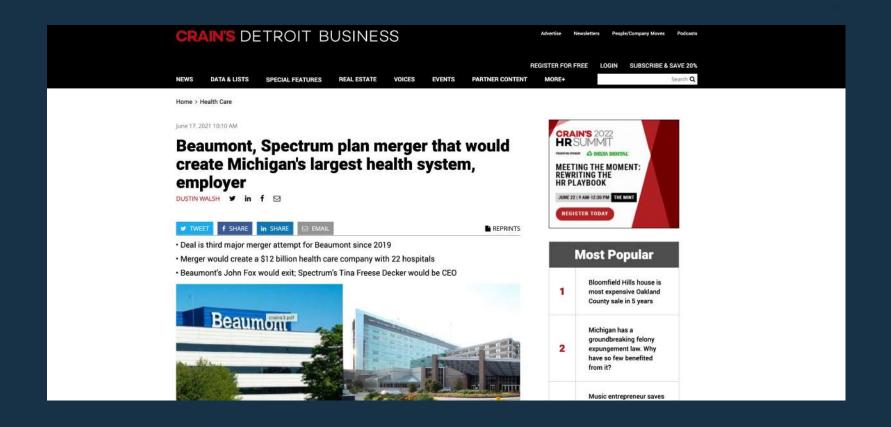
The state government awarded Pindan two multi-million dollar contracts despite having assessed the company as a financial risk because of its failure to meet several financial thresholds.

GOLD: BUSINESS NEWS

BEST COVERAGE OF LOCAL BREAKING NEWS: LARGE



SILVER: CRAIN'S CHICAGO BUSINESS



GOLD: CRAIN'S DETROIT BUSINESS

BEST INVESTIGATIVE REPORTING: SMALL



THE LEGAL CHALLENGES IN THE WATER CRISIS IN FLINT NEAR AN END AS A FEDERAL COURT REVIEWS A \$641.3-MILLION RESOLUTION THAT COULD BE THE LARGEST SUCH DISPOSITION IN MICHIGAN.

52 DBUSINESS LANGUAY - REPAIRBY 2021

NORM SINCLAIR

PHOTOGRAPHY BY

BRITTANY GREESON

SILVER: **D BUSINESS** years after the City of Plint made a disestions switch from Daying sofe, traited water from Da-ting to pumping seewing officers water train borres and businesses, the tragedy of a crisc possoning that played out on the national stage is t

In August, Michigan agreed to pay 8600 milthat exposed shockly governance by local officials - running under most streets. der, one of the named defendants in the case.

By the time the agreement was submitted to U.S. Eastern District Court Judge Judith E. Levy for approval in November, the psycut had grown to 8641.3 million as the City of Flint, McLanu. Regional Medical Center, and Rowe Professional

outbreak of Legionmains' clisesse that sickened persons, killing 12 of them. In the 18 months the city used Flint River water, between April 2014 and October 2015, records show that 51 of those cases occurred at McLaren Flint bestrital.

The financially strapped city's \$20 million share will be paid by its insurers. Meanwhile. Rowe, which advised the city during the water writch, will chip to more than \$1.2 million.

If approved, the settlement is likely the larges in state government history, affecting tens of thousands of people and resolving more than 100 cases in state, federal, and appellate courts, says Michigan Attorney General Dana Nessel.

Plint Mayor Sheldon Neeley says the settle ment is long overdue. "While no amount of money will heal the wounds inflicted on this community, we're glad to see more entities step up and take responsibility," he says. "The residents of the city of Flint deserve tustice and they deserve a resolution to those keywolts."

The Michigan Department of Environmental Quality, the Department of Health and Human Services, and two emergency managers appoint ed by Gov. Snyder to run the city during the water crisis are also among the defendants.

The unnouncement of the historic settlement which consolidated scores of lawreits, came as a program to replace thousands of corroded or lead. water lines connected to homes in Flint was coming to a close. The so-called 'Get the Lend Out

where the state, in 2017, agreed to pay 897 mi

replaced lead and corrected lines that becaucht

As of the first week of October, the city report ed that lines into 26,232 homes had been excavated and 9,769 lead or galvanized steel pipes were replaced. Another 16,463 were safe lines that didn't need replacement.

Neeley says restoring the community's trust and confidence will take time and effort. To that rvices Co., a Flint city contractor, were joined and, the city has been aggressively making several the settlement. and the city has been aggressively making several other infrastructure repairs. Tin proud to say McLaren will pay \$20 million for its link to an athronic of Lezionnaires' closuse that sidented the crisis narrory projects," he says. "We've started construction to create a secondary water source, (to) increase caracity of water reservoirs and upgrade the chemical feed building

The 71-page settlement before Judge Levy establishes a court monitored victimis compens tion fund, with 80 percent of the money using to residents who were minors at the time of the wa-



folded into our muselve case.

Althattims, Levy appointed Theodore J. Leopold of Cohen Millaria, a law from based in Washington, D.C., and Michael L. Fit, founding Washington, D.C., and Michael L. Fix, founding and managing partner of Fix, McGelbee, Phinner. Becausai, and Birers in Royal Oni, so be lead co-counsed for the constituted effort. Beriefed Sea. Carl Levin (D-Derrot) resoluted the settlement. What's more, ikums of lawyers and law firms involved in the combined cases will share in the

involved in the continued cases will share in the settlement, based on Lercy's direction. Without this settlement, which makes affect-ed children a top priority. Plant residents would have been provided little assumme that their

"WITHOUT THIS SETTLEMENT WHICH MAKES AFFECTED RESIDENTS WOULD HAVE BEEN PROVIDED LITTLE ASSURANCE THAT THEIR CLAIMS WOULD BE SUCCESSFUL IN COURT..." - DANA NESSEL

litication could have prolonged their hankbins years," Nessel said in a statement. "Resolving for years, Nessel sould in a statement. "Heading flees legal dispraiss against the State and the oth-ce defendants who joined in the settlement is the best provible notes are for Play's future." But the work len't over Still unsential one lan-

is also pending against the U.S. Environmental Protection Agency. That 2017 case, filed by Pitt and six other lawyers on behalf of 1,703 First residents, accuses the EPA of nedigence and

assidents, accuses the EPA of negligence and violations of the federal Side De Inhilog Act. In October, yet another lareasit surfaced in Sederal court in Detrait, filed by a New York law-firm on behalf of 2,500 Plan thildres. The sec-alleges that investment banks JPANoogan Chase: & Co., Wells Forms, and Stiffel, Nicolaus, and Co. underwrete \$220 million in bond ados to finas the city's plan to switch water expellers. The move, the soil contends, accordated using the consuminated Flan River water as a stoppap

measure certifithe new water source came only The water disaster was the latest blow for the esidents, many of when were impacted either directly or indirectly when General Motors moved out of the City where It was founded more

than 100 years ago.
In the 1960s, Right's population of 200,000 that the vices bett over, but insteaded as imman supplies on the state against water supplies of the supplies

BUSINESS MARCH 12-25, 202 VOL.43 • NO. 9 • S175 REVIEW ONLINE @ NHBR.COM

MARCH 12 - 25, 2021 VOL. 43 • NO. 5





Laconia company eyes the vacuum of space

Rogue Space Systems' orbot' has drawn interest from NASA and the Air Force

BY ADAM DRAPCHO/

THE LACONIA DAILY SUN

A Laconia company is hoping to fill a vacuum and is willing to send a satellite - you might think of it as a Roomba for low-earth orbit - into space to do it. If their plans pan out, the owners of Roque Space Systems little tidier and, by extension, a safer place to operate.

broke off one of the fuel tanks during



Q&A: Unitil CEO Tom Meissner

PAGE 27

Your journey to the post-pandemic era

A Londonderry firm innovates through Covid

A NH cartooning institution's career comes to a close, sort of

Mike Marland calls an end to his sharp-eyed editorial work

Editor's note: This story was co-published by NH Business Review and InDepthNH.org.

Mike Marland's career has spanned more than four decades, during which he's earned notoriety in New Hampshire state politics and culture for his ability to synthesize complex issues into

simple, easily understood illustrations. While the verbiage in his editorial cartoons may have been brief, the fond remembrances of his work by coleagues, fellow cartoonists and the subjects of his caricatures

After being let go from the Concord Monitor for cost-cutting measures in 2017, Marland found a home for his editorial cartoons at InDepthNH.org and NH Business Review. How ever, he recently announced he would cease that work, for the most part, while he retains the right to post from time to time

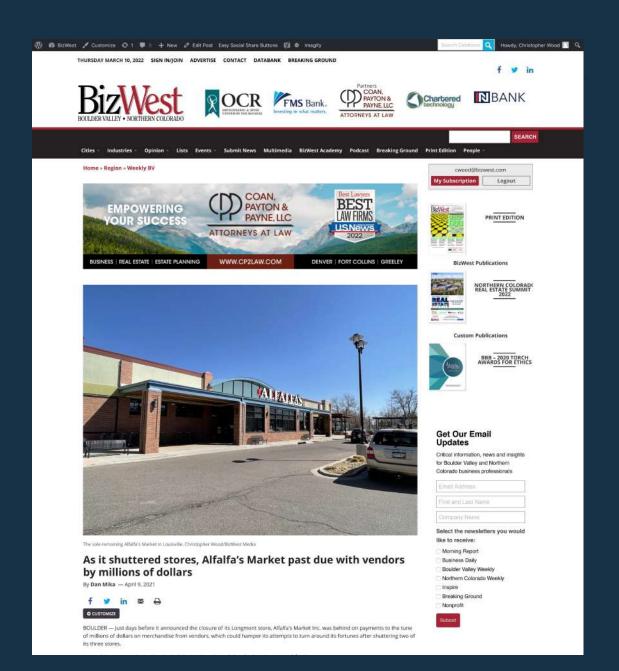
Tive reached a point where I MIKE MARLAND, PAGE 18

One of the two worst days in the histo ry of space exploration occurred on Feb. 1, 2003, when the Space Shuttle Columbia broke apart as it reentered the Earth's atmosphere, killing all seven astronauts aboard and grounding the Space Shuttle Investigators determined that the disasexpect their venture might make space a ter was caused by a piece of foam that





BEST INVESTIGATIVE REPORTING: MEDIUM



SILVER: BIZWEST



GOLD: BUSINESS NEWS

BEST INVESTIGATIVE REPORTING: LARGE



SILVER: BATON ROUGE BUSINESS REPORT



INSIDE: Detroiters at their wits'end with bus service that has become spottier in the pandemic. PAGE 28

ONLINE: Warriors on Wheels CEO Lisa Franklin says paratransit needs to be fixed 'yesterday' CRAINSDETROIT.



HARD STOPS

Metro Detroit's disjointed transit system makes access to jobs inequitable | BY CHARLING MODES

whert Word bounds a fear every working alternates in a Meijer Lars, steep underlight he in Woodrad to go in Inio John as socional-shaft mandstim operates that fishermal South Corps, plant 15 ruthes steep along the Dearbourn-Bound Bounds and the Memoral South Bounds and South Face of the Southern South Bounds and Southern South Bounds and Southern South Bounds and Southern South Bounds and Southern Souther

DRIVER FOR THAT AFTERNOON SHIFT, THIS BUS IS NOT COMING, AND

Toward to the point Set, Sets, Store the reset to runne out here (in Weel-lamil," Ward said. "Serrethman it's 800 — and i'm (meliate to work." This is oftal memmating in work in maters Detroit on public travels fooks like: You'ne office a possibility on (nextd).



GOLD: CRAIN'S **DETROIT BUSINESS**



FORUM TRANSIT EQUITY

'I wanted to cry': Service has Detroiters at wits' end

DDOT problems grow in pandemic





BEST EXPLANATORY JOURNALISM: SMALL



Turning the lights on





Place saving

some of the region's most conic and badly



No dead wood



moving on six months later?

Next Week

innovation. Watch for the National



The CBJ focus topic is Tech &



FOCUS

| nparry | Number of Claims Reported | Arress | |
|-----------------------------------|------------------------------|--------|--|
| meowners multiple peril | 103,884 | 876,8 | |
| mowners multiple peril | 40.196 | 100,9 | |
| vate Passenger Auto | 18,902 | 71.26 | |
| mmercial multiple perti | 13,213 | 335,4 | |
| to Physical Damage | 9,253 | 37,36 | |
| Itiole Crop | 6.921 | 35.21 | |
| vete Crop | 4,087 | 25,700 | |
| olling Fires RV, Metorcycle, Boat | 1,290 | 6,969, | |
| rrmercial Auto | 1,239 | 7,866, | |
| p Hail | 742 | 10,490 | |
| and marine | 536 | 9,516, | |
| nor . | 178 | 2,739, | |
| siness Interruption | 78 | 664.90 | |
| remercial Property | 53 | 1,212, | |
| ean Marine | 16 | 27.21 | |
| | | | |

BREEFFERENCE

SILVER: CORRIDOR **BUSINESS JOURNAL**



Feature Unsurence Insurence I Feature

Short on Reform

BY NORM SINCLAIR

CHANGES TO MICHIGAN'S NO-FAULT AUTO INSURANCE IN 2019, THE GOV. GRETCHEN WHITMER, IS NEGATIVELY IMPACTING THE REC

FIRST KEY POLICY LEGISLATION APPROVED AND SIGNED BY OVERY OF SEVERELY INJURED AUTO ACCIDENT VICTIMS.

ILLUSTRATIONS BY JAMES YANG

On a Thursday aftermoon in May 2019, on the proch of the Grand Hotel on Mackinac Island, benefits they enjoyed under the old no-fault insurance system. Gov. Gretchen Whitmer, flanked by leaders of the high auto insurance rates.

lawyers - say the ballyhooed effort at reform has missed its mark, and could harm the recovery of severely injured auto accident victims, and all without significantly reducing insurance costs.

Michigan motorists continue to pay some of the highest premium costs in the country, while the state's most vulnerable residents - severely

"There hasn't been a substantial reduction of premiums, and most of Michigan House and Senate, signed what site | the people I talk to, their premiums are the same, or insignificantly tunted as 'historic' legislation, decades in the making, that would finally curb the state's notoriously | cipal at Lies Seder Andrews, a law firm in Bloomfield Hills that handles cases for quadriplegic and brain injury auto accident victims. "The rea-Fast-forward 30 months later and critics — won they're increased is because one of the changes in the law also allows including motorists, medical providers, and their for personal injury lawsuits with higher limits.

"A person who is collectable, who wants to have protection in case | there's a cutastrophic accident, would have to get higher limits (of personal injury protection coverage) — and higher limits cost more money. So a lot of people are getting higher limits at a greater cost. Businesses that have drivers that can get into accidents have the same liability; consequently, business insurance costs more because they need higher limits."

At the time the governor signed the reform insurance package, she stressed that by giving motorists a choice in the level of coverage and premiums they can afford, their rates would go down. 'It guarantees lower rates for every Michigan driver for eight years, it protects people's ability to make a choice and pick their insurance level, their coverage options, including the choice of unlimited coverage," Whitmer said.

This fall, however, at the most recent Mackingw Policy Conference where she had signed the reform law, the governor - aware of blowback from severely injured accident victims and their caregivers — said the new insurance law needs more work and urged legislative leaders to

make needed changes she could support.

Under the old law, Michigan motorists we recoined to have \$20,000 in liability coverage for the injury or death of one person in any accident, and \$40,000 in coverage for the injury or death of two or more people in an accident.

The choices the governor spoke of allow drivers to choose minimum liability coverage at 8250,000 for one death or \$500,000 for two deaths in an accident. Motorists and family members who have health care coverage under Medicaid can request and receive reduced liability coverage of 850,000 to \$100,000.

Feature 8 insurance

You get lower

coverage (today), but you don't HOWHER DECHEE get as much

protection. If you save anything it's because you get lower limits.

less coverage, and less benefits if you're involved in an

" -Arthur Liss

accident.

The old to-bulk auto insurance provisions dis-

tidgerement."

That provision still stands coder the new low hat with Mixingan maturists no langer repaired to purchase auto policies with unfaminal marked cur-croge, the recovery of those costs can be wought by using the affacts of three. The cross of the change in the law that sook officet.

July I is copped, and they're constants accident pro-vidence an new hill, allowing the insertance industry to also's reinstancements for specialized ones by nearly belf.

medical providers at 50 percent of what the providers at 50 percent of what the providers — doctors, therepiets, rurning or group bornes — charged for more Medicare comparable services charged for non-Molicore companiels services, on Jan. 1, 2009. For service with a Medicare code, from our capped at 200 persons of the Medicare code. For horse one providers send as fartily members, their pay tellurated to 56 hours per work. Proposition of the new law are swrings from these reduced purporters of the returned to motion

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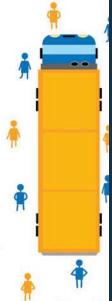
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We have cases where vans have picked people up at their hours, annothered, and owny they go, and they're directed to case, so we've seen a not abase of

that system," Whitman maintain-

this spotter. Whitese moistains, with the service spotter, was a varietied life-some, and not put for these with measurements of the some man between the measurement is the middle of that. These contracts of the service of the serv

GOLD: DBUSINESS



BEST EXPLANATORY JOURNALISM: MEDIUM

PROVIDENCE BUSINESS NEWS CELEBRATING 35 YEARS: 1986-2021 DECEMBER 10-23, 2021





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BY MARC LAROCQUE | Larocque@PBN.com

ISLAND HAS COME TO RELY HEAVILY ON Justin Kane and other recreational gamblers like him. Kane, a Providence real estate investor, likes to blow off steam at Bally's Twin River Lincoln Casino and its sister site, Bally's Tiverton Casino & Hotel. There's something alluring about the chimes and jingles churned out by the rows of slot machines on a gaming floor bathed in a jumble of neon glow.

And there's the chance of winning some money.

Kane has hit it big a few times, including a \$1,500 slot machine jackpot. But he's also lost hundreds of dollars during some visits.

He's aware that a large portion of the money that disappears into the video slots - roughly 61 cents of every dollar - is scooped up by the state to help foot the cost of providing public services and paying for public employees. That contribution doesn't make Kane feel any better.

"It's no consolation that the losses help fund the government," he grumbled. But state officials are certainly happy he and others still keep gambling.

The revenue stream generated through customer losses at slot machines and table games inside the state's two casinos, in combination with traditional lottery tickets and drawings, is one of the biggest sources of funding for the state's \$13 billion budget.

SEE BALLY'S

Phishing scam hooks younger customers

BY MARC LAROCOUE Larocque@PBN.com

THE NIGHTMARE BEGINS with a text message that appears to come from the bank, alerting the customer to a suspicious, unauthorized transaction.

Thousands of dollars are gone from your checking account, the message says. The money was spent on merchandise at a shopping center halfway

across the country. But, what a relief, there's a way to reclaim those funds and quickly

resolve this awful mess, according to the agent on the other end of the phone. Just click a button in the mobile banking app to approve a reverse transfer of those funds. And at that moment, the grifter has successfully hooked his mark.

"These people are very sophisticated," said Steven M. Parente,

SEE PHISHING



SILVER: **PROVIDENCE** BUSINESS NEWS

100

people try their luck at video slot machines at Bally's Twin River Lincoln Casino. Revenue generated through slot machines and table games at Rhode Island's two casinos, in combination with lottery tickets and drawings, is one of the biggest sources of funding

for the state's \$13

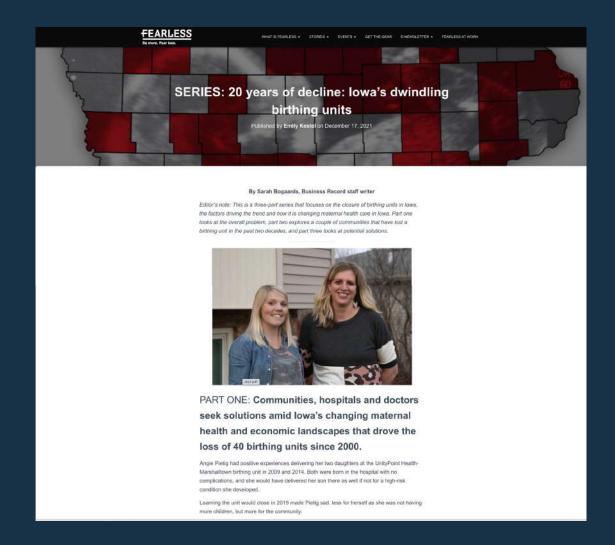
billion budget.

MICHAEL SALERNO

PBN PHOTO/

REVENUE

STREAM: Two



GOLD: DES MOINES BUSINESS RECORD

BEST EXPLANATORY JOURNALISM: LARGE

HOW RAIL GOT TO \$12.45 BILLION **AND II YEARS LATE**

Ny NOELLE FUJII-ORIDE

TIRED OF READING ABOUT RAIL? SO ARE WE.

> ESSENTIAL TO SORT THROUGH MORE THAN A DECADE OF COST OVERRUNS, AUDITS, REPORTS AND MEETING MINUTES TO EXPLAIN HOW THE PRICE OF HONOLULU'S RAIL PROJECT SOARED AND WHY COMPLETION IS WAY BEHIND SCHEDULE. THAT OVERALL PERSPECTIVE IS ESSENTIAL AS HONOLULU CONSIDERS HOW THE PROJECT WILL FILL A \$3.5 BILLION

FUNDING SHORTFALL.

\$3.5

| | | March 10 | | Section : |
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"Can you braging other that would do not see forces of the other. We would note the Adoption of the Congress o

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PAST ATTEMPTS

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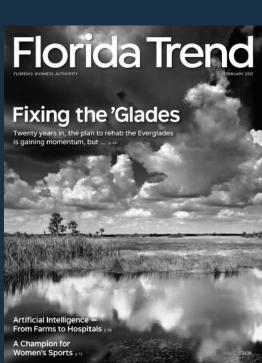








SILVER: HAWAII BUSINESS







scientists and engineers pegged rainful

BEST LOCAL COVERAGE OF A NATIONAL BUSINESS/ECONOMIC STORY: SMALL



Corridor Business Journal

die for struggling

centers, many facing a make or brea

which will no longer be "viabl shopping certifiers." And an alarmin Bloomberg report but week foun that U.S. mall values plunged an ar-erage 60% after appraisals in 2020 crasing about \$4 billion in value.

U.S. has six times as much developed





Marion on the move



Silver lining

manons to celebrate even in a tough year



Real Success with Nate Kaeding



How local rock musicians and an innovative new blood substitute led to the creation of a successful Comitor company.



Inside

Corridor and Cedar Rapids Metro Economic Alliance's monthly report.

Next Week The CBJ focus topic is Real Estate & Development.





The evolving mall

Conto Suizes Journal March 8 - 14, 2021

Making your for apprisements

of the property of the property

Where do malls stand?



"The big things we're going to see with malls that survive is they will be repurposed as lifestyle centers, they will become last-mile distribution centers."









immediately respond to our questions with clear unrevers. They know how to boil complex issues down to the essentials. And they often deliver cookies mot Weige comformed knowing we're in carable and knowledgrable bands at CRBT.



the FOCUS | 9

Modia & Marketing Local reporters undergo training to cover wildlines

the EXECUTIVE PROFILE | 10



Saúl Jiménez-Sandova President Fresno State

the LIST | 8 AmeriGuard Security Services tops the Security and Alarm Companies list

This Week Online 6 People on the Move 14 Leads 15 Public Notices 16-21



TRIAL BY FIRE
LOCAL REPORTERS RECEIVE TRAINING FOR WILDFIRE SEASON

the FOCUS

Breamma Harray - STAFF WHITER

PHOTO CONTRIBUTED BY FORCE, A CREW FROM FORZO IN FRESHO SET OUT TO DOCUMENT THE PROGRESSION OF LAST YEAR'S CREEK FIRE FROM TO AM TO 3 PM. TO ARR FORTHER FORM NEWSCAST, BUT THE MANCHES SMOKE CAUSED THE BY TO TURN PHYCHES, ACK BY 3 PM.

When it comes to apartments, high-end is the flavor of the day



Edward Smith - STAFF WRITER

As the Central Valley's rental market continues to make national news. Its growth, which has outpaced many other major metros, has caught many by surprise. One of Fresno's newest apartment complexes — The Row — provides a case study for how market conditions drive high-

end amenities.

While rents beginning near
\$2,000 may seem out of reach
for many, one developer says

it's simply not feasible to build new apartments that aren't

top of the line.
"The reality is that anything that's built brand new has to be at the top of the market because they cost so much." said Rick Cinder, president of Cinder Development. Cinder Development has built 125 apartments in its 35 years of business. Ginder currently have four under development.—three in Fresno and one in

- three in Fresno and one in Visalia. attached garages, said Ginder. The first move-ins will begin in early July. Ginder is also building 84 units on Maple Avenue north of Shepherd Avenue in Fresno

units on Maple Avenue north of Shepherd Avenue in Fresno called The Rousseau. Another 164 units are coming

is Rock Ranch near Alluvial

Fresno, The complex boasts

176 units of 8-plexes, 12-plexes

and Chestnut avenues in

and eight duplexes with

online to a complex called the Coronado in north Fresno. Rents range from \$1,850 for a single-bedroom up to \$2,450 for a three-bedroom duplex with a two-car garage. Renters will have access to a pool, two gym rooms – one with equipment and the other with open space as well as parcel lockers for packages.

Units come standard with stainless finishes in kitchens for appliances and smart home amenities such as Nest thermostats and smart locks. Ginder said 25% of the cost of

Anartments | Page 1

GOLD: THE BUSINESS JOURNAL, FRESNO



FRIDAY, JUNE 11, 2021 ISSUE #325868

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BEST LOCAL COVERAGE OF A NATIONAL BUSINESS/ECONOMIC STORY: MEDIUM

Arkansas **Business**

Cyber Liability

"Anybody can be hit," says the CEO of Moon

Vaccination Litigation Workers at a Conway hospital argue it's against

their religion to get the shot. [P20]

L 38, NO. 48 NOVEMBER 15-21, 2021 \$1.50

SPOTLIGHT: Insurance



Exec Q&A With Kristin Merlo

The new chief of Delta Dental of Arkansas says it's seeking to remove complexity and improve access to oral health care. [P26]

The List [P16-18] P&C Companies. Insurance Agencies Whispers [P4] First Security backs off of receiver request





Blue Cross Charts Path Past Virus, **Into Future**

The COVID-19 pandemic stands as a crucible and a pivot point for Arkansas Blue Cross & Blue Shield as its northwest Arkansas crew settles into a new \$40 million, 81,000-5F cor-

The Little Rock-based health insurance provider opened the Springdale center earlier this month. The overall organization, among Arkansas' largest private companies with 3,300 employees and \$2.42 billion in revenue in 2026, celebrated the new digs while looking ahead to treating COVID as a long-term endemic disease while continuing a shift toward behavioral health services and away from fee-for-service models.

These things were in the early stages before COVID, and certainly they're acceler-

INSURANCE FUTURE CONTINUED ON PAGE 9

Drugstores Give Shots, Then Wait for Payback



Don't get the idea Arkansas pharmacists are harping about rolled up. long waits for fees on coronavirus vaccinations, even though some drugstores have waited reimbursement of administrative costs of about \$35 a shot.

Like patients, the pharma-cists have had their sleeves

Walgreens led the vaccine weeks and even months for attack in Arkansas, provid-Association. Doctors' offices, were received in a community

PRINT READERS GET THIS FIRST hospitals, clinics and other outlets have combined to deliver the remaining 28%.

"We have much higher demand by Americans choos-Independent drugstores ing to go to their local pharmaand chains like Walmart and cy for convenience and ease of access for the COVID-19 vaccine, far more so than they do ing 72% of all injections so far, for flu vaccine," Vinson told departments, were something according to John Vinson, GEO Arkansas Business. "A few years of the Arkansas Pharmacists ago, about 25% of all flu shots

vaccines from their employer or site, in a physician's office, a hospital or elsewhere.

The COVID-19 vaccines. which were purchased through federal contracts and then distributed either through a federal retail program or local health

REIMBURSEMENT CONTINUED ON PAGE 15

Women's Leadership SUMMIT

Get your tickets for WLS Fort Smith today! [P10

SILVER: ARKANSAS BUSINESS

Reimbursement: Proud vaccine crusaders wait

Continued From Page One

people wanted to get from their pharmacies," Vinson continued. "Three times as many COVID vaccines las flu vaccines in a typical year have been provided through community pharmacies. These pharmacies are proud of the accomplishment

Yes, there have been hurdles to get ting the administrative fee to our members, but there is a great deal of pride is the accomplishment." More than half of vaccinated Arkansans got their shots through independent community pharmacies, Vinson said.

Arkansas lags behind many states in COVID vaccines per capita, with 48.4% of its 3 million residents fully vaccinated. But steady work by the pharmacies and other health outlets has raised the percentage who have had one shot or more to 58% of Arkansans, according to figures from the Mayo Clinic

As vaccine figures have risen this fall, COVID-19 cases have fallen in Arkansas, from a seven-day rolling average of nearly 2,300 cases on Aug. 19 to a weekly average of 430 last week.

Leader in NWA



said his operation in northwest Arkancas bought a deep freeze for the Pfizer vaccine even before the shot was approved. "We've Collier's has managed giving 80,000 shots.

Stores of Enverteville,

said Collier, who has eight locations. "We're the leader in this area, and proud

He said convincing vaccine resisters has been a bigger headache than slow reimbursements, even for a drugstore trusted for more than a century, M.M. Collier, Carl's grandfather, opened a pharmacy on Favetteville's town square in 1917. The family's flagship store has been a Dickson Street fixture since 1950, and Carl began working there as a boy, dusting shelves long before becoming a pharmacist in the 1970s.

Still, that's no guarantee people will

"We talk to churches, civic groups, all sorts of people, and a lot of them have bought into hoaxes about the vaccine, which is safe," Collier said. "It's the safest and best vaccine ever. We know it is;

As for reimbursement, the drugstore

SPOTLIGHT: Insurance Arkansas Business November 15, 2021 15



Scott Pace is a pharmacist. a lawyer and co-owner of Kavanaugh Pharmacy in Little Rock. He also has his own phar macy staffing company. Pace Management uc.

owner said he's accustomed to slow one that was already widely known to repayment. 'We have to re-run claims, pharmacists: OptumRx, the pharmacy they're lost and you have to refile. It's the benefits manager for United Healthcare. same commonly with pharmacy benefit managers, any excuse for them to keep their money longer and have us wait."

The reimbursements come from three main sources - one for Medicare and Medicaid patients, another for those with private bealth insurance and a third for recipients with no insurance at all. 'If we do a flu shot, our payment expec tation is about 14 days within normal terms," Collier said. "With a COVID shot, you're looking at 30 to 60 days," and that is for patients with insurance

'There's a process of asking the gov ernment to assign the uninsured person an ID number, then you have to turn around and bill the fees through a medical clearinghouse and figure out if it actually gets paid some weeks or months down the line." Pace said. "They're looking to see if the patient has any other commercial insurance that could pay for the administration fee."

Some of the red tape involves get ting patient ID numbers for uninsured patients, but those numbers can expire.

Vinson said one pharmacy in northwest Arkansas had administered shots to the uninsured without seeking reimbursement through HRSA. 'They just internally decided it wasn't worth the headache, and they would just do those vaccines for free and write them off."

Drugstores are compensated for the time it takes to schedule, administer and document every shot, and notably for the cost of biohazard waste disposal.

"When you inject a needle into some one's arm, you can't just throw that in a regular trash can; you have to put it into a iohazard waste container." Vinson said

The cost stuns most people, he said 'It's pretty expensive. I could have a really small sharps container, the size of a shoebox, and that can cost as much as \$60 per shoebox to destroy properly under federal regulations.

The Labor Market

Pace said that pharmacists, like almost all employers, have higher payroll expenses and problems with retaining workers these days in a competitive labor market. Devoting employee time to the vaccine effort without compensation would particularly hurt, he said. "Everybody is struggling to find employees right now, costs are up, and when you're dealing with downward reimbursement pressures, that certainly doesn't help.

Pace, who preceded Vinson as CEO of the Pharmacists Association, is a partner in Impact Management Group of Little Rock and runs his own pharmacy staffing and management firm, Pace Management LLC. He hopes the reimbursement issues will soon be a fleeting memory, and that Arkansans will continue to get the vaccines

"It's just a new process, and I'm very topeful we've made strides since January of this year on the administration side as it pertains to the uninsured." Pace said. I hope that most of this will be worked out in the coming months."

and it's definitely a hurdle for small business." [JOHN VINSON, CEO, ARKANSAS PHARMACISTS ASSOCIATION] Shots for the uninsured, unsur- leading to delays as the government risingly, are the hardest to collect on issues new ones.

"Yes, there have been hurdles to getting

the administrative fee to our members,

accomplishment. ... It's a strain to do all

but there is a great deal of pride in the

this and not be compensated quickly,

romptly, said Scott Pace, a lawyer, pharmacist and co-owner of Kavanaugh Pharmacy in Little Bock. He detailed the three-track process to renovment.

Headaches and Red Tape

Shots for insured patients are first abmitted through their carriers, and Medicare and Medicaid claims filter. Iv a hurdle for small-business," Vinson. through those programs. But reimbursements for shots to the uninsured or underinsured go through a pro-gram of the federal Health Resources the U.S. Department of Health & Human ering the number of shots, it's a big deal. Services. HRSA selected a vendor to I don't want to say it isn't, but it hasn't operate the reimbursement program, stopped our providers from providing

Vinson told Arkansas Business that the fee the government returns to pharmacists has settled at about \$35 a shot

after starting closer to \$15. As the number of shots mount, so do pharmacists' expenses in staffing, paperwork and medical waste disposal.

"It's a strain to do all this and not be pensated quickly, and it's definitesaid. "In the grand scheme of things, the number of uninsured people isn't large, because of expansions in Medicaid and Medicare and commercial insurance in Services Administration, a branch of our state. It's less than 10%. But consid-

Electrifying potential



BY EDWARD MARTIN

hell Gas globes sit atop hand-cranked pumps in front of Beam's Service Station in Cherrytille. Now a museum, it's a snapshot of the 1930s when, in a back room here, Grier Beam founded Carolina Freight Carriers with \$500 and a used truck. It would grow into the nation's fifth-largest trucking company before its sale in 1995.

Though he didn't realize it, Beam was present at the dawning of the golden age of fossil fuels.

Now, east of Cherryville where Beaverdam Creek winds through fields and forests, drillers poke holes in the earth of northwest Gaston County. With a low growt, their machines bring up 3-inch cores of gray, variegated rock. To Piedmont Lithium CEO Keith Phillips, whose company plans a \$343 million regional investment, this is the future of transportation — cars, truck, bases or otherwise. It's not fossil fuel.



▲ Lithium in Caston County is contained in hardrock spodumene, which is mined and processed,

"Lithium is the dominant technology and will be for decades to come," he says. "Our transportation industry, electronics — our whole economy — is electrifying, and it's all going to be based on batteries."

He's more at home on Wall Street than in the brambles of Tar Heel countryside 40 miles west of Charlotte, but investors are betting hundreds of millions that Phillips is correct. Before leading Piedmont Lithium, he spent three decades tending the global mining investments of Bear Seams, Merrill Lynch, J PMorgan Chase and others.

Now, after nearly five years of assembling land — more than 2,300 acres — exploratory drilling and legal foot-work, Piedmont Lithium is perparing to pump out copious amounts of lithium that could create a major new industry. Production could begin as early as 2023. The initial plan is conservative — "the total could be in excess of 51 billion," Phillips says. Piedmont Lithium could create as many as 300 jobs with its surface mixes and nearby chemical processing

Economic-development experts hope Gaston County's lithium will become the nucleus of manufacturing industries

that create battery systems that power vehicles, smartphones and many other devices. Other uses include storing renewable energy, an essential step to break the dominance of fossil fuels.

Some N.C. Department of Commerce officials believe Pedinont Lithian's progess could finally ity the state's long quest for a najor car manufacturing plant. The processing plant and proximity to Charlotte's airport, rail and highway transportation systems could make it a favored location for automakers as electric whiches gain market share.

66 BUSINESS NORTH CAROLINA

2 U L Y 2 0 2 1 57

GOLD: BUSINESS NORTH CAROLINA

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NEWS WORKPLACE

Speak no evil

Companies are being pushed by employees and customers to take public stands on controversial issues, but executives are learning the hard way that some opinions are best kept quiet. BY CAITIE BURKES

THE GOAUTO GUY doesn't remember why he thought, even for a split second, that it was OK to jump in on a Facebook discussion about the 2020 presidential election and refer to then-Vice President-elect Kamala Harris as a "hoe" in a since-deleted comment

At least, that's what Greg Tramontin, the well-known leader of GoAuto Low Cost Car Insurance, said in the apology statement he issued the day after his Facebook comment caused a stir on social media, prompting boycott calls throughout Baton

"I have to be honest that I was caught up in the deep political divide and the toxic rhetoric that this country has been living in for the past several years," Tramontin said in the statement. "My words were hurtful. I sincerely apologize. This is my wake-up call."

In such a politically divided time, consumers and companies are experiencing something of a great awakening, with each becoming more politically conscious. Moreover, some local executives like Tramontin are discovering that publicly sharing opinionsespecially controversial ones-can result in negative business consequences.

More and more, both consumers and employees are demanding companies take positions on key social issues. Seven in 10 respondents to a recent Edelman Trust Barometer survey say they expect CEOs to "step in when government does not fix societal problems," and 86% want corporate leaders to speak up on social

However, there doesn't seem to be as much of a widespread cry for what might be considered right-leaning stances. Instead, people generally want larger institutions to take positions that align more so with a socially

liberal policy agenda; take, for example, the fact that global tech giant IBM, which has a large Baton Rouge presence, has as recently as June 2020 replaced an earlier policy, buckling down on a commitment to equal opportunity and an inclusive workplace by mandating tolerance among managers.

By and large, smaller Baton Rouge businesses-and most U.S. small businesses, for that matter-don't face the same kind of pressure to issue public statements on hot-button political issues. But sometimes, local institutions that conduct a significant amount of business outside city and state limits do have their feet held to the fi e.

Given that Baton Rouge is the bluish capital city of a decidedly red state, this dynamic can prove especially complicated for local employers. It's a delicate dance to appear bold, but not overly ag-

gressive, and true to their values, without isolating too much of their client base.

> "Because of how polarized we are, the days of the old adage that any publicity is good publicity' are effectively over," says Andrew Kuo,

an associate professor in LSU's marketing department and community engagement manager of the Behavioral Research Lab at the E.J. Ourso College of Business.

No matter which route a company takes, there will be pros and cons. And regardless of political bent, there is a right way and a wrong way to take a stance, according to various marketing and corporate public relations professionals.

SOCIAL RESPONSIBILITY. OR RISK?

As consumers have grown increasingly politically active, their expectations of large companies



among younger consumers is the notion of "conscientious consumerism," in which they're highly aware of how their own consumption patterns affect the world around them.

has changed.

"There's a lot of evidence showing millennials are more willing to pay a premium for products that they believe to have been created ethically," says Kuo, who holds a doctorate in business administration and marketing from the University of Florida, "It's no surprise that more companies have integrated some sort of corporate social responsibility stance into their products and services."

Every so often, this has backfi ed. Such was the case in 2018. when Louisiana's state Bond Commission controversially decided to exclude Bank of America and Citigroup from underwriting contracts because of the banks' corporate gun policies.

In the wake of the deadly mass shooting at Marjory Stoneman Douglas High School in Florida, Bank of America had stopped issuing loans to some gunmakers that produced military-style

rifle, while Citigroup had required its retail clients to require background checks for fi earm purchases, not to sell to anyone under 21 and to quit selling bump stocks and high-capacity magazines, or risk being dropped by the bank.

Though an active lawsuit from a Louisiana resident challenges the legality of the move, the situation illustrates the chilling effect that taking a left-leaning social position can have on a business in a conservative state.

Conversely, Louisiana companies like GoAuto and Rouses have also received public backlash for the actions and comments of their respective conservative

Following supermarket executive Donald Rouse Sr.'s participation in the Jan. 6 protests on Capitol Hill, LSU is revisiting its partnership with the chain as "the official supermarket of LSU Athletics" and issued a statement expressing its concerns about Rouses' "connection to the violent, unlawful attacks."

Rouse later issued a statement condemning the violence and saying he returned to his hotel room before rioters stormed the Capitol and the protests turned deadly. But by that point, the reputational damage had already



Florida Trend

HEALTH CARE REPORT

Masked by COVID

Amid the pandemic, the state's opioid crisis has intensified. p 40

PLUS ...

- Hospitals Face Headwinds
- How COVID Has Changed Care
- No CON, But No Building Boom

Florida Education Guide p82

> GOLD: FLORIDA TREND

Health Care: Drug Epidemic

Masked by COVID

Amid the pandemic, the state's opioid crisis has intensified.

By Army Martinez

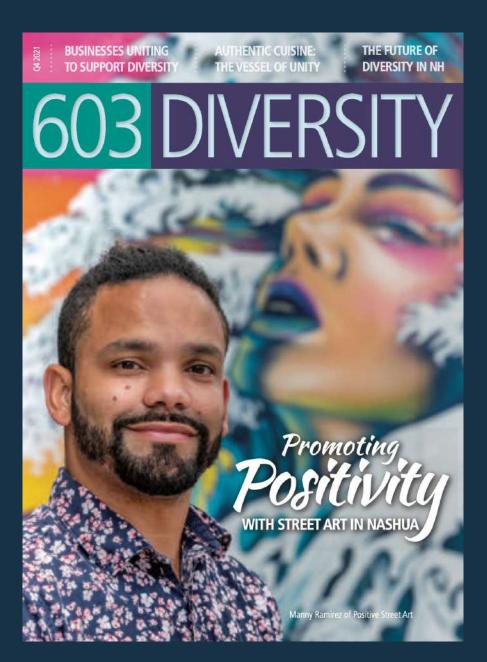
Before COVID-19, the most pressing public health concern facing Florida was opioid addiction — in 2019, an average of one person every five hours died of an opioid overdose in Florida, more than from car crashes or gun violence. As attention turned to the pandemic early last year, the opioid crisis largely fell out of the news. But it didn't go away. In fact, it has grown worse. From March to June 2020, about

2,530 people statewide died from drug overdoses, up from 1,586 during the same four months in 2019 a 59% increase

40 APRIL 2021 PLORIDATRENDICON

2.2 million — Number of opioid pills purchased in just one year from a single pharmacy in Hudson, a town of 34,000 in Pasco County, according to a state lawsuit

BEST ANCILLARY PUBLICATION: SMALL



SILVER: NEW HAMPSHIRE BUSINESS REVIEW

GOLD: DELAWARE BUSINESS TIMES



BEST ANCILLARY PUBLICATION: MEDIUM



SILVER: TWIN CITIES BUSINESS



GOLD: ARKANSAS BUSINESS

BEST ANCILLARY PUBLICATION: LARGE



SILVER: LOS ANGELES BUSINESS JOURNAL



GOLD: D CEO MAGAZINE

BEST BYLINED COMMENTARY: SMALL

ngs, roads, and infrastructure, often with the und restaurant sheds. idea that Mother Nature could somehow be

nie venture outdoors again, it's clear that wide ment that extends to streets and alleys? open spaces will be preferred over dense, urban

sorts experienced a surge in tronage. Downtown districts.

For years, citmillions of dollars to transform fairly staid coninto lively enter-

CTORE CHEVIOURS AGE OF ENLIGHTENMENT recreational zones. Propelled by private and pub-

Itics Grosse Pointe Detroit and other downstreetscapes, parks, fountains, landscaping treetments, and all manner of sports, educational, and

But what good are the improvements today if ration and cause of urban squares, new planning embrace nature like never before

For example, even with all of the improvein downtown Detroit over the last two derades - three new stadiums, a revived theater district, new shops and restaurants, enhanced casinos, and more office and living spaces - the entral business district is still a concrete jungle. Yes, places like Campus Martius Park, Capitol been greatly improved, but now we need more green room to attract people. Streets should be redesigned for a new age of

16 DOUSINGS I MARCH - APPRICAGE

ven COVID-19 can't stop the ad- the latter point, as more vehicles become part of a ance of warmer weather. In fact, connected infrastructure of sensors that will conare is stronger than anything we fine vehicle and pedestrian traffic to dedicated lanes, there's a bace opportunity to add larger Since Detroit was founded in 1701. sidewalks filled with partiens, statues, fountains, we have covered acres of land for homes, build playerounds, art enhibits, and year-round store Speaking of sidewalks, as autonomous and

tamed. But she doesn't let up. Sun, wind, rain, ice, connected vehicles become more widespread, do and snow come in stoody cycles, and there's noth- we need traditional traffic lanes, bicycle paths, sidewalks, and curb cuts anymore? Or are we at Rather than fight nature, we should more fully an inflection point where smart planning will obrace its minnigeneting powers. As more peo- lead to a new age of urban and suburban enjoy-

To peer into the future of orban infrastructure settings. Consider last summer, as the pandemic design, explore the transformational study of the TECH TRACK raced across the land northern Michigan resi- Champs-fibraies in Paris by Philippe Chiam-

harrita Architests or PCA-Stream. The firm transformed the famous soenue comenade that draces multiocial transporduces nuisances

heat, and imstudy, along with an engaging video, can be ac-

Rather than stick with what's worked in the lic investment, Plymouth, Northville, Rochuster, past, our gathering places should be, as the study marricking. notes, 'am urban laboratory bringing together retown districts have added or enhanced their searchers and (planners) in order to create more. Reason From Judgement to Calculation Judgement eastainable desirable, and inclusive cities."

R.J. King





Just a quick note to congratulate you on the November/December 2020 edition of D&usiness extra effort you and your team make to promote

ARTIFICIAL INTELLIGENCE

The term "artificial intelligence" is common today and is absolutely misunderstood. I would urge

computers have no intelligence. They are nstructed and programmed in very complex. Over "All" I prefer the term "intelligence.

Weizenbaum takes the position that while it may be every human behavior, there are certain tasks that

"artificial intelligence" sets us up to accept truly

T Algor Greenhoot

Letters | November - December 2021

Maker Space

These for Oldbard Cuck in morthing sear fract.

The County of the Cuck is comed or appearance of the county of the Cuck in the

remainment requires continuous continuous continuous continuous executive ex

We H meature, and conferenced in speed their cation, sharely, being digital connections between ground vehicles in midwrwy around them ground whiches in midwrwy around advanting communication systems between public and private some.
If somone has an idea for improving con-groups vehicle around, and including clearing in more accident results through high-inclination to more accident results through high-inclination.



Letters | July - August 2021

Help Wanted

open positions.

demic disappearing in the rearview mirror, and ment policies - paying to keep workers on the rising demand for goods and services, what has sidelines, for example - it impacts multiple fachappened to the labor supply? According to a ets of monetary activity. new report from the Committee to Unleash Prosperity, between 5 million and 7 million demic data, whether to boost death counts or Americans can afford to stay home and earn restrict public access, and it's clear to see why more than their counterparts who work 40 or things are getting more expensive. In the past more bours a week. That's due to the American few months, we've seen costs rise for food, la-Rescue Plan Act signed by President Joe Biden bor, hospitality, rental cars, gasoline, airfare, in March.

The report was prepared by economists E.J. one's guess. Antoni, Stephen Moore, and Casey Mulligan. Foundation, calls the new legislation "one of the largest expansions in government welfare benefits - either for not working, or for benefits not related to working - since the modern-day welfare state was created."

What jumps out from the study is that in many areas of the country, households can sarily mean good government. The winners of this type of thing as Detroit continues to qualify to receive a maximum equivalent of \$25 added public encumbrances are workers and bu-re-ernerge as a world-class city. an hour in gravernment subsidies. A family of resugrats. The losers are consumers and anyone four with two unemplored parents, conversely, who seeks to bolster prosperity through can make \$100,000 per year if they tap every free-market principles. Politicians often say they benefit available, including child tax credits. "follow the science" in making policy changes, The new act also expanded food stamps and but it doesn't apply to economics. rental assistance.

What's more, strict COVID-19 restrictions like those issued by Michigan Gov. Gretchen R.J. King Whitmer have made it difficult for working rjking@dbusiness.com moms to re-enter the workforce. Closed schools and day care centers leave mothers with few options, and prevent many of them from returning to worksites. If schools remain closed come fall, the economy will soutter and fail to generate traction.

To expand workforces, employers are offering higher wages and benefits, signing bonuses, and on-the-job training programs. While improved unemployment benefits made sense in the early months of the pandemic, the continued cycle of subsidies that exceed wages has hit numerous sectors of the economy squarely on the nose including hotels, entertainment venues, personal services, and restaurants

12 DBUSINESS HULY - AUGUST 2021

Biden has signaled he supports allowing the back to work. Ask any business owner rescue act's \$300 enhanced jobless benefit to extheir greatest challenge today and the pire on Labor Day, as scheduled. But how do response is nearly universal: We can't fill businesses that are now paying more to attract workers bring wages back in line this fall? When With so many jobs available, a pan- n free-market economy is restricted by govern-

> Couple that with the manipulation of panand more. How long prices will ascend is any-

Another factor contributing to inflation is Antoni, in a piece for the Texas Public Policy | politics. A case can be made that the Democratic Party, with the rescue act, sought to impede the economy and force employers to run up labor costs. The result was a de facto hike in the minimum wage - part of a quest the party reasons will lead to a universal basic income.

As we've seen, big government doesn't neces-





MAY-JUNE DBUSINESS

Thave enjoyed every issue of DBusines owever, I thought this month's edition (May/June 2021) was exceptionally great. Well done.

Farmington Hills

CENTURY CLUB

loved the Century Club in the March/April 2021 edition of Officialess, and specifically the (coverage of the) original Lincoln Motors location on Holden. We've been working on a very cool redevelopment at this same location for a couple of years, and it's moving forward this spring/ summer as an artist live/work place. Hove seeing

Roddov

CAP & CONQUER

My name is Madison Novice and I'm one of the co-founders of Cap & Conquer. I wanted to thank you for featuring us in the DBusiness Give Detroit Spotlight. We are so grateful for the opportunity to spread the word on our nonprofit via your website and the article looked awesome.

Madison Novins Bloomfield Hills

CLARIFICATION

for the president and board chair of the Pontiac Regional





State's Labor Laws Need Updating

GOLD: SAN FERNANDO VALLEY BUSINESS **JOURNAL**



COMMENTARY Alas, Our Shriveling Factory Sector

Let's Build Fire-Resistant Housing

BEST BYLINED COMMENTARY: MEDIUM

Updated: November 22, 2021 FROM THE EDITOR

My son, in crisis



PHOTO | BRAD KANE

Desmond Kane, son of WBJ Editor Brad Kane



By Brad Kane



ince late July, my and my family's lives have been a special kind of hell, as we are entangled in the patchwork and overburdened system of New England behavioral health care. My oldest son, 12-year-

SILVER: WORCESTER BUSINESS **JOURNAL**



Sign up for Enews



IN THIS ISSUE

ince late July, my and my family's lives have been a special kind of hell, as we are entangled in the patchwork and overburdened system of New England behavioral health care My oldest son, 12-year-old Deamons Hospital, waiting for a bed at an inputioni treatment facility on what is expected to be a months long, or even year-long, waitlist. This situation has been awful for my wife and five children, most especially

Desimond. In October, when Sonint Staff My Cooker, were assure some Writer Meetica Benevities firet pitched the idea of covering how the Cortral Massachusetts behavioral health head shortage had been imposted by the COVID purdents, neither of us had any idea how the article would turn out. Set, when I read her first draft of the crisis" on page 14, all I could think of was



18 Insecure

After two record-breaking cyberattacks. Central Massachusetts health care is facing an unprecedented threat

25 Taking back control Opinion columnist Matt Salmon details how he was able to fight noing levels of

DEPARTMENTS

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on the increasingly problematic number of people waiting in emergency rooms for behavioral bods, which is the exact struction Deserond has been in WES is a instones journal, so rumbers are busically a perroquiste for all our stories, but when Monka wrote 501 people were waiting in Massachusetts emergency rooms for behavioral health beds. I thought, "Yep, Desmond is one of those 501." His is the face behind that mamber; the same face lif seen nearly every day of his entire life, until July.

his entitle life, until July.

In the year after the parudentic started,
Deamord but weeks-long aints at two
sepattern pediatric behavioral longitude
in New England, both of questionable
quality. On July 36, it became clear to my
wife and me that we could not longer keep Desmond safely at home, so we decided for the first time to have him wait in for the first time to have him wait in crisis at a hospital until an impotient bed opened up, with us choosing Boaton Children's Hoopital because his neurologist and psychiatrust are there. Aside from a failed attempt for a week in October to have him come borne.

Desmond has been # BCH ever since He has spent nearly all that time in a small hospital room, with the occasional shoet walk around the halberys. He typically only takes baths when my wife, sypciany only taxes within my wite, Sanah, or I are there. He can no longer have iPads, smartphanes, or a TV and only a limited member of tops. He wears headphones constantly while two notes reachines try to drown out the hospital names sending him into a fenence state. His doctors try different freutments and medications, and some all-star numer keep him engaged; but he is regressing. His self-injurious behavior is increasing. A few weeks ago, Sarah and I made

the south for a residential behavioral treatment school, knowing Demond may never again come home, where his



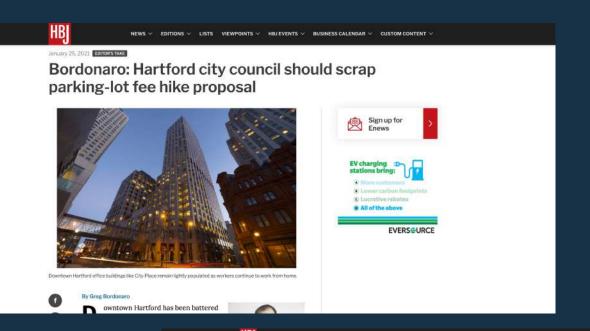
sits usueed and his siblings wonder if their brother will be borne for Christman their brother will be borne for Christin. Much like the warch for so inputent treatment bed, the wait for a pendentia school is impossibly long, as hundreds of children and their families hope for open slots at facilities facing funding and

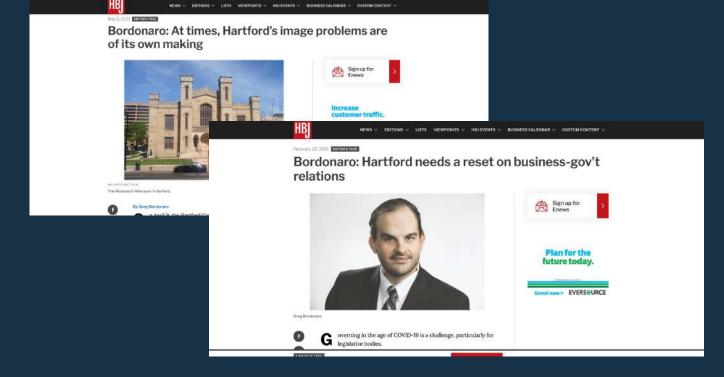
open stors at Sacintee rooming funding and staffing shortages.

The obtastion is putting an overbearing strain on Sarah and me, as we try to balance carring for me four other children – three of whom, like Deumonii are diagnosed with autism spectrum are diagnosed with autism spectrum disorder—and staying with Desmond at BCH as much as possible. Most weekdays, Sarah or I spend five to six hours in the cast wrocking up a diagning amount of credit cord charges on fact, tolls, and food. Weekends are split total and total vectories are spin between long visits to the hospital and trying to find a sense of normaley for our family. In August, Sarah get rear-ended in a car accident on the Mass Pilor sending her and our youngest daughter's to their own stints in the emergency

And Desmond is one of 501. It's easy to discuss problems like mental healthcare shortages in abstruct terms, looking at funding dullars, available beds, and at turning course, a service even, and impacted poticists but all those numbers see personal to many, many people. I hardy have any grasp on redultions to the one problem of Doumond. Knowing how many more past like him are out there makes this o full-blown crisis.

- Bred Kane editor





GOLD:
HARTFORD
BUSINESS
JOURNAL

BEST BYLINED COMMENTARY:

JOE CAHILL

ComEd should pay up for more than its bribes

been find in state and below court.

Courth tipe is my suggestion that it certain ratio and other lag-slation passed stills believe have harmed construers.

The government has our adapted that Combit construers were battisted by the legislation referenced in the deferred proc-cution agreement or than Courth.

MONET SHOULD BE RETURNED
TO THOSE IT WAS TAKEN FROM.

TO THOSE IT WAS TAKEN FROM.

CERTAIN conception the comment of the state of the s

prime literation. Here's no telling have much a judge or jusy lacking expense in electricity markets and utility regulation regist exact! so that region is a lawart. The ICC, by contrast, has the

The win-win exchange of 'microinternships'

The best way to assess someone's skills and for a college student to learn is to do the work-even if for a short time, says Jeffrey Moss, founder of Parker Dewey BY FMILY DRAKE AND TODD CONNOR



Smart CEOs will learn from the work-at-home era

This always online lifestyle is exhausting

Amid the current urgency to return, don't forget to cut yourself a little bit of slack - lowercase's' - as we move through the virtual-to-real-life transition



WE DID A LOT OF SHORT-TERM, URGENT, CRISIS TOO, ESPECIALLY THIS SPRING, OF HOW WE WANT

SILVER: CRAIN'S CHICAGO BUSINESS

Who's regulating the regulators?



of Health, which signed off on nursing home owner Bob Dean's on the eye of the storm. Yes.

though these already vulnerable

many lawsuits since filed against Dean and LDH, that employees have been haunted in their sleep

such a bad average, given that

patients on a good week.

While LDH regulators, to be fair, were onto the problems at icenses, the higger question is

tudge for faulty evacuation proc

which had a one-star rating from

school, it's effectively a failing

Louisians Department of Environmental Quality, regulators continued to shrug as Shell concility more than one month after

But is it necessary for six wacks? DBQ won't say. More troubling, is that no one has said what tox-

spire bold, incendiary rhetoric from Louisiana Public Service Commissioners and members the New Orleans City Council,

coffective r get our pos

Rouge. Peri ficials here

Parish Chief Administrative

collection in Baton Rouge. As detailed elsewhere in this issue (page 74), that contract, negoti ministration, does not allow the

Time for gender equity on the LSU board



REFLECTIONS THE FULL PACKAGE OF GOD

SUFFICIENCY OF HOPE

REFLECTIONS

Annual Source Souther St. Mr.Colliston St.

VIEWPOINT THE BIG PICTURE

The difficult realities of life in SoLa



they're adults, up from 45% in

their progeny to seek a better life.

there were no good options this

TV warned viewers still think

longer a sure bet, and, as detailed

creasingly difficult place to live. In the era of climate change it will only get worse, as Ida has pain-

drawing energy even after com-

sands of people without power

more to show for it? Why have

weeks more, falling still further

in a state with the worst health

REFLECTIONS

KEEPING RELATIONSHIPS STRONG

This technon is a tribute by our publisher to hence of

THIS REQUIRED BOTH purios to have the following utilitates. The order water registrate first is harmly utilitates. The order water specials for the harmly of the production. Second is separated by a listens. Geographic production is separated by a listens. Geographic production is separated by a listens order utilities. The production is separated by a listens or for the production of the production of the production of the second production of the production of the production of words. Second is a large production of the production of uniform or the production of the production of words. Second or the production of words. Second or the production of words. The production of words or the production of words. The production of words or the production of words. The production of words or words or words. The production of words or words or words. The production of words or words or

head have rough of imaking, a resign from the other person-red to selections. Finally, sheeping addisonable persona-tion to the control of the control of the control of the personable control of the control of the control of the social control of the control of the control of the social control of the control of the control of the retensaction starts the copies of the first additional suggisted control of the control of the control of the control of the retensaction starts the copies of the first additional suggisted control of the control of the control of the control of the retensaction starts the copies of the first additional control of the latence of the netteroday.

GOLD: **BATON ROUGE BUSINESS REPORT**

BEST EDITORIAL: SMALL



YOUR VIEW

Delaware Business Times reader commentary policies

We welcome your comments and opinions on topics related to Delaware business and economic trends. Letters must be signed and include contest information for verification.

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We also welcome guest columns on topics of interest to our readers. Columns should be no longer than 500 words,

and concern source of interest to our roaders How to Reach Us

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EDITOR'S VIEW

Delaware can, and should, lead in green tech industry



there has been a renewed foc

progressive Cabinet leaders and were rolled back over the Trump climate and conservation projects.

that is making a commitment to climate private sector's largest names have been making the investment for years now and are now making even bolder plodges.

announcement late last month that General Moton would phase our a carbon-neutral communy by 2040.

Electric care today are the factors but they still make up a small proportice of new car sales: about 3% of the global national charging network would likely help hundreds of thousands, if not millions, of consumers decide to

about 10 times as much as GM, making 1990 or Amazon in 2000

Even without potentially luggative returns, investors are becoming more socially conscious and seeking out companies based upon their awareness will perform better with therefore bringing greater economic

movement, including DuPont, Chammun, JPMorgan Chase, Bank of America, Barclays, Citi, Amazon, Walmart, and Exelon. All of which were Congress "to enact ambitious, durable

opportunity to be a leader in the seeen to the delists in Dover in recent weeks

Senate Bill 33, signed by the governor groups and green energy industry associations looking to push our goals higher than the proposed 40%.

goals. Delaware's RPS reportedly has the second least ambitious target of East Coast states, ahead of only North Carolina, and SB33 only pushes it ahead of one other state.

The increase to a 40% manuface is first proposed, including the arrival of the Biden administration. By nor considering more aggressive measures to show a commitment to the green sector. Delaware risks missing out on

got burned on the promise of such jobs when the Fisker fluxes wasted millions

We shouldn't let the mistakes of our past prevent us from seizing upon the opportunities of tomorrow.

than it was more than a decade ago when Experts have presented a number of

Delaware's central geographic location, nimble state government, and stable financial outlook make it a competitor for legislature to carefully examine where

20 February 16, 2021 | Delaware/BusinessTimes.com

SILVER: **DELAWARE** BUSINESS **TIMES**

Editorial: Delaware can, and should, lead on green tech



With a new administration running Washington, there has been a renewed focus on climate change and renewable energy production.

That was underscored by the announcement late last month that General Motors would phase out

President Joe Biden has installed progressive Cabinet leaders and announced plans to restore many of the environmental regulations that were rolled back over the Trump administration. He also set out goals of creating a network of 500,000 new electric vehicle charging stations across the country, constructing 1.5 million new energyefficient homes, and creating a "civilian climate corps" to work on climate and conservation projects.

It's not just the federal government that is making a commitment to climate-friendly initiatives, though. Some of the private sector's largest names have been making the investment for years now and are now making even bolder pledges.









An easy e-commerce solution for small by Mark Fravel













EDITORIAL Comments **Electric Idea**

n 1993 I was sitting in the Kitchen in my Burlington agastment when I got a call from my landlord. He said they were going to suplace my baseboard electric host with natural gas. This would not only save me money on heating costs, but the transition

The higgest problem was they had to install a boiler, which consequently took up

the one closet in the listing area.

The hot water was also underwhelming. But all in a good cause. Now, the City of Burlington is considering a proposal to either ban new carbon-based heating systems or at loss par a surcharge on them. The surcharge could help fund renewables, weatherization and, yes, electric heating and cooling systems.

Hear pumps have become more popular and more efficient. They are also cosier to install and don't create those, "Where are we going to put the couch?" issues. They

So in about a single generation we've come just about full circle in energy policy.

Back then, natural gas heat was cheaper than electric heat by a lot. It probably still is, but carries the buggage of having to burn something in your closet to stay warm.

The main driver of all this is climate change. A central source of electric genera-

combined cycle natural gas plant. In Burlington specifically in the 1990s the McNeil penerating station burned natural gas and wood chips. Now it only burns wood chips. This is a recewable resource that is basically recycling the carbon already in the natural world, instead of

It's also part of a larger effort to replace fossil fuels with renewable sources of argy, especially non-carbon forms like seind, solar and hydro.

This rould be done very quickly, if we desired it to, but in the short term it would

he more expension, let's not kid correction about that.

Natural gas is relatively chrap and very abundant in the United States, though it has transmission problems, mostly that people don't want a pipeline in their backyand.

And while Burlington is trying to make this change in little more than one genera-

tion, it's still going to create a significant light.

It certainly will increase the cost of living in Burlington in the near term. Corre will be passed on to property owners, consumers and renters in one way or another. But in that span of 28 years, there have been moramortal changes in society on a

scale similar to what is moded with energy.

Think about it. There was no Google back then. No seasurphones. No flatscreen
TVs. No Facebook. The Internet was now and the World Wide Web had barely

So between the cost of energy and the climate crisis, why has there not been a faster transition to a new energy age? It could certainly change the economy and lifestyles as much as the Internet, but

Think back to other technological revolutions like electricity and phone systems.

But even more so, look at transportation. The automobile replaced the horse and buggy to only a few years.

While the automobile goes back to the 1880s, Henry Ford didn't invent the assem

Of course, World War One sped up the development of motorized vehicles pro-

undly. But by the end of it, the bone and buggy was literally history.

But climate change and the cost of energy have not forced such a resolution in

So what is the difference between the automobile and energy The difference might be that people were not forced to choose the automobile,

If people overwhelmingly wanted renewable energy - as in they desire it - renew- 3. FIREWALL: Competition for new energy sources would be as fierce as between Apple and

Strinsing. The part dominance of AOL, Nolsia and Myspaic were supplianted by new and improved products. The text keeps getting better and theapers And If you want something more expensive, you can get that text, Just Illia zara, even electric mostly, and the part of the

the condise, seemounly.

But if you want it to bappen fast, if it needs to happen fast, you have to make passive sunt it the way they usent a Tests or flocked to the Model T.

By cost or by fine or by further righteourness, advocates have to make renewable energy desirable. And it can't take up too much closer space.

6 V:M vermontbiz.com

BUSINESS Views

Cyber Security in 2021

As I realf, the landhood was gerting a great to make the conversion. I suppose all 16 steps to protect is was part of the Energy Philip Act of 1992. So two to spice (History care) in and perm a compile days ripping out the old and your company

and all your data was encrypted would futusion prevention is sometimes you go out of business? If your compared to as Advanced Endpoint or data were stolen and being theratened. Desection It besides software that takes to be sald on the Interset, what would

business that are targets. We see all at (SIEM) are suggested. role. All of us. He prepared.

Here is what you need to inderstand, 6. INTRUSION DETECTION: and 16 action items you can take to pro-

Begin with a security risk assessment. Identify your risk. Identify your data and detection and remediation is a key to sucweaknesses in your protection and pro-cessful security rismagement

Once you have reported a Date of ENCRYPTIONS Assessment you should put in systems to IDENTIFY, PROTECT, DETECT, encrypted at rest and in transit. Disk RESPOND, and RECOVER from oyber encryption is a court, and file-level encrypaccurity issues. Here is how.

1. SECURITY ASSESSMENT:

It is vital you identify your data, your (MFA): cisk, and your risk tolerance before you can plan to protest yourelf. A comprehansive Risk Assessment is the sight place to start. The lack of a proper assessment is the most common item medical offices are fined for in HIPAA settlements.

security. It is not a security step, it is a last chances of breach or attack, Knowle Point Objective and Recovery Time Objective. Follow the 3-2-1 backup rule: import 3 copies of your data on 2 different media, firms with 1 copy offsite. Assure your backup is

Management" firewalls should be intelested along with managed Web application filters. Origing updates and mainte- be asking what to do, or how to restore nance are rital.

4. ANTI-VIRUS:

An active alort system must be fied to your anti-virus software. Getting alerts most comabout view activity will not hele you if tske action on the alerta.

rour company were hacked tomorrow 5. INTRUSION PREVENTION:

action when unreunted behavior is detect opt or entity to be aware of. They are to detections. For large firms or firms with Do not think it is only hospitals and compliance requirements, a security infor

Early detection is vital. Limiti Dwell time, the amount of time a backer

tion can offer safe harbor

8. MULTI-FACTOR AUTHENTICATION

MFA is a most CISA and Microsoft tune recommend that you use a mobile application for MFA rather than relying

9. PHISH TESTING and context sensitive SECURITY AWARENESS TRAINING

Training significantly reduces you in power. Educating your staff and develimportant, and typically missed by small

10. WRITTEN POLICIES:

Be prepared. Many forms of compliance require sentten policies. For firms "Next Generation" or "Unified Threat without compliance requirements, I still breach or file deletion is not the time to

11. SPAM CONTROL:

Roducing spum directly limits the most common method of penetration for most malesae. Unfortunately, the back

Business Views continues page 7

GOLD: VERMONT BUSINESS

BUSINESS Views

Large tax changes on the table

by John McClaughry

ast soonth the three-member Vermost Tax Structure Commission Edelivered a well-written informative and conscientious report. The legislature will now need to come to once with some

The longest part of the report deals with our complex property has financing of education. It recommends replacing the education homestead property tax with would continue to be taxed for education at a statewide eate

The report argues that the present tax is regressive: it claims a greater part of than their higher income swightness, The sent system offers a choice of paying ing a credit the following year, or based on clear link between the budget round and the voter's tax bill, [and] the cost control and accountability of the budget process

Income Tax would reacher this timing trict would set the rate applied to each resident's previous year Adjusted Gross Income to raise the funds to meet the coming year's backet. The state would t the tax. The Commission believes this will be an insprovement. What economic effect it would have by driving up the income tax rate schedule remains to

full on the widest possible range of goods and services. It proposes that consuming pay the sales tax on scores of service tramtions, other than business to business changes, casual exchanges, and - the big one - health services. As a sweetener says that the sales tax rate could be lowcred from 6% to 3.6%.

It's hand to imagine a single tax change that would produce a more politically potent reaction from thousands of resonters faced with collecting and pay-

ing out all the time with AI and machine

12. PASSWORD MANAGEMENT:

Helps assure passwords meet complex-

he covered. A sampler: attorneys, architects, accountants, engineers, plumbers,

electricians, executors, truckers, taxi driv ers, barbers, commtologists, anto repair, Most if not all of the groups tarmpted, like "health care".

As the exemptions mount, the pe ised 3.6% tax rate creeps up to 4%, then is scientifically defensible.

Their report avers that amount of revenues as today's 6% rate.

harmless from the effects of the tay on legislature would coult in not handling services and goods (notably food) not now r-income line would of course pay the full freight.

tribute power a threat. New software is com-arisily power a threat. New software is com-arisily fee your company on the dark web, sloby full management of mobile derices is where criminals list and sell your sensitive learning to help limit spear-phishing data A most hove.

requirements and are not used in more alert customen when a commonly used service like Facebook or Home Depot to keep you protected. panoword there and anywhere you have a

The report lists 121 services that could report was carrer to force everybody to contribute to the campaign to defeat the menace of climate change.

So it's no summise that the Commission addresses taxation as a technique for exacting that contribution.

The Commission obligingly recites the geted by the services tax will clamer to be - horson (Governor Shumlin's characterization) of the coming climate change end times, without asking whether that mantra-

Their report avers that 'when a ine for the environmental and health ben-The Commission recommends some effits, all options considered by the decamechanism to hold low income persons boarration study commissioned by the

Actually the decarbonization report tased; but people with incomes above the found that the only way decarbonization of Vermont could produce enough "cli-mate benefits' to overcome the conceded

Ethan After institute overwestransilor, ougl

often overlooked. Anti-Vinus, and prefer- Technology Services. He has been working in

When all else fails, you should have

16. CYBER INSURANCE:

14. PATCH MANAGEMENT:

Assuring you patch your opeviting, applications, and devices like fire-livelihood. You have liability insurance. Institute+ signifies that hose Computer tralls is vital to reducing your attack vector than one place. These services typically. New vulnerabilities are decovered daile, protect yourself from this spreading new. By's highest standard for security practice and an active patch process is important

15. MOBILE DEVICE MANAGEMENT:

With everyone using cell phones,

affind them ansmor sh the burden on lower into

whole world

env carbon tax should be used to dimincaused by ... the earlier tax. It did lamely ions to reduce the upfront cost of some evestments that will make the transition though in general the commission strive ep the tex base as broad as possible.

undefined olohal benefits enjoyed by the

host of unging a curbon tax or cap-and-

rade system to make motor find and heat-

no oil so expensive that Vermonters card

The Commission did however, stop

On the highter side, the Commission ejected two bail ideas, an unemforceable wailth tax and a value-added tax hidden is the price of goods in place of the visible

The report will appall the climate but tecnowers are narring millions to suf-

the Commission didn't dare to address Vermonten per for being taxed \$4.5 bil-

revenues without killing the golden poose

But answering that question require full-blown performance review Democratic leadership in Texas invented the gold standard performance review in the 1990s, savine billions of dollars. But idea in their 2004 platform, will never do it. And neither will Republican

John Mtt Clauphry it vice president of the

Constituter Technology Services, located in Businesses for 23 years, and was recently marance to protect year business and year. Plus Contrication. The CompTIA Security You have our insurance. Why wouldn't you - Tachnology Sorvices adherer to the victor threat of cyber-attack?

and business processes in critical compo-You have worked hard to build your ments of identification, protection, detection business to where it is today. Be sure to response, and recovery as related to date protect it properly with proper Cyber. security You can contact David and his team

March 2021 V:M 7

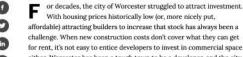
BEST EDITORIAL: MEDIUM



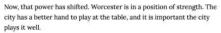




Editorial: Worcester must play a better hand at the bargaining table



for rent, it's not easy to entice developers to invest in commercial space either. Worcester has been a tough town to be a developer, and the city had little leverage in attracting new investment, so it developed a business-friendly toolkit of tax breaks, zoning leniency, and limited design review, all of which helped get deals done, but gave plenty of chips at the bargaining table to developers.



Historically, while the city officials could not change real estate values or rents, they could at least make it easier to do business here. Streamlining the approval process, better coordinating departments working on developments, and bending over backward to be accommodative were all important factors in getting investors to take





GOLD: WORCESTER BUSINESS **JOURNAL**

VIEWPOINT

Budget for action on housing

BY PAUL MATTHEWS

The Worcester Regional Research Bureau was honored to continue our proud history of collaboration with the Worcester Business Journal this May with our coordinated focus on homeosenership issues

The Bureau's report, "Achieving the American Dream: Disparities in Worcester Homeownership," used Home Mortgage Disclosure Act data in combination with U.S. Census Bureau statistics and other sources to provide insights into the realities of housing in Worcester and other Central Massachusetts



communities. Key data the WRRB examined includes median gross rents, percent of owner and renter occupied, owner occupied unit value, and monthly owner costs, not just for Worcester, but for Marlborough, Fram ingham, Fitchburg, and Leominster.

The report's analysis provides some surprising insights into Worcester's housing market, such as the fact 43% of heads of household moved in before 2010, and 57% moved in more recently. The report shares some of the financial inequities between owning and renting your home. In Worcester, 44% of renters are paying 35% or more of income toward housing costs, while just 25% of homeowners pay 35% or more.

This topic is particularly important as the city has reached a modern population peak of 206,000 while our housing market is hitting historic highs, and as policymakers and community institutions consider responses.

Some of those responses are detailed in The Research Bureau's most recent report, "Breaking Down the Budget." Worcester's city manager has released a preliminary plan for federal American Rescue Plan Act funds to reinvigorate the community. That plan would include \$28 million for initiatives, such as capitalizing the city's Affordable Housing Trust Fund. Under the proposal, \$10 million would be used to address community-de termined needs, with direct input on spending priorities being sought in community input sessions on Sept. 27 and 30, and online at www.worcesterma.gov/arpa.

The state is engaged in its own deliberations on \$5.3 billion in federal aid flowing to Massachusetts. The Legislature created a \$4.89-billion Federal COVID-19 Response Fund, and has been conducting Legislative hearings on potential distributions. Under Gov. Charlie Baker's proposal, \$2.9 billion would be released for immediate priorities, including \$1 billion for homeownership and housing production with an emphasis on disproportionately impacted communities like Worcester.

These reports are available at www.wrrb.org, along with our other independent, non-partisan research on a wide range of topics. The bureau is proud of our 36-year history serving the community, and we thank all of our supporters - employers, institutions, foundations, and individuals who understand the importance of informed decision-making in shaping Greater Worcester's future.

> Paul Matthews is CEO and executive director of the Worcester Regional Research Bureau

EDITORIAL

Worcester must play a better hand at the bargaining table

to attract investment. With housing prices historically low (or, more nicely put, affordable) attracting builders to increase that stock has always been a challenge. When new construction costs don't cover what they can get for rent, it's not easy to entice developers to invest in commercial space either. Worcester has been a toughtown to be a developer, and the city had little leverage in attracting new investment, so it developed a business-friendly toolkit of tax breaks, zoning leniency, and limited design review, all of which helped get deals done, but gave plenty of chips at the bargaining table to developers.

Now, that power has shifted. Worcester is in a position of strength. The city has a better hand to play at the table, and it is important the city plays it well.

Historically while the city officials could not change real estate values or rents, they could at least make it easier to do business here. Streamlining the approval process, better coordinating departments working on developments, and bending over backward to be accommodative were all important factors in getting investors to take another look. On the financial side, larger projects were given tax incentives. especially for those expanding operations and hiring additional staff. Add to that a big investment from the city and state governments to help clear key parcels build out infrastructure, and work hand in hand, all willed new projects into being.

The city, along with key private partners, played an important role in spurring the development activity we see today. Worcester is clearly a place where peo ple want to be: the population rose by over the past decade by 8% to a modern record of 206,518 according to the 2020 U.S. Census; the arts and culture scene is gaining new attention; and developers are falling ver themselves to build new stock and rehabilitute old facilities. With momentum now clearly on its side. Worcester's got a much stronger hand at the table.

However, several projects now underway or in

the final throes of their approval process feel out of scale with their surroundings and not in step with the city's urban design priorities, especially in how the projects interact with the street. The Alta Seven Hills apartment complex at the former Our Lady of Mount Carmel church site just off I-290 plans a large parking garage facing Shrewsbury Street, a critical pedestrian artery connecting downtown to Worcester's historic restaurant row. The 371-unit \$106-million market rate development is up for a \$10-million tax break. Before being granted such a generous Atlanta - needs to dramatically soften that edge of its project with retail or other interactive elements along that key artery in order to encourage the critical pedestrian link with Washington Square. Much like the city did when Galaxy Development of Webster

was planning the Trolley Yard retail center off Grove Street, officials need to strongly advocate for a more pedestrian-friendly design from Wood Partners as conditional to the \$10 million tax break.

The new mixed-use development planned for the Sir Morgan's Cove site on Green Street is an exciting blend of retail, including a bowling alley and restaurant, to go along with 318 apartments. The design is attractive, but it's on the drawing board as a 13-story giant in a neighborhood where surrounding buildings don't exceed four stories. This zoning shift, which was proved in May, should never have been allowed to happen. Was the project only truly financially feasible towering above everything else in the neighborhood?

With rent prices spiking throughout the city, there been a justifiable outcry for more affordable housing, but the former Table Talk manufacturing site in the heart of Kelly Square - one of the bottes development parcels in town - really the best spot for a project with potentially 400 affordable units? The plans from developer Boston Capital right now only designates the first 83-unit phase as affordable with the rest still an open question. In one of the city's most heavily trafficked pedestrian areas. Boston Capital's plans offer minimal street level interactivity, which ought to be required for the first floor of a project in the middle of all the action and just a 9 from from the Polar Park haseball stadium. It is more prudent to have a mix of affordable and market rate units in every major development instead of a single massive project that could well end up being developed as 100% affordable unless the city and Boston Capital can agree on a healthy mix.

Worcester's new construction activity has brought palpable excitement to the city. Yet how these new projects fit into their locations, how they interact with the street, and their neighborhood, is critical for their long-term success. They need to add to the neighborbood's vitality, not deaden the public realm. The city has new leverage with developers it did not have in the past, and needs to use it to push harder to achieve its urban design priorities. Worcester must create a design review board to offer feedback to developers at the early planning stages when input can be valuable, and not at the tail end of the process. Even if the board started in an advisory capacity, it would be a

The use of big tax breaks ought to be rethought, too, only using that carrot as leverage to gain meaningful concessions. The city's split real estate tax rate is already a burden for commercial owners, and it's the existing property owners who absorb the tax breaks that mostly large, well-heeled, and out-of-town developers are being rewarded.

Worcester is playing from a new deck of cards, and upping its game with stronger advocacy for urban design principles will help assure that today's momentum will continue well into the future.

BEST EDITORIAL: LARGE

OPINION

Slouching towards Chicago

feature a numbing inventory of the day's shootings-including, lately, of two federal agents and a police officer-as well as the odd carjacking and now, even occasionally harrowing video of mobs sowing maybem in the streets of clowntown, it is a weigh sort of comfort to shocked. Yes, the tally of bloodshed over the July Fourth weekend was as sickening as we have come to expect on any warm holiday stretch in the summer: 108 Chicagoans shot 17 killed. Yet this one partic ular scene, vividly described by Madeline Kenney and Manny Ramos of the Chicago Sun-Times, still manages to horrify:

For several years, Jerry Dale Sr. and his neighbors have shut down their block near the harder of Roseland and West Pullman for a Fourth of July cookout where everyone sets up lawn chairs outside and mingles while children play and ride bicycles until they're tuckered out.

While the tradition has gone off for a to an end shortly after 1 a.m. Monday as A gray SUV drove down the 100 block of of about 50 people—including at least 15

While Dale's 11-year-old grandson ditched his bike in the street and dove into the grass in an attenue to get out of harm's way, others jumped over fences into backvards or hid behind cars.

But Dale's daughter, Katina Manu-



yeiled, "Thave been shot! I have been shot!" Dale recalled. And next to her was her own 6-year-old daughter, who was also hit: "My hand! My hand! My hand!" she cried out.

Chicago has been trying to live down its violent reputation for years. It's nothing different. Our impulse, as proud Chicans, is to resist that reputation, to reach for statistics that contradict the gut sense that Chicago has it worse than any other city. Sadly, the figures are no longer much help. As of this writing, 2,127 people have been shot in Chicago so far this year: 363 were shot and killed. Even if that record is technically superior to, say, New York, L.A. or Dallas, is that really supposed to make any of us feel any better? It certainly won't undo the damage done to those 2,127 shooting victims and their loved ones.

Video of tumult in the streets of the Loop only adds to the stress. As one real estate agent tells Crain's Dennis Rodkin in this week's issue: "There's a perception that there's no control in the city." She's right about that. To out it another way:

Things fall apart; the center cannot hold. When editorial writers take to manuling William Butler Yeats, you know things have gotten pretty dark. And yet, here we are. Perception becomes reality. And police chief. David Brown, have a workible plan to bring violence under control in the city. Crain's contributing columnist David Greising is right when he says in this week's issue that Chicago officials lack consensus about how to fight the city's crime wave, and that this lack of consensus is a symptom of the lack of an effective

crime-fighting program.
It's up to the mayor to create the conditions for that consensus. In other words, to lead. She needs to articulate a plan, work with her fellow elected officials and then get her various constituencies on board. There is simply no alternative If neonle don't feel safe living and working in Chicago, no other policy on the mayor's pri-ority list can be realized. The status quo cannot continue—and, considering the fownward path we are on, it's not even lear that the status quo is the worst possi ble scenario we face.

We're a nation that over time has been politically atomized, one faction set igainst the other, so perhaps it shouldn't be surprising that our elected leaders are not much better than we are at figuring out what's wrong and working together to fix it. But this is the job the mayor asked for and ran hard to win, and the credentials she brought to that campaign included her track record on the Police Accountthe subject anymore. She can't escape her own accountability. She must demonstrate that she understands the gravity of this moment and is capable of meeting it

YOUR VIEW

Chicago can be the business center of the nation

Recent action by the Illi-nois General Assembly will put Illinois in a position to quickly move forward on developing a high-speed rail network once the American Jobs Plan, or any future federal railway infrastructure legisla-

The Illinois General Assembly recently passed HB 399, which will give the Illinois Department Rick Namish is of Transportation a forum it can executive director use to move from its current of the High Speed wish list of individual projects to Rail Alliance and a true, statewide railway trans- a primary advoportation plan. Doing so will cate for the Hilinois place Illinois at the center of the High-Speed Railway national railway infrastructure Commission.

The bill formally grants the High-Speed Railway Commission the authority to de-network will increase its ridership, but Mevelop a statewide plan for a high-speed rail line and feeder network connecting St. Louis and Chicago. Once the legislation is signed into law, the next steps are conducting a ridership study and making recommendations on a governance struc-



from throughout the Midwest through to the Loop and O'Hare. ting Metra to the new high-speed

the network.

and McCormick Place, as well

tercity buses and Amtrak ser-vices to Rockford, Moline, Peo-

ria and Decatur would fit into

impact on three high-priori-

modernizing Metra, an O'Hare

The Illinois High Speed

that connection. As the commission plans, it should look

beyond the existing system that is primar-ily designed to transport people to and from bedroom communities during peak. McCormick Place on their way to Union

ture—all done in coordination hours. A different model would run Metra trains much more frequently—think ev-The commission will re- ery 15 minutes-and could even include ew existing railway systems, new lines that connect suburb to suburb looking at improved access to instead of relying on a central hub model with Chicago at its center.

O'Hare International Airport Before it can run faster and more freas how services like Metra, in- quently, Metra needs new equipment. The passenger coaches follow a post-WWII design. Modern passenger coaches hold more people, are easier to get on and off of and have space for luggage and bikes. They are lighter, meaning they can start and stop Rail Commission will have an faster, which makes them safer. They are more environmentally friendly, producing ty items for Chicago's region: as much as 86 percent fewer emissions.

express train and express trains O'Hare is essential. Metra is proposing to offer express trains from Union Station and/or Ogilvie Transportation Center diectly to O'Hare-a trip that will take about 30 minutes. The project is a less expensive o the O'Hare tunnel proposed by Elon

With some infrastructure improve-ments, high-speed trains could stop at

Improving existing tracks and connect ing them to a new high-speed line will place Chicago at the center of a growing Midwest high-speed network and make same-day round trips possible between all of Illinois' major cities and destinations. For Chicago, this will mean a significant bump to our economy-with tens of millions of additional riders arriving in Chicago each year and hundreds of millions of dollars in new, local spending.

A 2011 study undertaken by the High Speed Rail Alliance—then known as the Midwest High-Speed Rail Association predicted that \$13.8 billion would flow to the Chicago area as the result of increased ridership revenue, increased business sales revenue, new permanent high-paying jobs and increased tourism.

With a rail-loving president who has earned the moniker 'Amtrak Joe' and a high-speed railway-friendly Secretary of there is no better time for Illinois to move speed rail to the state. All aboard, Illinois.

SILVER: CRAIN'S CHICAGO BUSINESS



Sound off: Send a column for the Opinion page to editor@ chicagobusiness com. Rease include a phone number for verification

OPINION

"Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech; or of the press or the right of the people peoceably to assemble, and to petition the government for a redress of grievances." —First Amendment

IBJ.com



EDITORIAL

Where's the real punishment for FBI officials in Nassar case?

Where are the consequences for those who let the investigation of longtime USA Gymastics doctor Larry Nassar languish for more than a year, allowing at least 70 more girls and young women to allegedly be sexually abused under the guise of his socalled medical treatment?

That's one of the key questions we should all be asking ourselves after a damning report by the U.S. Inspector General found FBI officials made "fun-

Those responsible at the FBI need to feel more than pangs of regret.

damental errors" and exhibited "extremely poor judgment" in the handling of sexual abuse allegations against Nassar, first reported to the agency in 2015.

Nassar's sexual abuse wasn't stopped until The Indianapolis Star exposed the allegations in September 2016. He was eventually convicted on 10 counts of sexual assault.

Nassar has received his punishment, though nothing can ever truly make up for the pain he has caused his victims. But at least the former doctor is now serving a 100-year-plus sentence after hundreds of girls and young women said he sexually abused them under the guise of medical treatment when he worked for Michigan State University and Indianapolisbased USA Geomentics.

But where is the real punishment for those who lied and sat on their hands while Nassar continued his sick reign of abuse?

Where are the meaningful consequences for the FBI officials in Indianapolis that the report says did not respond with the "utmost seriousness and urgency that the allegations deserved and required"?

Where are the adequate sanctions against the FBI officials in Indianapolis who did not take any responsibility for the missteps and gave incomplete and inaccurate information to internal FBI inquiries to make it look like they had been diligent in their investigation?

And where is the comeuppance for W. Jay Abbott, head of the PBI's Indianapolis field office at the time, who the report says field to investigators to cover his own missteps. Alarmingly, the report also says Abbott talked with a USA Gymnastics executive about getting a job with the Olympic committee while the investigation was pending. He applied for the job, didn't get it and later retired from the FBI.

The FBI says it has "taken affirmative steps to ensure and has confirmed that those responsible for the misconduct and breach of trust no longer work FBI matters."

But that doesn't seem nearly punitive enough for people whose actions and inactions allegedly led to the abuse of at least 70 more girls and young women. Some place the number closer to 120, The Star reported.

John Manly, an attorney for more than 150 of Nassar's alleged victims, has urged that Abbott be prosecuted and insisted that anyone responsible for missteps in the investigation also be held accountable.

We agree. If a full-blown criminal investigation of FBI staff isn't conducted, it wll only cause more survivors of sexual abuse to keep their pain to themselves and feel that law enforcement won't help them or take their allegations seriously.

Those responsible at the FBI need to feel more than pangs of regret. They deserve the full scrutiny of the justice system.

To comment, write to ibjedit@ibj.com.

Honoring people is a great part of my job



LESLEY WEIDENBENER

When I think about my responsibilities at the Indianapolis Business Journal, I focus primarily on coverage of news in central Indiana.

I worry about making sure we have the latest real estate projects or economic development deals or that we're first to report a major acquisition, like Kite Realty Group's announcement this week that it is acquiring a competitor from Chicago. (You can read more about that on page IA.)

I think about ways to free up reporters from the daily grind to do more in-depth coverage of local business trends or problems. (They will tell you I'm notalways that successful at giving them time for larger projects. It's an area for improvement.

But another important part of what IBJ does is recognize people in central Indiana who are leaders in the community and in their industries. Forty Under 40, Women of Influence, CTOs of the Year, etc.

I knew about these recognition programs long before I started at IBJ. (What young person in Indy doesn't hope to become a Forty Under 407 And, no, that did not happen and, of course, with my advancing age, never will. We really need to create a 50 over 50 program?

But I had no idea I would be so involved in HIP's recognition programs—that I would serve as a judge on most of them, edit the profiles written about the honorees and even help out at some of the photo shoots for the winners.

Turns out, it's one of the best parts of my job.

Reading dozens and sometimes hundreds of nominations for an awards program provides insight into organizations, companies and even industries I had no idea existed. Often, even when a nomination doesn't result in an honor, it will lead to a story, profile or feature. And meeting the honorees later either when we take photos or at awards events—is truly an honor and an opportunity to expand my own network and knowledge

about central Indiana. My involvement in Forty Under 40, for example, has led to some incredibly fruitful professional and even personal relationships. So, too, with Women of Influence. I have called upon the people I met through those programs time and again to write columns for IBJ, be sources for stories and provide guidance as we navigate the changing business and media landscape.

I'm thinking about all this now because we just finished choosing our Health Care Heroes honoees, and I just edited the profiles

Recognition programs help build professional relationships.

for our new 20 in their Twenties program. Our assistant print editor, Samm Quinn, is writing the profiles for CTO of the Year and we're taking nominations right now for Women of Influence, as well as for CFO of the Year and the Michael A. Carroll Award, which goes to someone who has worked in the trenches to make central Indiana a better place.

Typically, we're not juggling so many of these programs at once.
But we postponed several events that are normally held earlier in the year to try to ensure we could host them in person, rather than virtually. We learned last year that, while remote ceremonies can have their charm, we like saying congratulations in person.

To learn more about our recognition programs, go to B₃, com/nominations. We are working on some guides to give you more information about how to nominate individuals and what we consider when choosing honorees. We'll be rolling that out later this year.

But in the meantime, please nominate a deserving individual and help us recognize the people who make central Indiana special.

Weidenbener is editor of IBJ.

GOLD: INDIANAPOLIS BUSINESS JOURNAL

BEST OF SHOW

MOST IMPROVED PUBLICATION

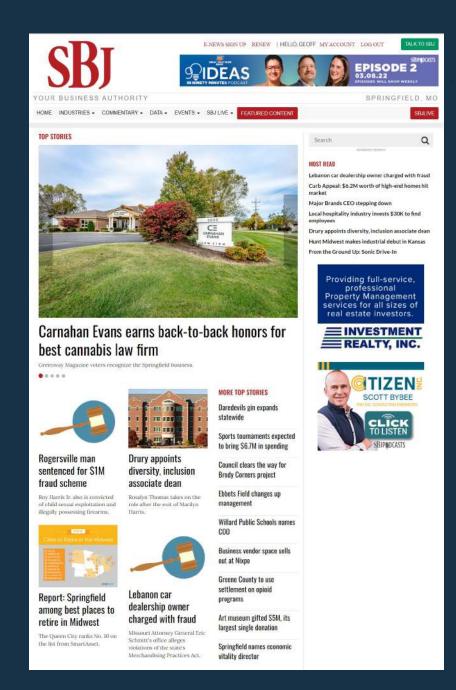




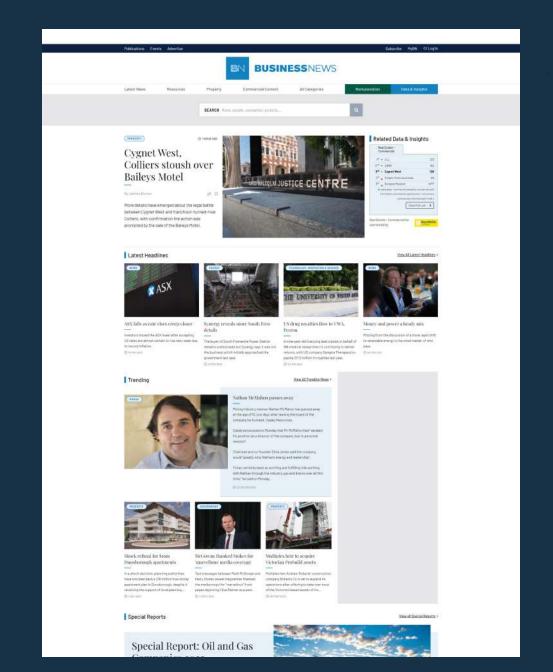
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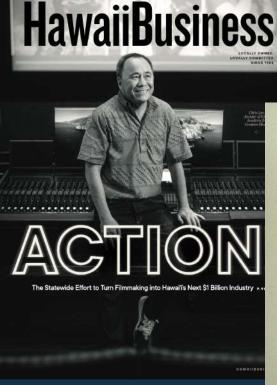


GOLD: CRAIN'S CHICAGO BUSINESS



BEST MAGAZINE





3 Factors Igniting Local Real Estate Sales ...

Kūpuna Child Care

Grandparents provide the child care that allows many mome and dads to keep working. But two following parents have that vital support system.

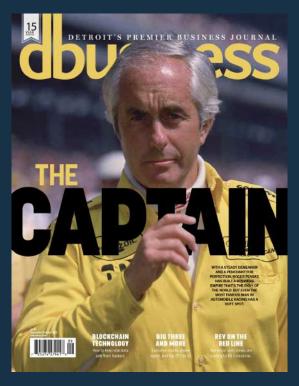
EA LEVEL RISE: WHAT HONOLULU CAN DO. ...

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BEST NEWSPAPER: SMALL TABLOIDS



BRONZE: DELAWARE BUSINESS TIMES







Turning the lights on





Place saving

some of the region's most iconic and badly clamaged buildings.



No dead wood



By the numbers

How much of a financial toll did the

PAGE 12



Look for Cedar Rapids Metro Economic Altence's monthly report.

Next Week

The CBJ focus topic is Tech & Innovation, Watch for the National noineer's Week special section

SILVER: **CORRIDOR BUSINESS JOURNAL**

Corridor Business Journal

Curbing the pandemic

UI coronavirus researcher and FDA panelist discusses vaccines, mutations and the nation's health future

With the possibility of a third COVID-19 vaccine being approved soon, health officials hope to be closer to pre-venting severe disease, hospitalizations and death. Dr. Anthony Fauci, director of the National Institute

of Allergy and Infectious Diseases, says the new timeline calls for the general population to have access to vaccines by mid- to late May and early June. That is because of the number of vaccines being produced and available, includ-ing – potentially – a new offering from Johnson & Johnson now making its way through the approval process. An Josean at the forefront of coronavirus research is being called upon to weigh in on the latest vaccine, based on his four decades of work and expertise in the field.

microbiology and immunology and professor of pe-diatrics, serves on the U.S. Food and Drug Administracommittee and was involved in the decisions to approve both the Pfizer/BioNTech and Moderna vaccines.

War stories



discuss a year of death, liness employees.





has highlighted the shortage of home health care workers to serve the state's aging

Edtech on the spot

rowing ediech industry was put to the test in a year everything went online.

Builders in partyration |-

Inside

Check out lows City Area HBA's monthly newsletter, Builders News.

Next Week

The CBJ focus topic is Food & Agriculture. Watch for Envision, Iowa City Area Business Partnership's monthly newsletter

SAN FERNANDO VALLEY BUSINESS JOURNAL

LIPPERT Staff Report

his doors instead.

Canyon Club Survives to Promote Future Gigs

ENTERTAINMENT: Agoura Hills music venue trims staff.

By KATHERINE TANGALAKIS-

Had Lance Sterling known how complicated the last year would be trying to save his sub-2,000 seat concert venues during the pandemic, he said he likely would have closed

Airborne: Rendering of X-59 over the desert.

But now, having taken out loans, sold assets and spent months trying to preserve jobs and pivot his business at Sterling Venue Ventures, which runs the Canyon clubs, he hopes to return to operating as a stronger company.

"We all had the same mantra: if we get through this, we'll be healthier and a better company. And from history, I've learned that, you know, businessmen figure out a way to get through stuff," Sterling, owner of the Agoura

Please see ENTERTAINMENT page 40 Billboarder: Lance Sterling, right.



\$8 Million VC For RentSpree

TECHNOLOGY: Tenant screening software firm plans to expand.

By ANTONIO PEQUEÑO IV Staff Repurker

Hard credit checks, screening fees and inefficient processes were just some of the pain points Michael Lucarelli endured during his move to attend Pepperdine University's MBA program. The program marked a two-year increases that would birth his co-founding of RentSpree, an all-in-one software hub for rental applica-

Please see TECHNOLOGY page 41

Few Deals for Home Brokers

LIST: Low inventory hampers sales, but prices keep rising.

By KATHERINE TANGALAKIS-LIPPERT

Although demand for housing remains high across the Valley THE LIST region, with record-low inventory due to a lack of available homes.

Please see LIST page 2

SPECIAL REPORT REAL ESTATE QUARTERLY



space for renters.

tice that gained traction during the pandemic has lost much of its appeal in the current. office market, according to brokers and researchers, 'At Warner

been pulled off the mar nia director of research for Savills, a real estate firm in Los Angeles. And with the exception of Burbank, the office market has plenty of open

BEGINNING ON PAGE 11

MAIL TO:

By MARK R. MADLER Staff Reporter

Corp. is developing an experimen-tal plane designed to minimize noise when

the aircraft passes the sound barrier.
If successful, the technology could

t its top-secret Skunk Works plant in Palmdale, Lockheed Martin



QUIET SONIC BOOM

Sound reduction technology could cut airlines' flight times in half.

allow commercial jets to double their air-speed, cutting typical travel times in half. The X-59 Quiet SuperSourie Technology is the Skansk Works' first project that iso't a military secret. In fact, the project has no military application—low-noise supersonic travel would be for atritines only. "It is a quiet sound rather than a load

Please see AVIATION page 4 Chambers Question Mask Mandate

smack," David Richardson, program man-ager for the X-59, explained. Research for the X-59 is financed by

a \$248 million contract from NASA, and

several subcontractors for the yet to be built aircraft are located in the Valley region.

Business groups complain about the slapdas implementation of latest health restrictions.

Selling Strategy: Authority Marketing Digital marketer Ali Payani, right, discusses how companies should become authorities to customers



Join us in paying tribute to the important but often-unsung work of our mentors.

AWARDS CEREMONY August 19

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BEST NEWSPAPER: MEDIUM TABLOIDS



BRONZE:
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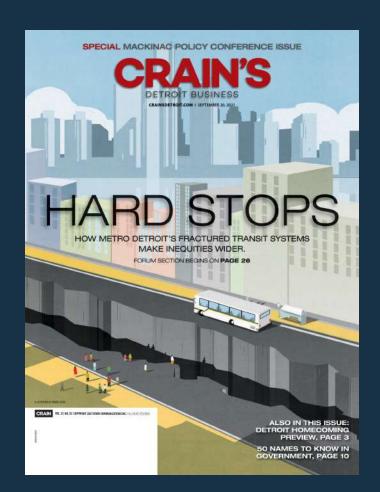




GOLD: WORCESTER BUSINESS JOURNAL



BEST NEWSPAPER: LARGE TABLOIDS





THE UNIQUE ADVANTAGE

BRONZE: CRAIN'S DETROIT BUSINESS



Nonprofit CEO salaries at a premium amid turnover

It's getting harder to



LOS ANGELES BUSINESS JOURNAL



No Worries for GoodRx

HEALTH CARE: Amazon's arrival doesn't concern execs

By HOWARD FINE Staff Agreeme

Some Mexico-based GordRy Halding

Some Motion-based GeoRR: Holding, line, and its companion pixel applies again for prescription dauge are facing increased compo-tation from Amazon, and face. In November, South-based Amazon, turn-dated a prescription discrete prepara called Prime Rs. And in early May, the accentering in edged close of GooRR's true, it monotoning expended companion pricing, options with its Plane are GOODEX page 8

Hotels Fill Up With Locals

TOURISM: Staycations help jumpstart industry's recovery

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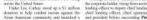
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Loyola Medicine has reached a strategic crossmads in a con-solidating market. Anchored by an academic medical center, Maywood based Loyola has long stood out in the local market by providing more advances care than other boughts in the west gan-based chain with \$6 boogs own within \$6.00 till \$6.00 til regional networks with more than three times as many hospitals.



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