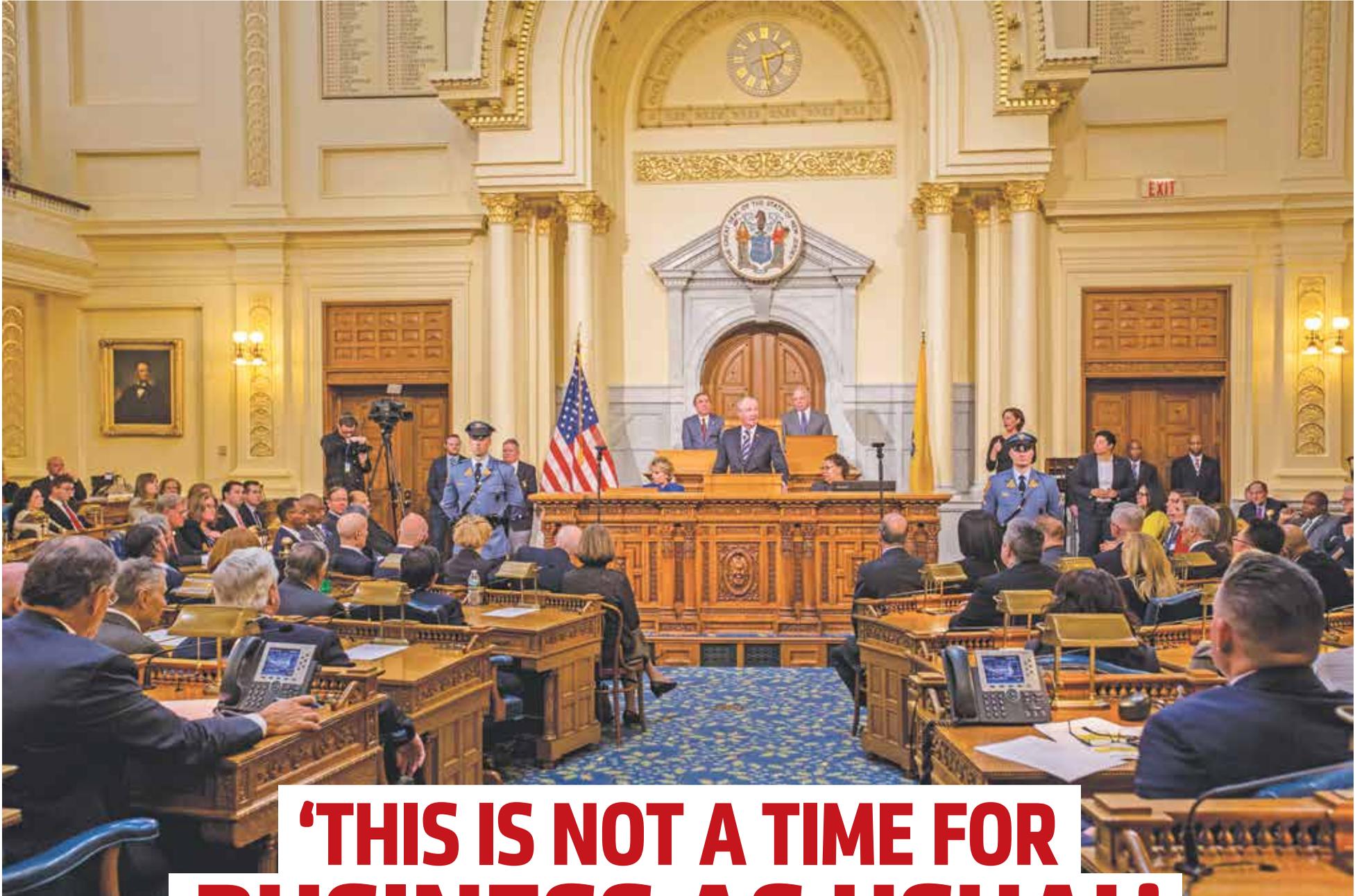




Stepping up during the shutdown

Jenn DeMarino of CrossFit Finest in Metuchen is one of the state's business owners offering freebies and discounts to furloughed federal workers. Elsewhere, Amtrak officials try to keep big projects on track. **Page 13**



'THIS IS NOT A TIME FOR BUSINESS AS USUAL'

- AARON HOUSTON

In his first State of the State address, Gov. Phil Murphy criticized oversight of corporate tax breaks, declared victory on several transportation, health care and environmental issues and reiterated his call for a \$15 minimum wage.

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For address or name corrections, fax label to (732) 846-0421

Spotlight: Essex County

Newark's rebound is well-known, but development activity is picking up throughout the county, as towns put mechanisms in place to draw new customers and businesses to their centers.

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Governor Phil Murphy delivers his State of the State address in Trenton, Tuesday, Jan. 15, 2019. - AARON HOUSTON

Murphy blasts tax breaks and claims policy wins

Following the governor's first state of the state address, critics cite lack of progress on significant transit, environmental and economic issues

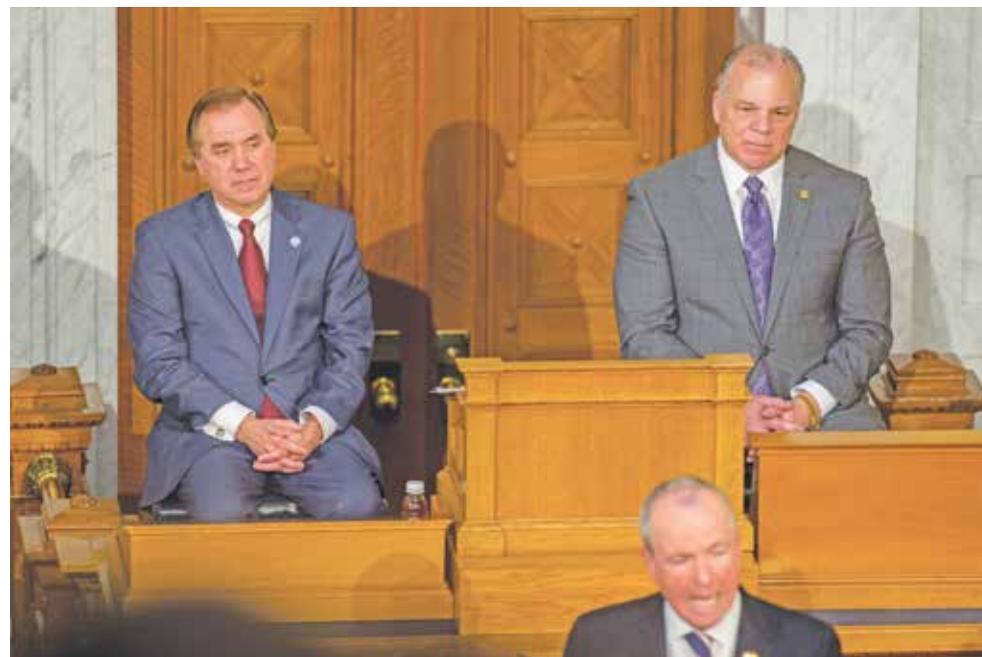
BY DANIEL J. MUNOZ
@DANIELMUNOZ100

Gov. Phil Murphy devoted much of his first state of the state address to denunciation of \$11 billion in tax breaks the state awarded between 2005 and 2017, saying many of them were “designed to reward the well-connected” — criticism several lawmakers and public officials said was disproportionate.

Murphy, flanked by the state's two top Democrats in the Assembly chamber, vowed to phase in a new series of tax incentives when some of the current programs expire in July.

“My concern was that those programs were designed to do exactly what they were shown to do — reward the well-connected while taxpayers and workers paid the price — rather than actually create jobs and nurture innovative new businesses,” Murphy said.

His remarks followed an audit by the state comptroller released on Jan. 9, which found that the Economic Development Authority exercised little oversight on its \$11 billion in tax breaks, making it difficult for



Assembly Speaker Craig Coughlin and Senate President Stephen Sweeney listen as Murphy speaks. - AARON HOUSTON

the agency to determine if companies actually delivered on their promised jobs and economic activity.

“I had planned to give a very different speech today but, after reading the audit of New Jersey's corporate tax incentives released last week, this is not a time for busi-

ness as usual,” Murphy said to start off his one-hour address.

‘Failed status quo’

“This is about wasted money, phantom jobs, squandered opportunities, and misplaced priorities,” Murphy added. “This is about a

failed status quo and a broken system.”

After the speech, Senate President Stephen Sweeney, D-3rd District, a sometime political opponent of Murphy, disputed the charge of ineffectiveness in the tax credit programs — the biggest being the Grow New Jersey and Economic Development and Growth Programs.

Grow NJ provides tax breaks to companies, generally over a 10-to 20-year period — provided recipients meet certain job creation and economic activity milestones. ERG provides gap financing for redevelopment projects.

Many of the largest tax breaks under the Grow NJ program went to companies now located in Camden or Jersey City.

“There’s nothing in that report that said the legislation was bad. It was enforcement within the agency,” Sweeney told reporters following the address. “So we have to look within where things went wrong. But to say the programs that we did were bad? I just don’t agree. I believe there’s room for improvement, there’s room for improvement with everything.

“I can point to Subaru and lots of companies that would’ve left this state if it wasn’t done,” Sweeney added.

And the \$11 billion figure Murphy cited, Sweeney said, is not entirely accurate.

“They keep using the number \$11 billion [that] has been given out, it hasn’t been. It’s been a billion since the inception of the programs,” Sweeney said.

EDA Chief Executive Tim Sullivan said in a Jan. 3 written response to the audit that the amount the state already gave out to companies is much lower.

According to Sullivan, companies have received just \$696 million of the \$8 billion the EDA awarded under the Grow NJ, ERG and Urban Transit Hub Tax Credit programs between 2005 and 2017. The remaining tax credits could take decades to actually award, as laid out in the existing legislation, and provided the companies meet the criteria.

Too critical of tax breaks?

Sweeney’s wasn’t the only voice defending the tax credit programs. Other supporters said they were left uneasy, or at least surprised, by how intently Murphy focused on the issue.

“In Camden County, we have had a renaissance take place in the city and county that has been nationally recognized,” Camden County Freeholder Director Louis J. Cappelli, Jr. said in a statement. “Measured by every objective metric, Camden is a success story in the making based on the use of the current EDA incentive program.”

The governor’s criticisms of the EDA credits were disproportionate, Cappelli said.

In 2014, the state awarded a tax break of \$82 million to the Philadelphia 76ers for a practice facility in Camden and \$260 million to energy company Holtec International for a new headquarters in the city.

Aerospace and defense company Lockheed Martin Corp. received \$107 million in tax breaks to relocate some operations to Camden. Automaker Subaru of America, Inc., was awarded a \$118 million tax break in 2014 for its new headquarters in the city.

Two of the state’s largest business advocacy groups, the New Jersey Chamber of Commerce and the New Jersey Business and Industry Association of New Jersey, said they are wary of Murphy’s heavy focus in his address on the state’s tax incentive pro-

grams, and his pledges to ramp up scrutiny on those programs.

“The EDA’s been around for 35 years, they’ve done some good things for this state, and he threw the entire organization under the bus,” Tom Bracken, the NJ chamber’s president, told NJBIZ. “You have to have an EDA that’s healthy, and you have to have companies that want to come here and if they see a drill that companies are going to go through from an investigative standpoint, they’re going to be reluctant to do that.”

And Michele Siekerka, president and CEO of the NJBIA, said the focus on tax incentives diverted attention from more pressing economic issues such as ever-increasing tax rates.

“When the governor says that he wants us to be the premier job-creation in the region ... we’re not competitive at all and we’re not affordable until we fix what’s structurally broken in the state,” Siekerka told NJBIZ.

“We’re not going to have the type of

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ADDRESS

CONTINUED FROM PAGE 3

job growth and sustainability of jobs that we need in order to fulfill his goals, and we didn't hear today about structural reform," she added.

Murphy acknowledged that some of the tax credits the state awarded under his watch have been helpful, such as \$40 million the state awarded to Teva Pharmaceuticals in June 2018 to move its U.S. headquarters to Parsippany.

The governor also praised small businesses in the state such as Rising Tide Capital and homebrewing company Love2Brew.

Overall, the state generated 50,000 new private sector jobs between January and November 2018 under Murphy's watch, he said.

"A fair and efficiently run tax incentive program is important to attracting new business to New Jersey and strengthening our economy for the good of all," Commerce and Industry Association of New Jersey President Anthony Russo said in a statement. "We want to work with Murphy and the state Legislature to make certain a well-managed tax incentive program remains in New Jersey."

The governor tried to rally support for a series of economic incentives that he envisions would take the place of the Grow NJ and ERG programs.

"This is taxpayer money. For the same price as these tax breaks, New Jersey could have funded our public schools, funded [New Jersey] Transit, met our pension obligations, provided more property tax relief, or all of the above," Murphy said.

Murphy touted his efforts toward building a so-called innovation economy, which entails incentives more focused on certain industries, and capped at much lower levels.

"Tax incentives must be just one tool in our toolbox," Murphy said. "Education, infrastructure, workforce development — those are the primary tools for building a stronger and fairer economy and a stronger and fairer New Jersey. Tax incentives should be used strategically and sparingly to get us to our goal."

Murphy vowed tougher reviews of how much economic activity companies say they generated for the state. On Jan. 14, Attorney General Gurbir Grewal said his office will scrutinize the \$11 billion of corporate tax breaks the state awarded to see if any were improperly granted to businesses. Grewal said his office would see if any civil or criminal laws were violated by companies receiving tax breaks and if so, "seek the recovery of those funds."

Steel wheels, weed and windmills

The governor used the second half of his address to recap progress that he made toward key legislative priorities.

His office signed a law boosting oversight of New Jersey Transit and supplying



Governor Phil Murphy delivers his State of the State address in Trenton, Tuesday, Jan. 15, 2019. - AARON HOUSTON

more train engineers and locomotives to the statewide transit agency.

"NJ Transit's got to dig itself out of a hole, but you don't get a lot of credit for digging out of a hole, you only get credit for digging on top of the hole," responded Peter Kasabach, executive director of the policy development nonprofit New Jersey Future.

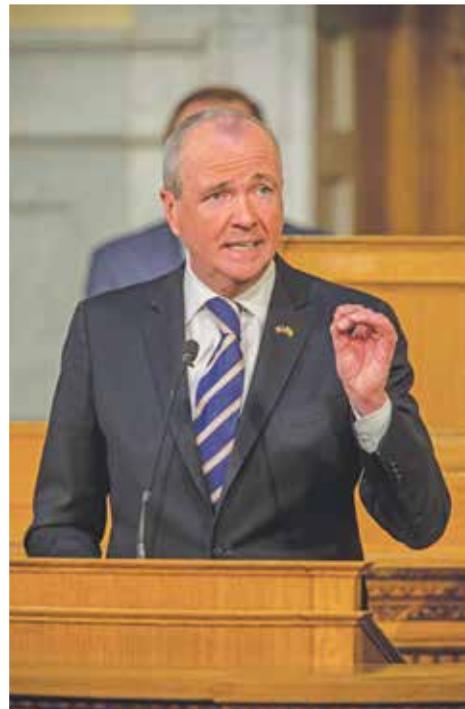
Murphy rolled out several state-level health care laws mirroring the Affordable Care Act, such as the health insurance mandate and a high-risk pool, funded by fines for not having health insurance.

Under Murphy, the state raised \$3.2 billion for its pension obligations, implemented paid sick leave for 1.2 million residents, enacted a gender equal-pay law and expanded the state's medical marijuana program, which was initiated under former Gov. Chris Christie.

In his speech, Murphy pointed to efforts the state undertook to produce 3,500 megawatts of offshore wind energy — including a first bid of 1,100 megawatts — part of a goal for the state to be completely reliant on clean and renewable energy by 2050.

And the administration unveiled plans in December for the state to rejoin the multi-state Regional Greenhouse Gas Initiative.

But the New Jersey Sierra Club, an environmental advocacy group, gave Murphy a D for his actions, saying the governor raided \$287 million from the Department of Environmental Protection's budget, \$160 million from the Clean Energy Fund, \$200 million from the 2015 Exxon refiner-



Murphy argued that tax breaks "must be just one tool" in economic development. - AARON HOUSTON



Lt. Governor Sheila Oliver before Gov. Murphy's first State of the State address at the Statehouse in Trenton. - AARON HOUSTON

hopefully this grade can spur Murphy to move forward. Murphy's D is still 10 times better than Christie's grade, but not where we need to be."

'Finishing what we began'

The governor also talked about two of his biggest unrealized goals: legalization of adult-use marijuana and an increase of the minimum wage to \$15 an hour.

"So, let's start 2019 by finishing what we began in 2018 — putting the minimum wage on a clear and responsible path to \$15 an hour, and legalizing adult-use marijuana," Murphy said. "We must remember that when we talk about policy we are talking about people, not politics."

"It's very nuanced in other states and I'm not quite sure why they aren't able to make progress on it [in New Jersey]," said Regina Egea, president of the fiscal policy advocacy group Garden

ies cleanup settlement and \$69 million from the Volkswagen emissions settlement, much of it for the general fund.

Murphy did ban offshore drilling, vetoed a controversial bill allowing towns to enact plastic bag fees and unveiled several natural resource damage lawsuits, the NJ Sierra Club said.

"[Murphy] has shown a lack of leadership on many key issues, so we really feel Murphy's grade is incomplete," Sierra Club Director Jeff Tittel said in a statement. "Christie was basically below an F and

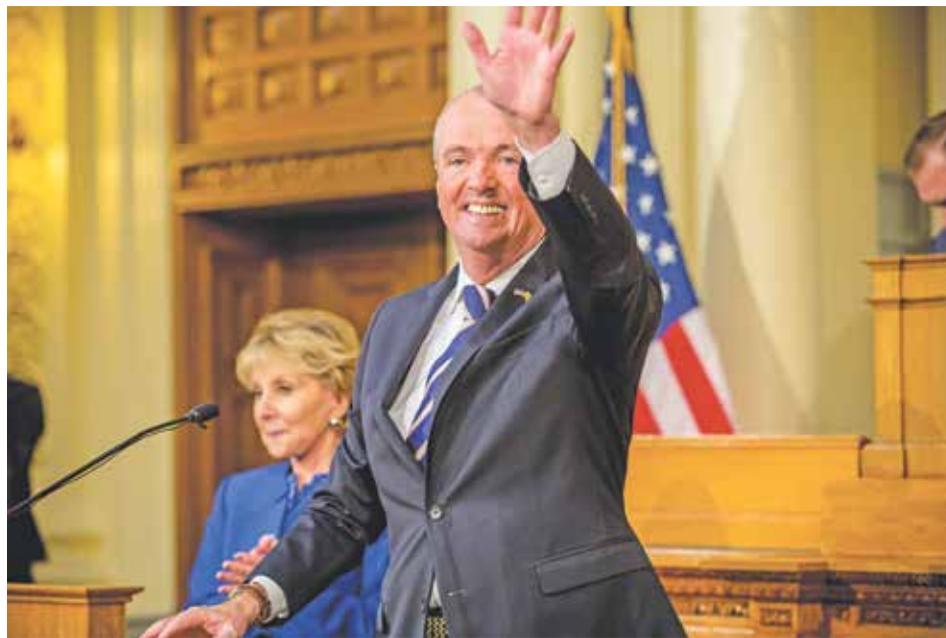
State Initiative, of the minimum wage increase, which Murphy had hoped to enact in 2018.

She pointed to Seattle, where the minimum wage is \$15 an hour as opposed to the statewide \$12 hourly rate. New York City has a \$15 an hour minimum rate for businesses with over 10 employees and \$13.50 an hour for businesses with 10 or fewer employees. "I'm bewildered frankly. It seems like it's working in other places, it could work here," Egea added.

On Jan. 17, Murphy and legislative leaders said they had reached an agreement on legislation to raise the minimum wage for most workers.

The day before the address on Jan. 14, several activist groups held a People's State of the State rally in front of the statehouse, where they pushed for a progressive agenda in 2019 and lambasted the governor and Democratic-controlled state Legislature for not already reaching agreements on marijuana legalization and a minimum wage increase.

"While political infighting and chess-playing seem amusing to those in power, actual people and families are suffering every day from inaction," Rev. Charles Boyer, pastor of the Bethel AME Church Woodbury, said at the rally.



The governor renewed his call for a \$15 minimum wage and legalized marijuana for adults. - AARON HOUSTON

But Brandon McKoy, director of governmental and public affairs at the progressive think tank New Jersey Policy Perspective, said the protest did not necessarily indicate that the governor is doing a bad job.

"There was a lot of important stuff that was done over the past year," McKoy said. "[People] remain frustrated, but that was only to highlight that there's still much to be done and for people to not get complacent and we expect our elected leaders to stay aggressive."

Overall, the governor's first year would score a letter grade of B, McKoy said. He agreed with Murphy that scrutiny into the state's tax breaks is warranted.

Murphy made no reference to the Economic and Fiscal Policy Workgroup's 30-page August report on ways to reduce the state's pension and health care costs, cut red tape and lower property taxes.

"Today was really for him to take a victory lap and really he's entitled to it," Sweeney said in response. "We got a lot of things done and we should be proud."

But priorities such as fixing the school funding formula and expanding access to Pre-K could not be done without addressing the revenue side, Sweeney added. That could only be done through adopting recommendations from the Workgroup report, he said.

Assembly Speaker Craig Coughlin, D-19th District, commended Murphy's speech.

"We have accomplished an awful lot of things in just the year," Coughlin, standing next to Sweeney after the address, told reporters. "I think that the highlight of this is the fact that we passed more bills than many legislatures and governors have in their first year."

Another member of Murphy's own party, Assembly Majority Leader Louis Greenwald, D-6th District, also praised Murphy's address and performance of the past year.

"I think we can all agree that making New Jersey a more affordable state for all residents is a goal to which we must all aspire," Greenwald said in a written statement.

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Enhancing southern hospitals' abilities

Health systems plan expansions in Atlantic, Camden and Cape May counties

BY ANTHONY VECCHIONE
@VECCHIONE_NJ

Driven by antiquated facilities and patient demand for more services and amenities such as private rooms and fresher modern surroundings, several health systems in the state have embarked on major construction projects.

AtlantiCare and Jefferson Health are among the operators with ambitious building plans, primarily in southern New Jersey.

Jefferson Health is expanding its Cherry Hill and Washington Township campuses. In Cherry Hill, the company completed construction of the first phase of a \$200 million-plus transformation that began with a 102,000-square-foot medical office building, an eight-story parking garage and a 22,000-square-foot atrium, which opened in spring 2017. A \$17 million surgery center located within the medical office building opened in January 2018. Construction is currently underway for Phase 2 at Cherry Hill: a seven-story patient tower with up to 120 beds and all private rooms, slated to open in summer 2020.

Jefferson Health New Jersey President Joseph Devine said that the project is a "true transformation" of the entire campus. "It was time to move it to the next era, time to revitalize the Cherry Hill campus," said Devine.

The expansion, noted Devine, was spurred in part by patient expectations. "We're making it a comprehensive campus one-stop-shopping for area residents, where they can get X-rays and other procedures. Anything they need right on that campus, including high level-specialty work."

Jefferson Health's largest hospital, in Washington Township, is also undergoing a \$200 million planned expansion that includes an eight-level enclosed parking facility, currently under construction; a new seven-story patient tower with 90 private rooms, a new same-day surgery unit, and a new two-story lobby.

"This is an opportunity to do the right thing for consumers," said Devine.

Devine said that the Cherry Hill project will "positively" contribute to the economic health of the state, regional and local economies, with a total impact of more than \$367 million.

Jefferson Cherry Hill Hospital is a 196-bed acute care hospital. It opened in 1960 as Cherry Hill Medical Center and was purchased by Kennedy Health in 1980; Kennedy merged with Jefferson Health in 2017. Jefferson Washington Township Hospital is



Construction site of the Jefferson Cherry Hill Hospital Phase 2 tower. - AARON HOUSTON

a 230-bed acute care hospital that Kennedy Health acquired in 1980.

Additions for AtlantiCare

At its Health Park in Hammonton, AtlantiCare, a member of Geisinger, is building a 9,200-square-foot addition to the existing facility. It has a projected cost of \$3.3 million and is expected to open in the second quarter of 2019.

"This expansion will allow us to have a five-day-a-week presence for cardiology and expanded cardiac diagnostics and OB-GYN services," said Glen Stoll, assistant vice president, Primary Care Service Line at AtlantiCare.

To meet the growing demand for outpatient surgical services, AtlantiCare is also building a two-story, 48,000-square-foot facility at its Health Park in Egg Harbor Township. The joint venture with Rothman Orthopaedics will include a surgery center dedicated to orthopedic procedures on the ground floor and a second floor for future needs. The anticipated opening is 2020.

Stoll said that facility would complement outpatient surgical care AtlantiCare already provides at its existing surgery center in the Health Park and its Cape May Court House and Little Egg Harbor.

At its Health Park Manahawkin Campus, AtlantiCare will build out 1,800 square



Jefferson Health New Jersey President Joe Devine surveys the work in Cherry Hill. - AARON HOUSTON

feet of previously shelled space for specialty care services, including OB-GYN.

Stoll said that AtlantiCare plans to expand primary and specialty care services in Atlantic, Cape May and Ocean counties.

"This is an opportunity for AtlantiCare to look at where the market is and how can we meet those demands for care and ensuring that we have the opportunity to have a facility that allows the patient to receive the right care in the right place." Stoll

added AtlantiCare is expanding its services based in large part on feedback from patients and community members.

Stoll added that payer influence is playing a role too as many surgical procedures are done on an outpatient basis. "You will see more same day joint surgeries that are now more common based in part on technology we have today that wasn't available 10 to 15 years ago."

Email: Avecchione@njbiz.com

Filling a gap in the specialty hospital market

HCS and Sun Behavioral Health work to shorten emergency department stays for mental health and substance abuse patients

BY ANTHONY VECCHIONE
@VECCHIONE_NJ

Two New Jersey-based companies are intensifying their efforts in the behavioral health and substance abuse markets.

Wall Township-based HCS provides electronic medical records, revenue cycle management and financial management, mobility and business intelligence tools to the specialty hospital market. President and CEO Thomas Fahey says the company fills a need in a niche market that calls for customized features and functions.

Unlike traditional health systems, the specialty market was not incentivized by the federal government under the America Reinvestment and Recovery Act of 2009, which designated \$20 billion for emergency medical record (EMR) programs.

"There's a great need, but specialty facilities have been slow to adopt EMRs," Fahey said. "They are looking for vendors with experience in providing EMRs for these types organizations and we're among the few that understand their unique needs. The specialty hospital marketplace is underserved."



Thomas Fahey, president and CEO, HCS. - AARON HOUSTON

As a result, Fahey said his company is taking advantage of the opportunity and is in a growth mode with both existing and new customers.

"We are expanding the use of our platform for these [specialty] organizations, and communicating the value to other organizations who might not be aware of us so we can increase our customer bases across the country and have a greater impact in this arena," he said.

According to Grand View Research, the global revenue cycle management market was valued at \$23.6 billion in 2016 and is expected to expand at a compound annual growth rate of 12 percent over the forecast period. Optimization of workflow within health care facilities and development of synchronized management systems are expected to support growth of the RCM market over the forecast period.

Underserved markets

One of HCS's customers is Red Bank-based Sun Behavioral Health. HCS provides services for Sun's inpatient facilities in four states.

Sun fulfills a range of services from behavioral health to mental health and substance abuse disorders.

Since May 2018, Sun has expanded the use of HCS platforms in its new Kentucky and Delaware facilities and is looking to expand additional use cases for EMRs.

"We are an acute provider. We provide hospital-based treatment for acutely ill patients," said Tom Rourke, senior vice president of corporate development at Sun. "The majority of patients are re-

ferred directly from hospital ERs. Many emergency departments have no facility in their hospitals to care and treat these patients."

"What we're finding in these markets that are significantly underserved, that many behavioral health patients dwell in the [emergency department] for extended periods of time," he continued. "Sometimes the time that they dwell or board in the ED could be days and weeks. That is not the optimal way to approach care and treatment for behavioral patients."

Rourke said Sun forms partnerships with acute-care hospitals so it can get patients into the proper level of care more rapidly and efficiently.

"We can begin treatment with our doctors and where families can actively participate in the healing, treatment and recovery process," Rourke said. "We're seeing a significant increase in the number of patients coming in with substance use issues. The opioid epidemic is a reality and some markets are struggling very much with how to contend with the patients that are coming through their ED."

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Private labels earn public acclaim

Consumers seeking better food and lower prices drive sales higher

BY GABRIELLE SAULSBERY
@GSAULSBERY

More than twice as many private label items are flying off the shelves at Kings Food Market today than four years ago. Senior Vice President of Merchandising and Marketing Stephen Corradini chalks it up to better stockkeeping units (SKUs)—a wealth of variety in nut and seed butters, honey from local hives and other specialty items. The experience at Kings highlights one factor in the growth of private label sales: Consumers' desire for higher quality foods.

But according to market research company IRI Worldwide, economic factors also play a big role in the growth of private label sales. Despite the lowest unemployment rate since 1969, 33 percent of households had difficulty paying for groceries in the third quarter of 2018, according to IRI's latest consumer trends report. That's up 5 percent from the previous quarter, and higher than any quarter in the last year.

Both drivers - shoppers' quest for quality and their need for affordability - are pushing sales higher. And they reinforce each other: as the products improve, the demand for them increases.

The most price-sensitive age cohorts are Gen Xers and millennials, and they in turn are the biggest private label buyers. Lou Scaduto took note of that trend in his five Super Foodtown stores, based in Monmouth.

Eighty-three percent of shoppers saw the purchase of private label products as a way to save money, and 69 percent saw no distinction between private and national brand quality, according to IRI.

The latter are onto something, Scaduto suggested.

"Today when we draw our specs up on private label, we insist - if we're putting our name on it, we clearly want to be putting a good product out there," Scaduto said of grocers, speaking for himself but also saying that he knows other grocers are putting high-quality products into the market. "Back when I started, [private label] was a lower grade. The national brands were powerhouses back in the day and you couldn't compete, but that's swung around. We want to put high quality on our banner, make sure it's the best quality it can be."

According to IRI's report, private label dollar sales across the nation grew four times faster than national brands in the last year, outperforming previous years. Unit sales increased by 3.8 percent over last year, compared to a decrease of 0.2 percent from national brands over last year. Nationally,



Stephen Corradini, senior VP of merchandising and marketing, Kings Food Markets, standing in front of some of the company's private label items. - AARON HOUSTON



Private label products at Kings Food Markets. - PHOTO PROVIDED BY KINGS

stores recorded \$125 billion in private label sales annually, according to a May 2018 Nielsen report. Total grocery sales were nearly \$683 billion in 2017, according to Progressive Grocer Magazine.

IRI cites the unique offerings retailers have on their private labels, and said that retailers are developing new product lines to attract a broader range of shoppers.

'Capturing trends'

In New Jersey, grocers highlight spe-

cialty products on their shelves to differentiate themselves from competitors.

"Our new portfolio of award-winning Wholesome Pantry private label line items, which includes both free-from and organic products, is approaching 300 items," said Chris Skyers, VP of Own Brands at Parsippany-based Wakefern Food Corp. "The Wholesome Pantry brand continues to grow, and we are seeing tremendous results from that line. We also recently debuted our new ShopRite Trading Company line

[which has] items that are imported from across the globe and consist of premium, artisanal items inspired by world cuisines."

In all, ShopRite Trading Company has 75 different private label SKUs, Skyers said.

At Kings, Corradini said the chain's private label offerings are about "capturing current trends, but also pushing great food into areas we know our customers are coming to appreciate"—hence, the shelves of innovative nut butters and culinary herbs.



Chris Skyers, VP of own brands at Wakefern Food, with some Wholesome Pantry popcorn. The brand is one of ShopRite's private labels. Skyers says a bag of popcorn led to his career at Wakefern. - AARON HOUSTON

Scaduto's five stores don't warrant the tonnage from manufacturers for many mid-store private label items, but he capitalizes on the trend by focusing on prepared foods under the name Circus Owned and grocery basics.

"Circus Owned you can only buy in five places in the world. No one can duplicate it, and it's been my family's recipes for a lot of years," he said. "Bakery [items], prepared soups, sausage, homemade chicken sausage...our meatballs are my grandfather's recipe from back in the day."

His milk sales are split 50-50 between private label and national brands, he said, with a store brand price tag about 40 percent lower than that of a brand name.

The growth of private label offerings at traditional grocery stores is also influenced by the growth of discount store. Without naming names, Wakefern's Skyers pointed out that some of the company's biggest competitors are discount operators whose shelves are 90 percent full of private brand items.

"Based on that, it's critical for us to be all-in in the private label space, let our customers know our number-one goal is listening to their needs and concerns, and provide products, such as our ever-growing portfolio of private label brand offerings, that offer choice and value," he said.

In other words, the Aldis and Lidl's of the industry might be expanding their footprint in New Jersey, but ShopRite won't be left in the dust when it comes to offering deals.

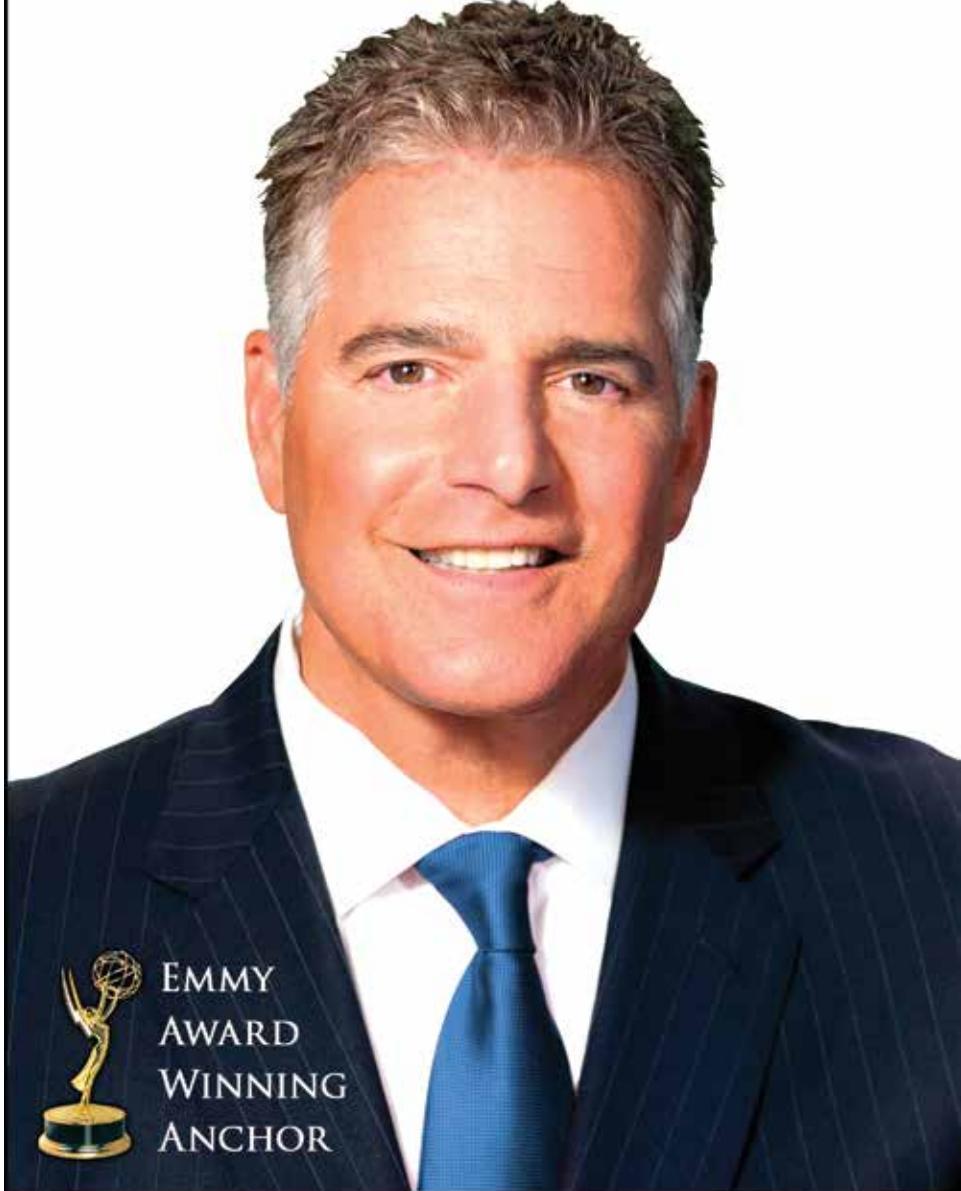
At the end of the day, grocers like Kings, Super Foodtown, and Wakefern are on the front lines of interacting with consumers in a way that national brands are not.

"The bottom line is that we know our customers better than any large [consumer packaged goods] company, and we are committed to bringing them the best, highest quality, most interesting products they can purchase," said Corradini.

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MIND YOUR MEMES

Universities warn students that social media use could hurt their job searches

BY DAVID HUTTER
@DAVID_NJBIZ

When Margaret Bonanni Land, a career management specialist at Rutgers University–Camden, counsels students regarding their social media profiles she can recount a cautionary tale.

In a previous position Land learned that a student had posted an unflattering Facebook status update about her boss. Unbeknownst to the student, she was Facebook friends with a cousin of the boss who alerted that person to the post.

The student was promptly fired.

Career counselors at other New Jersey universities also advise their students to be professional on social media with an eye toward future employment and avoid becoming an example of what not to do.

Kyung-Hyan (Angie) Yoo, an associate professor in the Communication Department at William Paterson University, tells students to use social media responsibly and strategically. She notes most college students today have grown up with social media, having used it since they were in elementary or middle school.

Yoo teaches a Digital & Social Media Communication course mainly covering strategic uses of social media for corporate communication. She discusses the role of social media in personal branding and reputation management and social media etiquette using some real-life illustrations.

“I try to teach them in a number of different ways including case studies, lectures, and in-class activities,” Yoo said. “Personal & Professional Branding is one of the lecture topics in my Digital & Social Media Communication course.”

High-profile Twitter meltdowns

Yoo usually begins her lecture with true stories about people who posted vile comments on social media. She cites public relations professional Justine Sacco who tweeted “Going to Africa. Hope I don’t get AIDS. Just kidding. I’m white!” while heading to South Africa in 2013. Sacco was immediately fired and became the target of outrage.

Another case involves actress Roseanne Barr’s tweet calling Valerie Jarrett, a former adviser to President Barack Obama, a product of the Muslim Brotherhood and Planet of the Apes. Television network ABC cancelled Barr’s television show “Roseanne” immediately because of Barr’s comment.

Yoo developed her Digital & Social Media Communication course from 2010 to 2012. William Paterson approved it in the spring of 2013 and first offered it that fall.

“With the growing popularity of social media, it has become important for students to understand strategic approaches to using social media technology,” Yoo said. “Students are familiar with the platforms, but they often don’t know how to use them responsibly and strategically. That’s why I decided to develop the course.”

“It was not in response to one specific instance of a student posting foolish content on social media but there were some cases, e.g. Justine



Kyung-Hyan (Angie) Yoo, associate professor of communication, William Paterson University. - AARON HOUSTON

How social media can work well

Social media doesn’t have to be a negative in a job search. Patrick Burns and Jacob Helmecci, both assistant directors at Stockton’s Career Center, point students toward ways of advancing their prospects with smart uses of online tools.

For example, Burns said he advises students to post content that reinforces their professional image and builds their LinkedIn account.

Helmecci sees employers use Snapchat and Instagram in their recruitment, so he tells students to research and learn the hashtags to search for to find relevant employers and job opportunities. He recommends students use www.brandyourself.com to clean up and improve their online reputation.

“Employers will Google them, so I tell them to create a personal website with their name in the URL that is a landing page that brands them professionally in the field of their choice, with a resume [or] portfolio and links to their other (professional) social media pages,” Helmecci said. “Put their name and job title keywords in the text of the site – this plus their name in the URL helps [search engine optimization] and the page ranks in Google so employers see it first when they Google them.”

Sacco's case, that professionals lose their jobs because of their social media posts," she explained.

"These cases encourage students to participate in the class discussion; students often share their own experiences and their friends' stories," Yoo said. "After the discussion, I give a lecture about personal-professional branding. We then do an in-class activity designed to give students a chance to reflect on their own online reputation. The activity has three parts: Personal reputation online overview, online reputation monitoring and analytics, and reflection on online reputation building."

In general, Yoo said those reflections reveal that students hadn't previously thought deeply about their social media presence. She said the assignment teaches them that while using social media is simple, learning how to manage and maintain a positive reputation requires awareness of how that use affects one's brand.

Social media screening

Stockton University Career Center director Terri Carr recounts an instance in which a graduate with an excellent social media presence caught the attention of an employer that offered him his next career opportunity.

"The advice is not to avoid social media, but to use it appropriately and always

with one eye on what employers will see," Carr said. "If you post inappropriate or inflammatory content, regardless of your security settings, it can come back on you. People have and will continue to lose jobs. Be smart and use good sense when you post."

Yoo cites studies showing that many human resources professionals use social media to screen candidates before hiring. According to Microsoft and CareerBuilder surveys, 70 percent of employers use social media to screen candidates before hiring and 64 percent of human resources managers think it is appropriate to look at online profiles of candidates and 41 percent have rejected people as a result. A number of recent academic studies also support the growing use of social media to screen candidates.

Yoo is working on a research project with a graduate student about human resources professionals' use of social media in screening candidates. They use a survey to understand the human resources professionals' perceptions of using social media for recruiting and specifically the benefits and usefulness of social media as well as ethical issues.

At Rutgers-Camden, counselors have been advising students about social media since before Land was hired in 2015. She

sees that students are not using Facebook privacy settings correctly and they do not understand that employers can bypass those settings. "I am trying to get them to think long-term," Land said. "A lot of the job search is networking with people who can help you get a job."

Patricia Donahue, a Stockton University Career Center assistant director, recommends that students use LinkedIn to network and pursue careers. She advises against using Facebook and Instagram, regardless of their privacy settings.

"I tell them to Google search themselves and see what comes up, and then think about what that says about them professionally," Donahue said. "I find actual news items about people who were fired for things they posted on social media slamming their bosses or their company."

Land urges students to take stock of what they've posted over the years. "If a student posts a picture at a party with a solo cup, it is open to interpretation," she said. "My advice to students is to go through social media, delete pictures and statuses that are harmful."

Jeffrey Poulos is the career advisor for the College of Humanities and Social Sciences at Montclair State University. He advises students to ensure their social media

is consistent with their character, calling it a temperature check.

"It goes without saying that if you question something you have posted, that is probably a sign you should take it down," Poulos said. "Employers are looking. We do not want students to lose opportunities. We advise students to look at themselves online. This is ongoing. The internet is a scary place. You want to put your best foot forward in securing a job. It is important to do a temperature check to see where you stand."

He also advises students to use LinkedIn in addition to a resume.

"Aside from LinkedIn being a networking tool, it is superior to the resume because your content lives digitally while your resume is still one page," Poulos said. "We use LinkedIn as a public profile address and brand it to your name. I see skills you have been endorsed for and letters of recommendation."

Dayna DeFiore, Stockton University Career Center assistant director, advises students who use social media platforms to be cautious of written content and pictures. DeFiore recommends only posting, liking, or commenting if the poster is comfortable with anyone seeing or reading the information.

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Sidetracked

The government shutdown slows work on repairs and improvements for Amtrak and NJ Transit

BY DAVID HUTTER
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As the partial federal government shutdown stretched into its fourth week, Amtrak officials did whatever they could to advance scheduled infrastructure projects.

Big-ticket improvements and repairs are largely on hold while an impasse between Congress and the White House over funding for a wall on the southern U.S. border keeps several federal agencies, including the Transportation Department, shuttered. The closure began on Dec. 22, 2018, and there are few signs in Washington that the standoff will end any time soon.

The Gateway Program Development Corp. is overseeing \$20 billion to \$30 billion in infrastructure improvements that would enhance operations for Amtrak and New Jersey Transit, both of which run trains along the Northeast Corridor through New Jersey. Chief Spokesman Stephen Sigmund said the organization updated the Hudson Tunnel Environmental Impact Statement for the Federal Railroad Administration in December 2018 and the FRA sent it to the Federal Transit Administration.

“Now, with transportation agencies shut down it continues to be in limbo almost a year after we originally submitted it,” Sigmund said. “It’s a very big part of the process. The project can’t move forward without a Record of Decision on it, essentially approving the environmental plan for a major project.”

Major improvements pending

“We continue to progress activities associated with all the different Gateway elements,” said Stephen Gardner, Amtrak’s Executive Vice President for Planning, Technology & Public Affairs, referring to the Gateway Program infrastructure projects. “We obviously cannot proceed on any major construction on the Hudson Tunnel Work until the [Environmental Impact Statement] is complete. We are still advancing design elements and are still working on Hudson Yards to extend an additional piece of Hudson Yards.”

The Gateway Program includes the construction of a new two-track Hudson River rail tunnel from New Jersey to Manhattan serving New York Penn Station, the replacement of the 108-year-old Portal North Bridge over the Hackensack River, an expansion of a stretch of the route shared by Amtrak and New Jersey Transit from two tracks to four tracks, the replacement of the Sawtooth Bridge in Harrison, an expansion of Secaucus Station, and an expansion of New York Penn Station.



An Amtrak train making a stop at Metropark in Iselin. - AARON HOUSTON

Sweating the details

Despite the shutdown, Amtrak Chairman Anthony Coscia is still working on the railroad. Coscia acknowledges that customers judge the National Railroad Passenger Corporation – the operator’s official name – on factors beyond on-time performance. While riding the rails, Coscia takes note of how employees are interacting with customers and the cleanliness of the trains.

“I ride the train a lot and I do not put a big neon sign saying I am the chairman of the company,” Coscia said. “We are going to have to do this for years for people to change their perception of what they think we are like. I think [customer service and clean trains] make a big difference. If the trains are clean, people are polite, and you are going to the bathroom and it’s not a revolting experience, these are things that are fixable problems. We do not need billions of dollars to fix it.”

Coscia also said Amtrak has improved its services by offering e-ticketing and a better web site.

The current Portal North Bridge opens to allow ships to pass along the river. But the bridge sometimes gets stuck in the open position, halting New Jersey Transit and Amtrak traffic. Amtrak employees manually turn the bridge back into place, using sledgehammers and heavy equipment.

Transportation professionals want to preserve the Northeast Corridor functionality by repairing the existing North River Tunnel and create redundant capacity for Amtrak and New Jersey Transit.

Sigmund said there is a Jan. 31, 2019, date for moving the Portal North Bridge project to the next phase of the federal grant funding process. He does not know whether that date will hold given the gov-

ernment shutdown.

Amtrak also relies on federal funding to supplement revenues from ticket sales and other sources. The railroad is slated to receive nearly \$2 billion from the government in fiscal year 2019.

Storm damage

Amtrak’s Gardner said the Hudson River tunnels flooded during Hurricane Sandy in October 2012. The storm deposited salt and chloride in the tunnels that pass through the Hudson River between New Jersey and Manhattan, resulting in their closure for three days.

“The salt and chloride infiltrated the concrete and together with the water and

the moisture in the tunnel is acting as a corrosive agent,” Gardner said. “In addition to the Hudson River tubes, two of the East River tubes were flooded up to the crown in the low part of the tunnel. Our job is to rehabilitate all four of these tubes with the East River tunnels going first in the early part of the next decade and the [Hudson River] tunnels awaiting the new tunnel construction to allow us to close these tunnels.” Amtrak and New Jersey Transit use the East River tunnels to reach a train yard in Sunnyside, Queens and points north.

New York Penn Station receives 650,000 passengers each day, according to Amtrak. The station is undergoing a series of major track and switch renewal projects to strengthen railroad infrastructure and improve operations, according to Amtrak.

Amtrak is partnering with the New York Empire State Development Corp. and its subsidiary Moynihan Station Development Corp. to create the future home of Amtrak’s New York City passenger operations within the Moynihan Train Hall. This will be an expansion of the New York Penn Station and serve passengers with disabilities.

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Like a good neighbor

Small businesses dish out freebies and discounts for furloughed workers during the longest U.S. government shutdown

BY GABRIELLE SAULSBERY
@GSAULSBERY

When Brian Kulbacki's younger brother flew home to New Jersey for Christmas, he came to share a less than stellar reality: He was one of 800,000 federal workers affected by the government shutdown, and one of 420,000 "essential employees" who were required to work sans paycheck.

Some businesses back home in Chicago are softening the blow, his brother said, by offering discounts and freebies to federal workers. One day later, Kulbacki started offering 20-percent discounts on flights of beers and packaged goods at his brewery, Departed Soles in Jersey City.

Since then, businesses around the state have started to provide New Jersey's more than 5,000 federal workers pick-me-ups of their own, like Montclair's Little Daisy Bake Shop, which started offering free baked goods to federal workers on Sundays from 5 p.m. to 6 p.m. after hearing about a bakery in San Francisco doing the same.

"Some of the best ideas are stolen," Kulbacki joked. "But everyone should be giving back. I don't think people's social lives should be negatively affected because of this stuff."

A huge part of craft beer, Kulbacki said, is a focus on the community. At Montclair Brewery, owner Leo Sawadogo agrees. With a motto like "building community one beer at a time," Sawadogo is offering one free pint and 10 percent off the rest of the tab daily to federal workers impacted by the shutdown.

He was inspired by a Jan. 9 Stephen Colbert skit that emphasized the shutdown's impact on craft beer.

"It was satire at its best and made us really think about the people that are being affected terribly. And that although small, it may be a good way to make someone feel a bit better," he said.

Breweries, gyms, restaurants, and other shops are introducing new perks for the feds almost daily.

Nearly a dozen businesses in the borough of Metuchen have activated some dog-good offer for federal workers spearheaded by municipal leaders and accessible at ittakesaborough.com. Big G Movers and Friends of the Family Daycare are discounting their services during the furlough, while CrossFit Finest is offering a free month membership to those out of work.

CrossFit Finest owner Jenn DiMarino said that being able to provide the \$185 freebie is humbling.

"Aside from the main goal of health and fitness, everything that we do here secondary to that is helping others," she said.



Jenn DiMarino, owner of Crossfit Finest in Metuchen, is offering a free month of classes to any federal workers waiting for the shutdown to end. - AARON HOUSTON

"It seemed like a no-brainer. If people are around and can't work, they can at least work on their health and fitness. Take some time away, some stress away from what's going on."

"It's such a good feeling to even be in the position to help someone," she added.

Over in South Brunswick, Brunswick Brazilian Jiu Jitsu owner Garry Tonon announced via Instagram that he is also letting federal workers train for free during the furlough.

Businesses aren't just offering up feel-good goodies and ways to take the edge off. Some take a more serious approach: feeding people in need whole meals, and making sure their children are fed, too.

In Westfield, Outta Hand Pizza is offering two meals per week to federal workers and their families. That's two meals per person — so if someone has a spouse and four kids, they all get their choice of two meals per week.

"We totally understand that our one or two meals a week won't solve their problems, but I know for a fact that at least on one or two nights, they won't have to have a conversation with their children why they can't have a warm meal," owner Burim Regjaj said.

Regjaj said he's working with the mayor of Westfield to create an even bigger program for federal workers to perhaps provide more meals and services.

Though the branches of the military are

still getting paid during the shutdown, the Coast Guard, which was shifted in 2003 from within the Department of Defense to the Department of Homeland Security, are working without a paycheck.

Mark Callazo of Atlantic City restaurant The Iron Room has a special offer for the Coast Guard members and their families, which has a large presence in Atlantic and Cape May counties, offering up their \$19.95 blue plate special Tuesday through Thursday evenings from 4 to 10 p.m. Two weeks ago, he served up Kobe meatloaf. Last week, it was a hearty beef stew.

"I can't imagine having to get up and go to work every day, and it's not like it's easy work, and not getting paid," Callazo said.

Alcoholic Beverage Control laws prohibit him as a liquor license holder from giving away free alcohol, but community members who caught wind of his offer have stepped up to the plate to donate money toward dinner-time drinks for the servicemen and women.

"It was a couple hundred dollars. I don't know how long that'll last, I think we spent all the drink money last week, but maybe we'll get more in this week. If they want to, people can donate money to buy them drinks while they're in here," he said.

North Jersey restaurant owner Srinirao is offering free lunch seven days a week at Nirvana Indian Kitchen in Allendale and Downtown Dhaba in Westwood. Federal workers and their families can come in ev-

eryday for a free lunch, a payback he credits to the community's welcoming of him as an immigrant business owner.

"The country gives us a chance to work here and make money. Now it's the time where we can give back to the community," he said. "Restaurants work because of community, and if we don't help each other, there's no use."

And for federal workers worried about providing for their four-legged family members, The Scottish Dog in Metuchen is offering necessities like pet food and litter during the furlough.

"Pets are family," owner Sue Fitzgerald said. "What's going on now effects everyone and every part of our community."

"For some people it's possibly going to be hard enough to feed their family, now add a beloved pet and the possibility of giving them up because you can't feed them. It's devastating," she added.

Federal workers can reach out to Fitzgerald in store, on her Facebook page, or her website. With a federal ID, she'll help them, no questions asked.

For small business owners, their helping hands are more a neighborly gesture than a political statement.

"Whether you got a paycheck or not, and no matter what side of the wall you're on, we got a beer for you," Departed Soles' Kulbacki said.

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Protesters demonstrate in front of Statehouse Annex on Jan. 14, the day before Gov. Phil Murphy's first State of the State, in support of driver's licenses for all. - DANIEL J. MUNOZ

New Jersey's new driving test

Proponents of licenses for undocumented immigrants tout economic benefits, while foes criticize what they see as a move toward becoming a "sanctuary state"

BY DANIEL J. MUNOZ
@DANIELMUNOZ100

Amid a weeks-long federal government shutdown sparked by a dispute over building a wall on the U.S.-Mexico border, a push to allow thousands of undocumented immigrants to acquire limited New Jersey driver's licenses could immerse the state in one of the nation's most bitter public policy debates.

Roughly 475,000 undocumented immigrants reside in New Jersey, according to recent data from the non-partisan Pew Research Center, and advocates say many of them – and the state economy – could benefit from expanded access to driving privileges. Opponents argue that Trenton already confers too many benefits on undocumented immigrants and that the proposal represents an effort to turn New

Jersey into a "sanctuary state." Prominent Democrats have lined up behind the idea, while at least three Republican lawmakers are trying to slow the momentum.

On Jan. 7, the immigrant-advocacy Let's Drive NJ Campaign released a poll of 561 New Jersey voters finding that 54 percent support legislation that would allow undocumented immigrants to acquire a driver's license.

The license proposal garnered the support of 62 percent of registered Democrats and 47 percent of registered Republicans, according to the poll, which surveyed the state's voters between Dec. 8 and 11, and had a margin of error of plus or minus 4.13 percentage points,

Good only behind the wheel

Introduced in December, Assembly Bill 4743 and its upper house counterpart,

Senate Bill 3229, would create two kinds of driver's licenses. The first would be the standard driver's license, which complies with the identification requirements of the federal REAL ID Act.

The second type would be strictly for driving, and could be used by undocumented immigrants, as well as senior citizens and others who lack the necessary documentation to obtain a full license. The limited license would extend driving privileges to residents who cannot meet the Motor Vehicle Commission's Six-Point ID Verification Program, mainly because they do not have that paperwork. The required documents include a birth certificate or U.S. passport, as well as a Social Security number.

"The bill does not spell out specific [immigration] statuses, because a U.S. citizen could also get that driver's license," said

Johanna Calle, Director of New Jersey Alliance for Immigrant Justice. "But the primary benefit would be for people who do not have a status." Undocumented immigrants do not have a federally recognized immigration status.

Gregory Palakow, counsel at the law firm Archer & Greiner P.C. who specializes in immigration, said that businesses might view hiring undocumented immigrants – still illegal under federal law – who hold a limited driver's license as a potentially less risky venture than hiring an applicant without a license.

"If those who are undocumented have a license, it would make them more employable, and they would be able to get from point A to point B," Palakow said. "They'd be a more desirable employee."

"They're still unlawful to employ," Palakow added. "But I think the reality would



Democratic leaders, including the governor, have lined up behind the new licenses while at least three Republican lawmakers are trying to stop the move. - DANIEL J. MUNOZ

be that they would be more often employed and contributing to the economy. Because if they have a license, they'd be more likely to get a job even if they did not have lawful work status."

In addition to undocumented immigrants, Calle pointed to hundreds of thousands of residents nationwide who have been given official Temporary Protected Status, many of them hailing from Haiti, El Salvador, Honduras and other countries in Central America. Other immigrants are covered by the Deferred Action for Childhood Arrivals program, which provides short-to-medium-term work permits for individuals who came to the U.S. illegally as children, typically along with their family.

President Donald Trump has pushed to end both TPS and DACA, but the efforts have been held up in federal court as state attorneys general sue to block the actions.

"Those two are temporary, so it's very possible that it could end," Calle said. If that happens, New Jersey residents covered by those statuses would benefit from the limited license legislation, she said.

Commuting benefits

A driver's license could significantly reduce undocumented immigrants' sometimes hours-long commutes to work, according to Carlos Medina, chairman of the Statewide Hispanic Chamber of Commerce of New Jersey.

"It's easier for folks to get to work," Medina said, than walking, biking or taking two to four separate train or bus lines to a job.

Erika Nava, a policy analyst at the think tank New Jersey Policy Perspective, agrees. "So right now we can say that those that do not have a license are limited on

where they can work. Many of them commute with their bicycles, buses, etcetera," she said. "But at some of the places it's hard to do because transportation is non-existent.

"So a driver's license becomes a reality... there are opportunities to seek employment. They might be able to work longer hours, [it's the] difference between riding your bicycle at 12 a.m. and driving your car," she added.

Owning, driving and insuring a vehicle would prove much less of a headache for workers, Medina added - a point often echoed by advocates for the limited driver's license.

"They'll be at work more time [and have] less of a commute," he added. "People are more efficient when they're [at work] because they don't have to spend two hours coming to work."

On the broader nationwide immigration debate, Medina said anti-immigrant attitudes cause labor shortages in certain industries such as agriculture and hospitality.

"There is a shortage especially of entry-level workers," Medina said. "A lot of our owners, our restaurant owners, are in the hospitality business, so it's hard to find good labor, so there's definitely a need for people."

"Supply and demand. There's a lot of demand and not a lot of supply. So I think, especially in South Jersey, where you see a lot of the farming communities," Medina added. "Less folks are coming to work in the farms and they're nervous about what's going to happen."

Even legal residents are warily eyeing the nationwide immigration debate, he added.

"They're still nervous wondering if tomorrow Trump says everybody on DACA has to leave the country," Medina said.

Legislative push and pull

Many of the state's top Democrats have come out in favor of the license proposal on the grounds that it would expand educational, healthcare, family and career opportunities, in addition to enhancing the quality of life.

Gov. Phil Murphy, at a media event at the Woodmere Elementary School in Eantontown on Jan. 10, said the ability of undocumented residents to acquire a driver's license would be a "game-changer for those individuals.

"If you listen to the stories... up and down the state of folks who have to take buses, trains, rely on others. It's a two or three-hour journey," Murphy said.

Many individuals without licenses already drive, which creates greater risks on the roads, said Senate President Stephen Sweeney, D-3rd District.

"You have a lot of people driving that aren't insured," Sweeney said in a September interview with NJ101.5. "And they're going to be driving whether we like it or not. They're on our roads. They're working at different places. So it's something that we're going to have to address."

And Assembly Speaker Craig Coughlin, D-19th District, said in the January edition of his monthly Speak to the Speaker radio segment on 1450 WCTC that he understood why undocumented residents would need such a license.

"We're trying to refine that bill," Coughlin said. "I recognize how important that issue is to some of the folks in the community

and it's going to get all of the attention that it deserves."

Support for the bill is not universal. Following the release of the Let's Drive NJ Campaign poll, three Republican lawmakers unveiled a petition to counter the push for a limited driver's license.

Sen. Chris Connors, Assemblyman Brian Rumpf and Assemblywoman DiAnne Gove, all Republicans from the 9th Legislative District, on Jan. 9 announced the effort to oppose giving driving privileges to undocumented immigrants.

"Along with the benefits that New Jersey already has in place for illegal aliens, including free in-state college tuition, allowing them to obtain driver's licenses will firmly establish New Jersey as a sanctuary state," reads a joint statement from the three lawmakers.

As of Jan. 15, the petition garnered 16,871 signatures.

Progressive activist groups have criticized the pace at which A4743 has been moving, accusing lawmakers of dragging their feet on the issue due to political infighting among Democrats.

"We were promised licenses for years, with the excuse that under Chris Christie this couldn't happen, but with the new leadership in New Jersey, it should," Calle said at a Jan. 14 rally called the People's State of the State, held the day before Murphy's first annual state of the state address.

"We are the third most diverse state in the nation with a supportive governor, majority support in the Assembly and Senate, and still nothing," Calle added.

A4743 was referred to the Assembly Judiciary Committee and S3229 to the Senate Transportation Committee, both on Dec. 3, 2018. Neither bills have advanced.

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AN ESSEX COUNTY COMEBACK

Newark's rise has been slow but steady

BY MARTIN DAKS

The news that Newark made the short list of locations being considered for Amazon HQ2, the ambitious second headquarters for the giant online retailer, suggested that the city could compete with the best when it comes to attracting businesses and residents. But the status of Newark — Essex County's largest city and the county seat — wasn't quite so clear back around 2008, when the then-suburban law firm Genova Burns LLC moved its main office from Livingston to the Brick City.

“Even then we realized that the next generation of lawyers wanted convenient access to public transportation, rail systems, and a city vibe,” said Angelo J. Genova, the law firm's chairman and managing partner. “Many of our potential recruits lived in Hoboken, Jersey City, downtown New York and other urban centers, and we wanted to be in a place that they could easily reach.”

A Newark location also met the firm's business goals. “We were on a targeted expansion to get more involved with urban development and redevelopment, and that also aligned with Newark,” he added. “City leaders, like former Mayor Cory Booker and current Mayor Ras Baraka, had a lot of confidence in the city and they continue to show enthusiasm. We wanted to be part of the renaissance.”

An emerging tech and logistics center

Genova said a wide range of companies are interested in Newark. “The city has a variety of assets, from technological to cultural and educational,” he said. “There's high-speed broadband connectivity, and educational institutions to support the labor force. I believe that the logistics industry is an emerging area for Newark, but it's more than just warehousing capability. We've got relatively easy access to the port and other transportation, which could make Newark a logistics hub; and we've also got the bones to be a tourism and arts center, with attractions like NJPAC (the New Jersey Performing Arts Center), the Prudential Center, and the Newark Museum.”

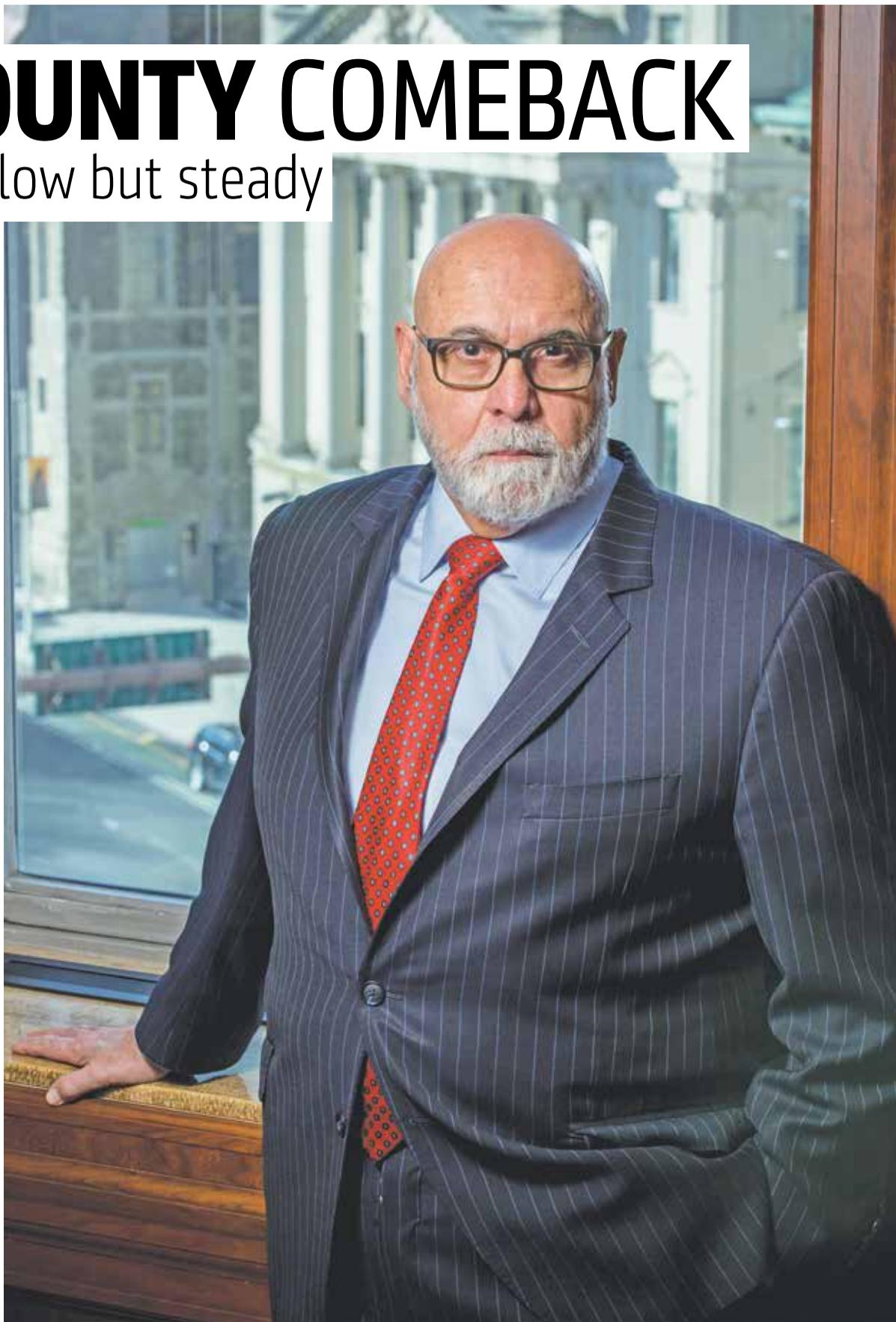
Genova and his law firm are deeply involved with the city. Besides owning an equity stake in their Broad Street building, Genova and other firm partners sit on the boards of charitable, educational and other foundations. Genova also sits on the board of the Newark Regional Business Partnership, which advocates for businesses and the continuing growth of Newark.

“We look forward to continuing to grow with the city; and continuing to represent businesses and other clients,” he said. “There's a lot of opportunity here.”

Newark Venture Partners, an early stage venture capital fund that invests in technology companies, is also part of Newark's ecosystem. “There's a thriving tech community here, with plenty of space that's less expensive than Brooklyn, for example,” said Tom Wisniewski, an NVP managing partner. “Plus you've got *Fortune* 500 companies here, including some that invest with the NVP, as well as educational institutions like Rutgers and the New Jersey Institute of Technology.”

He said that Newark is also a “node” or central internet hub that processes an impressive amount of internet traffic,

See **ESSEX** on page 21



Angelo J. Genova Esq., chairman and managing partner, Genova Burns LLC. - AARON HOUSTON

A business backstop

“One of the biggest challenges for Newark is an outdated view that it's not a good place to do business,” said Chip Hallock, president and CEO of the Newark Regional Business Partnership. “We sometimes have to explain that the city is vibrant and business friendly. Amazon's Audible is expanding here, Prudential has maintained its considerable presence here, and M&M Mars moved its headquarters to Newark. For the first time in Newark's history, downtown is a place to live, as well as a business center.”

The NRBP contributes to the activity by “being advocates and making connections with the city and state on behalf of our members,” he added. “We also keep members up to date on what's going on, clueing them in on new developments and opportunities.”

The organization also contributes with activities like the Young Entrepreneurs Academy, a six-month program that takes from 20 to 25 aspiring entrepreneurs from local middle schools and high schools, matches them with business mentors, and places them in a Shark Tank-like setting where they compete for funding in front of a panel of businesspeople.

“Today,” he said, “Newark and its residents are closer than ever to realizing their full potential.”

A business attraction

Redevelopment gains momentum in Essex County

BY MARTIN DAKS

While the economic rebound in Newark is well-known, business owners say success stories are evident all around Essex County. Just ask executives at Matrix New World Engineering, a Florham Park-based engineering services firm that provides environmental engineering, surveying and other services across Essex County and elsewhere.

“Over the past two years, Matrix has been involved in Essex County redevelopment projects totaling more than 2 million square feet,” said Rob Gascoyne, the company’s vice president – Environmental Services. “The majority of our redevelopment work was in support of large, greater-than 250,000 square-foot portfield warehouse projects. The portfield projects are obviously driven by the port and the existing infrastructure, which is almost incomparable to other locations.”

So-called portfield development — transforming underutilized and brownfield sites into active warehousing and distribution

centers — is being encouraged by the Port Authority of New York & New Jersey and the New Jersey Economic Development Authority. The agencies sponsor a program, the Portfields Initiative, which helps private developers, communities and others with financial, technical, and other kinds of support.

Businesses are moving beyond Newark

Until now, much of the portfield activity has been centered in Newark. But Matrix is also seeing portfield developers “beginning to push their investments outside of Newark” due to limited available sites within the city, Gascoyne explained. “Some portfield developers are looking at other Essex County locations like Irvington, and at areas in Hillside (in Union County), but in those areas it can be harder to assemble the acreage required.”

Matrix was involved in a significant portfield project at 256 Vanderpool St. in Newark, where a nearly 300,000 square-foot distribution-warehouse on about 15 acres has been built. But the company has

also provided engineering and other support services to residential redevelopment projects throughout Essex County, from “multi-family residential projects in and around Newark to proposed townhomes adjacent to Essex County Airport,” Gascoyne added. “These residential developments seem to be driven by the desire to be located in Essex County.”

The company’s services on many residential projects include survey, civil, geotechnical, permitting, planning, and environmental. “The most consistent component of all these redevelopment projects is environmental,” said Gascoyne. “Developers understand that there are very few sites available for redevelopment that do not have an environmental challenge to tackle, since the easier sites have been previously redeveloped. Now, sites that were previously passed over are being targeted for redevelopment.”

In turn, he said, the demand is “driven by a few factors,” including “a developing degree of comfort on addressing certain

environmental issues, such as vapor intrusion, and the need or desire to be in specific locations, like Essex County.”

Redevelopment in Essex County has also benefitted substantially from its “premier transportation infrastructure,” Gascoyne said. “Most substantially, industrially developed neighborhoods in the vicinity of Port Newark are experiencing transformative redevelopment that is converting abandoned industrial manufacturing properties into modern warehouse/distribution hubs. Likewise, the Newark Airport/Penn Station transportation hubs are spurring commercial and residential redevelopment of properties throughout the region, with workforce and affordable housing development playing a substantial role.”

A small-business helping hand

The county hasn’t neglected smaller business, either. Agencies like the Essex County Office of Small Business Development and Affirmative Action (SBDAA) work to ensure equal opportunity and



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fair play in the procurement and contracting processes through efforts that include strategic partnerships with private sector financiers and insurers of small, woman-owned, and minority-owned businesses. The SBDAA also reaches out to individuals, groups and organizations with the goal of expanding the network of small, woman-owned and minority-owned businesses.

Essex County offers technical assistance to help business owners obtain certifications, financing, and bonding; and the SBDAA encourages collaborative partnerships with groups and organizations that share a commitment to equal opportunity. The agency also partners with the Economic Development Corporation of Essex County to help expand contracting opportunities for small, woman, and minority-owned businesses. In some cases, they don't even have to be based in the county.

"I have had the pleasure of participating in the first Bonding Readiness Program offered by Essex County," said Cindy Malinchak, owner of Warren-based Environmentally Based Green Building. "The program was extremely educational, insightful, and, most important, effective in my quest for bonding. At the conclusion of the program, I had a solid game plan on how to prepare my company for bonding."

There's also a certain feel to Essex County municipalities like Montclair, according to Drew Knapp. An entrepreneur, he owns A

Greater Town, a geocentric marketing and communications site — which is building free home pages for every town — where individuals and businesses can set up free postings.

"The idea is to tag to a town's name as a primary focus," he said. "People often will remember the location of a restaurant or other attraction but can't recall the name. This model, like Craigslist, gives individuals the ability to start with a location and drill down to the business or other attraction in the locale and nearby ones. Our goal is to list every town in the world on our site."

He monetizes the site through real estate listings from companies like VRBO, and other listings from organizations like restaurant.com and hotels.com that pay Knapp when viewers click through and complete a transaction with the sponsor company.

"Montclair's atmosphere refreshes and invigorates me," he said. "I don't even have to drive to get to many places. I just walk out my door and down the street to visit multiple merchants. Montclair offers a small-town feel but with easy train access to New York City. The Feliciano Center for Entrepreneurship in Montclair State University also attracts a tech community and is a great resource for business networking."

For entrepreneurs and other business owners, Essex County has established itself as an attractive one-stop shopping location.

Plugging a gap with a bi-county project

When developers work on a significant project, they know there's bound to be some red-tape issues with local and other authorities. But when Prism Capital Partners LLC decided to launch On3, a massive redevelopment of the 116-acre former Hoffmann-LaRoche campus, the company took on a formidable challenge: a single property that spreads out over two towns, Nutley and Clifton, and two counties, Essex and Passaic.

"It does make things a bit more complicated," chuckled Edwin Cohen, a Prism principal. "Two townships in two counties meant about 50% to 75% more work than one township in one county. But everyone's been very cooperative — after all, it'll mean more tax revenue for them — and we're way ahead of where everyone expected us to be regarding new jobs and new tenants."

At its peak under Roche, the campus supported about 4 million square feet of buildings and up to 10,000 people, he said. "By mid-2020, we anticipate having close to two million square feet of space with as many as 5,500 people."

The campus already has an impressive roster of tenants, including Hackensack-Meridian School of Medicine at Seton Hall University, and other Seton Hall University institutions at 123 Metro Boulevard, a

477,000-square-foot structure.

At another campus facility, 111 Ideation Way, Hackensack Meridian Health is creating a 70,000-square-foot National Institutes of Health-designated clinical research lab and center, while bio-fabrication company Modern Meadow leased and moved into its own 73,000-square-foot, state-of-the-art laboratory. Illustrating the flexibility of the campus — ON3 also attracted the Ralph Lauren Corporation, which signed a full-building lease at 100 Metro Boulevard, a 255,000 square-foot structure.

Prism also has a signed letter of intent from a builder who plans to put up a 190-unit assisted living facility on Kingsland Street on the Nutley side of the campus. Additional development is also planned for the Clifton portion.

"The ON3 site is an attractive location, just nine miles from Manhattan, with 160,000 cars a day passing by; and it represents the largest piece of undeveloped land between the Garden State Parkway and the New Jersey Turnpike," said Cohen. "It offered us the chance to create a new type of environment that didn't exist in Northern New Jersey: a complex with education, office, research and development, lodging, entertainment, food and beverage, and residential. A true live, work, learn and play environment."

Activity like this helps to make Essex County an even more attractive choice.



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Photos, clockwise left to right, Cruise Nights Car Show Summer Series; Dinner under the Stars Dining Summer Series in Bloomfield.--- JACKIE APICELLA, BLOOMFIELD CENTER ALLIANCE EVENT COORDINATOR. Hodera at Montclair Center Stage Music Fest; Kidchella in Montclair.---MONTCLAIR CENTER BID.

A self-help solution for towns

How business improvement districts buff up downtown locations

BY MARTIN DAKS

When it comes to commerce, New Jersey in general and Essex County in particular are thriving hubs. From the county's diverse, educated population — 64% of residents are black, Hispanic or Asian, and nearly half have a bachelor's, graduate, or higher degree, according to Choose New Jersey — to the nearly 19,000 businesses that the U.S. Census Bureau says operate within its borders, the county crackles with energy.

A number of characteristics help to make the area attractive. Some are geographic, like Essex County's proximity to New York City, and its easy access to I-95, I-280 and other major highways. But the county also has an edge because of a human element: the way that many organizations have gotten personally involved in their downtown through a Business Improvement District (BID).

Cheerleaders for new projects

Late in 2018, the Essex County-based real estate owner-operator Prism Capital Partners completed one of the latest additions to Edison Village — a 21-acre adaptive-reuse project that encompasses the historic laboratory complex built by inventor Thomas Edison in West Orange — that's billed as the largest non-waterfront rehab project in New Jersey. The mixed-use component, known as The Mews at Edison Lofts, includes 34 residences over retail, along with a 630-car garage, attractive landscaping and other features.

Ever since Prism proposed the development, "We were one of the biggest cheerleaders," said Megan Brill, executive director of Downtown West Orange Alliance. The nonprofit was formed in August 1998 to manage the town's Special Improvement District (SID).

Organizations like the Alliance operate across the state, managing SIDs, BIDs and

DIDs (Downtown Improvement Districts). The monikers may differ but the basics are the same: a defined area, usually in the central business section of a downtown, authorized by state law and created by an ordinance of the local government to collect a special assessment on the commercial properties or businesses in that area.

That assessment is typically passed on to a municipally assigned organization, like the Downtown West Orange Alliance, which works with local businesses and the municipality on parking, lighting and other improvements to the area. The goal, of course, is to attract potential customers and, eventually, even more businesses.

The West Orange downtown is sizable, about three miles long, Brill noted, but it's also got some challenges. "Our downtown isn't contiguous, instead it's like pockets where boutiques and other commercial stores may be separated by high-rise and other office buildings and, in some cases,

by a park," she said. "So you can't just park in 'the downtown' and easily walk it."

One workaround was to try to direct more stores to the Edison redevelopment project, which Brill sees as a kind of hub. "We've also worked with landlords to create retail-ready storefronts for any vacant property, to make them more appealing to prospective owners, while helping to create a sense of community. Our volunteers help to wash vacant storefront windows and can put up decorative art to make the space look more inviting." The efforts seem to be paying off: there were about 45 vacant downtown properties when Brill came on board some seven years ago, and that number's down to about 13 today.

Essex County in general is an attractive place to locate or expand a business, she added.

"We're in close proximity to New York City, and you've got easy access to roads like I-280 and the Garden State Parkway,"

she noted. “We’ve got green areas, but it’s also easy to get to New York for a show or other entertainment.”

For Jennifer Brown, the decision to come on board in November 2018 as executive director of Montclair Center — as the Montclair business improvement district is known — was a logical step. An active PTA member, she’s lived in Montclair with her family for more than a decade, and formerly served as ED of the Flatiron 23rd Street Partnership BID in New York City.

“Montclair is my community and I have a vested interest in the ongoing success and vibrancy of Montclair Center,” she said. “There are a lot of exciting things going on in Montclair Center, including the new MC Hotel, which will represent the first major hotel on Bloomfield Avenue in our business improvement district.”

Cultural connections

Brown and the Montclair Center BID are involved with the township’s many cultural and arts establishments, including the Wellmont Theater and the Montclair Art Museum, along with events like the Montclair Film Festival and the Montclair Jazz Festival. “We work extremely closely with town officials, the manager’s office, the

mayor and the township council, on ways to improve downtown,” she said. “There’s a wide variety of shopping choices, and as a transit center Montclair offers easy access to many places. In 2019 we’re continuing to focus on improving Montclair Center with landscaping projects, and holiday décor; and we’re currently finalizing a calendar of exciting events, in addition to the ongoing marketing of local business and cultural attractions.”

Other areas are also energized. There’s been an “explosion of activity” in Bloomfield, including mixed-use developments that have brought “more than 400 housing units and thousands of square feet of retail space to the area,” said Ollyn J. Lettman, executive director of the Bloomfield Center Alliance. The nonprofit advocates for and engages in projects and programs on behalf of the Center community, designed to attract, retain and foster business in the downtown.

“Some of our projects have included a ‘dinner and a show’ partnership with Bloomfield College’s Westminster Arts Center, where people who attended a show at the arts center could get discounts at restaurants in town,” Lettman said. “The Center — which is only a block away from the downtown district — was under renovation in 2018, and we hope to continue

this kind of partnership when it reopens. Additionally, about 12 new restaurants have opened in Bloomfield in the last three years, and three or more new ones are expected to open this year, so we’re considering a ‘restaurant tour’ to bring in even more visitors.”

Other successful BID projects have included landscaping, and the installation of brick pavers and new benches, and a brick plaza wall featuring the town logo, he added. “In 2019, we may work with property owners on constructing wall murals,” Lettman said. “We’re always looking for ways to get people to experience Bloomfield Center.”

Changes afoot

The nature of downtowns are changing, and BIDs have to adapt, said Beth Lippman, executive director of Livingston’s Business Improvement District. “Instead of cute little boutiques, we’re seeing more fitness, beauty and other personal-service businesses coming in; ones that don’t have to worry about competing with the internet. Brokers call me all the time because they know the Livingston Business Improvement District can help.”

Unlike some municipalities, the entire 14 square miles of Livingston is part of a BID, she added. “We don’t have a train

station, and we’re not a walkable town,” Lippman said. “But we’re close to I-280 and I-78, and we have a lot of small strip malls with parking in back, which can be an advantage.”

The BID wants to make it even better. “We hired a parking consultant and will be proposing shared parking connections between lots — with new streets and perhaps sidewalks — so people will be able to go directly from one strip mall to the other by either walking, or driving directly, without having to go out on a main street.”

Among her other duties, Lippman acts as a liaison, helping new businesses with permitting and other processes. “Our BID helps businesses to promote themselves,” she added. “We’ve coordinated a ‘Livingston on Sale’ initiative where businesses town-wide offered discounts, and we had a Livingston-wide pizza party, where people who bought pizza could enter a sweepstakes for an iPad.”

Last spring, the BID helped coordinate a two-week “fitness crawl” where people could walk in and try out different exercise centers, and Lippman plans to repeat it this year. “We don’t really do events where you have to close off streets,” she said. “We engage in economic development and some promotional marketing designed to drive people to our businesses.”

ESSEX

CONTINUED FROM PAGE 17

“so there’s a tremendous amount of fiber optic cable here; it’s easy and relatively inexpensive to get a 10-gigabyte connection [compared to the 1 gigabyte or less that many internet service providers offer]. It’s like buying bandwidth wholesale from the carrier.”

Newark Venture Partners was founded by Don Katz, who launched Audible — a Newark-based audiobook company that he later sold to Amazon — and NVP backers include well-known companies like Audible, Dun & Bradstreet Inc., Horizon, and Panasonic. “Besides being investors, we can tap into these and other backers for mentoring and other advice,” Wisniewski said. Since its launch in 2015, Newark Venture Partners has invested \$17.3 million across 55 companies in Newark and elsewhere, he added.

IHUDLE, a Newark-based company that uses “quick-burst games” as a workforce training platform, is one of them.

“Today, corporate training and development is broken,” said founder and CEO Sam Caucci. “The majority of workers today continue to be onboarded using outdated e-learning solutions, videos, manuals and live seminars. Using IHUDLE, companies can convert existing

Fidelco finds a good bet

Back in the 1960s, when Marc Berson was in Rutgers Law School in Newark, “I used public transportation. But I’d look around and see people in their cars, stuck in traffic, and think ‘how much longer will they do this?’”

Years later, after practicing tax and securities law, he began investing in and developing real estate with the launch of Fidelco Group in Millburn. His Newark holdings mainly consisted of industrial property until 2004, when he took a chance and purchased One Washington Park, the former Verizon headquarters that was nearly vacant fol-

training like manuals, modules, and videos into quick-burst training games and deploy it to their staff. Games take less than 10 minutes to create — compared to hours to build and deploy traditional learning videos — and employees learn faster with our games as they compete against co-workers to unlock prizes.”

He said the 15-employee company left New York City for Newark at the end of 2016 — a little more than a year after it launched in SoHo — because of lower costs, and support from Newark “that has given us great access and input. And I believe I can access more talent with a more diverse set of skills from where we are in Newark. I have team members that come here from NYC and South Jersey every day.”

lowing the telecommunications company’s move to new digs. Today, following a massive renovation, One Washington hosts premiere tenants like Amazon’s Audible, and the Rutgers Business School-Newark.

Berson sees it as a symbol of Newark’s progress. “Companies like Audible want to be able to tap into talented employees, and in turn they want a 24-by-7 community,” he said. “Newark has rail and other transportation, and it’s a model for integrating the arts and other entertainment with a business community. Young people want to be where the action is, and they want to get in when it’s still affordable.”

He sees properties like 494 Broad Street, which Fidelco renovated, as one of the anchors of the North End, and said the area is primed for further development, including mixed-use projects.

“We’re finishing 15 James St., a former Presbyterian church, and Audible will take possession of that as an adjunct to its Washington Park headquarters,” Berson added. “Our properties in the area are fully leased, and now we’re developing plans for a buildable site behind 1 Washington and another site north of it; and we’re looking at other properties. The North End will be quite active in the next round.”



Darrell K. Terry, Sr., President and CEO, Newark Beth Israel Medical Center and Children’s Hospital of New Jersey, Mayor Ras J. Baraka and Barry H. Ostrowsky, CEO, RWJBarnabas Health pictured with Newark YEA! participant Kutorkor Kotey and multiple Newark residents employed at Newark based companies, pictured at NRBP event. - NRBP/SEAN SIME PHOTOGRAPHY

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24	KS Engineers P.C. www.kseng.com 1991	494 Broad St., 4th Floor Newark, 07102-3217 (973) 623-2999 (973) 242-2955	Kamal Shahid Engineering, survey and construction management	204
25	Job Haines Home for the Aged People www.job-haines.org 1897	250 Bloomfield Ave. Bloomfield, 07003 (973) 743-0792 (973) 743-1882	Noreen Haveron Assisted living, long term care and sub-acute care	200

Source: The companies. (1) As of November 2018, Charles Lowrey is the CEO, succeeding John R. Strangfeld. (2) Kevin Cummings was appointed chairman of the Board of Directors and CEO of Investors Bancorp and Investors Bank effective May 22, 2018. NA: Not available. There is no charge to be included in NJBIZ lists. We assume that information provided by representatives is accurate and truthful. We are not responsible for the omission of organizations that do not respond to our questionnaire or to fax or phone requests for information. If your organization was omitted and you wish to be included in future lists, please go to our website at www.njbiz.com and select "Lists" then "Add Data." You may also e-mail lists@njbiz.com or call (732) 246-5733. Information may also be faxed to (732) 846-0421. Information received after press deadline cannot be included. The list, or any parts of them, cannot be reproduced without written permission from NJBIZ. For more on Information Products from NJBIZ, please call (732) 246-5701.

BANKRUPTCIES

Forge Fitness LLC, 48 Overlook Ave., Rochelle Park, 07662; Industry: Fitness; Adviser: Cohn Lifland Pearlman Herrmann & Knopf LLP; Court: Newark; Chapter 7; Case Number: 18-35123-RG

B. Joszt Inc., 19 Angel Place, Somerset, 08873; Industry: Business services; Adviser: Law Office of Joseph I. Windman; Court: Trenton; Chapter 7; Case Number: 18-35152-KCF

Websignia LLC, 2560 Route 22 E. #284, Scotch Plains, 07076; Industry: Digital marketing; Adviser: Gillman & Gillman; Court: Newark; Chapter 7; Case Number: 18-35184-JKS

INSIDER TRADING

Church & Dwight Co. Inc.; Richard Dierker, chief financial officer; Transaction: Sell; Transaction Price: Low 66.25, High 66.25; Amount: \$1,118,300; Current holdings: 8,100

Church & Dwight Co. Inc.; Richard Dierker, chief financial officer; Transaction: Option Exercise; Transaction Price: Low 34.81, High 41.92; Amount: \$627,381; Current holdings: NA

Orbcomm Inc.; Marc Eisenberg, chief executive officer; Transaction: Sell; Transaction Price: Low 8.52, High 8.66; Amount: \$324,450; Current holdings: 419,073

Innodata Inc.; Nauman Sabeeh Toor, beneficial owner of more than 10% of a class of security; Transaction: Purchase; Transaction Price: Low 1.5, High 1.5; Amount: \$97,409; Current holdings: 3,763,747

NRG Energy Inc.; Elizabeth Killinger, officer; Transaction: Sell; Transaction Price: Low 38.47, High 38.5; Amount: \$1,347,202; Current holdings: 130,027

NRG Energy Inc.; Elizabeth Killinger, officer; Transaction: Option Exercise; Transaction Price: Low 19.83, High 19.83; Amount: \$196,753; Current holdings: NA

NRG Energy Inc.; Christopher Moser, officer; Transaction: Sell; Transaction Price: Low 37.96, High 38.51; Amount: \$1,311,185; Current holdings: 139,588

NRG Energy Inc.; Christopher Moser, officer; Transaction: Option Exercise; Transaction Price: Low 19.83, High 19.83; Amount: \$281,586; Current holdings: NA

Orbcomm Inc.; Michael Ford, chief financial officer; Transaction: Sell; Transaction Price: Low 8.52, High 8.52; Amount: \$13,683; Current holdings: 3,749

Orbcomm Inc.; Christian Le Brun, general counsel; Transaction: Sell; Transaction Price: Low 8.52, High 8.52; Amount: \$88,801; Current holdings: 94,325

Orbcomm Inc.; Craig Malone, officer; Transaction: Sell; Transaction Price: Low 8.52, High 8.52; Amount: \$73,032; Current holdings: 48,991

Orbcomm Inc.; Constantine Milcos, officer; Transaction: Sell; Transaction Price: Low 8.51, High 8.51; Amount: \$35,770; Current holdings: 25,116

Orbcomm Inc.; John Stolte Jr., officer; Transaction: Sell; Transaction Price: Low 8.52, High 8.52; Amount: \$79,982; Current holdings: 105,580

Automatic Data Processing Inc.; Thomas Perrotti, officer; Transaction: Sell; Transaction Price: Low 126.86, High 128.84; Amount: \$1,373,655; Current holdings: 18,880

Automatic Data Processing Inc.; Thomas Perrotti, officer; Transaction: Option Exercise; Transaction Price: Low 75.1, High 90.63; Amount: \$1,070,782; Current holdings: NA

Cognizant Technology Solutions Corp.; Malcolm Frank, officer; Transaction: Sell; Transaction Price: Low 61.88, High 61.88; Amount: \$448,683; Current holdings: 26,289

Cognizant Technology Solutions Corp.; James Lennox, officer; Transaction: Sell; Transaction Price: Low 61.74, High 63.74; Amount: \$190,667; Current holdings: 3,409

Automatic Data Processing Inc.; Brock Albinson, officer; Transaction: Sell; Transaction Price: Low 128.98, High 129.02; Amount: \$566,161; Current holdings: 3,755

Automatic Data Processing Inc.; Brock Albinson, officer; Transaction: Option Exercise; Transaction Price: Low 107.35, High 107.35; Amount: \$206,971; Current holdings: NA

Automatic Data Processing Inc.; John Ayala, officer; Transaction: Sell; Transaction Price: Low 128.98, High 128.98; Amount: \$386,934; Current holdings: 13,093

Automatic Data Processing Inc.; Deborah Dyson, officer; Transaction: Sell; Transaction Price: Low 129.16, High 129.16; Amount: \$527,231; Current holdings: 23,071

Automatic Data Processing Inc.; Deborah Dyson, officer; Transaction: Option Exercise; Transaction Price: Low 33.04, High 35.78; Amount: \$172,168; Current holdings: NA

Automatic Data Processing Inc.; John Jones III, director; Transaction: Sell; Transaction Price: Low 129.32, High 129.9; Amount: \$736,301; Current holdings: 51,742

Automatic Data Processing Inc.; John Jones III, director; Transaction: Option Exercise; Transaction Price: Low 37.91, High 37.91; Amount: \$215,649; Current holdings: NA

Automatic Data Processing Inc.; Dermot O'Brien, officer; Transaction: Sell; Transaction Price: Low 129.01, High 130.15; Amount: \$2,504,397; Current holdings: 17,538

Automatic Data Processing Inc.; Dermot O'Brien, officer; Transaction: Option Exercise; Transaction Price: Low 107.35, High 107.35; Amount: \$828,098; Current holdings: NA

Automatic Data Processing Inc.; Douglas Politi, vice president; Transaction: Sell; Transaction Price: Low 130.04, High 130.04; Amount: \$295,841; Current holdings: 23,994

Automatic Data Processing Inc.; Douglas Politi, vice president; Transaction: Option Exercise; Transaction Price: Low 52.65, High 52.65; Amount: \$119,770; Current holdings: NA

1st Constitution Bancorp; Robert Mangano, chief executive officer; Transaction: Option Exercise; Transaction Price: Low 7.46, High 7.46; Amount: \$31,474; Current holdings: NA

Ingersoll-Rand Plc; Michael Lamach, chief executive officer; Transaction: Sell; Transaction Price: Low 90.39, High 90.39; Amount: \$15,041,961; Current holdings: 253,052

Ingersoll-Rand Plc; Michael Lamach, chief executive officer; Transaction: Option Exercise; Transaction Price: Low 41.91, High 41.91; Amount: \$6,974,118; Current holdings: NA

Public Service Enterprise Group Inc.; Ralph Izzo, chief executive officer; Transaction: Sell; Transaction Price: Low 50.86, High 50.88; Amount: \$2,665,840; Current holdings: 439,311

Public Service Enterprise Group Inc.; Ralph Izzo, chief executive officer; Transaction: Option Exercise; Transaction Price: Low 33.49, High 33.49; Amount: \$970,909; Current holdings: NA

MERGERS & ACQUISITIONS

Celgene Corp., Seller/Target: Bristol-Myers Squibb Co.; Date: Jan-03-2019; Price: 95156.825; Percent: 100%; Type: Manufacture, wholesale pharmaceutical products

Adello Biologics LLC-Assets, Seller/Target: Kashiv Pharma LLC; Date: Jan-03-2019; Price: NA; Percent: 100%; Type: Research and development in biotechnology

NEW BUSINESS

Prime MD PC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

DD Dental PC Holdings NJ PC, 365 Rifle Camp Road, Woodland Park, 07424; Contact: David Zoitorofe

ABA Therapy Services PC, 37 College Drive, Jersey City, 07305; Contact: Alexandra O'Grady

Barbara A. Cavallaro MD PC, 211 Essex Street #402, Hackensack, 07601; Contact: Kenneth McGraw

Family Wellness and Rehab PC, 6 Homestead Circle, Marlboro, 07746; Contact: Noah Miller

Rapha Chiropractic PC, 464 Hudson Terrace, Englewood Cliffs, 07632; Contact: Sam Chang

Jennifer M. Scott Creative Arts Therapist PC, 177 Patterson Ave., Shrewsbury, 07702; Contact: Jennifer Scott

Anuj Kapoor MD PC, 44 Overlook Ridge, Oakland, 07436; Contact: Anuj Kapoor

Rapha Acupuncture PC, 464 Hudson Terrace Suite 204, Englewood Cliffs, 07632; Contact: Junghwan Oh

46 S Hope Chapel LLP, 130 Carlton Ave. S., Lakewood, 08701; Contact: Miriam Ely

Ride Mentch LLP, 130 Carlton Ave S., Lakewood, 08701; Contact: Jonathan Ely

A Conscientious Group LLP, 16 Brandeis Road, Parlin, 08859; Contact: Melissa Valoura

Smplynatural LLP, 3 Roxy Ave., Edison, 08820; Contact: Himanshu Punjani

JC Beauty Plus LLP, 205 Anderson Ave., Fairview, 07022; Contact: Julian Pimetel

Vets First Choice LLC, Princeton South Corporate Center, Ewing, 08628; Contact: Corporation Service Co.

SAS Properties LLC, 101 Eisenhower Parkway, Roseland, 07068; Contact: Susan Dromsky-Reed

JC Shuttle 2019, LLC, 22 Maples Ave., Morristown, 07960; Contact: Mark Rosen

Ballantine Digital LLC, 55 Lane Road, Fairfield, 07004; Contact: John Cote

True North Mahwah LLC, 416 Green Mountain Road, Mahwah, 07430; Contact: Susan Davis

Joe's Dairy and Cheese, LLC, 277 Fairfield Road, Fairfield, 07004; Contact: Joseph John Arcata

687 Blue Hill Road LLC, 3 University Plaza, Hackensack, 07601; Contact: Brian Halligan

True Light Financial Solutions LLC, 5 Addison Road, Howell, 07731; Contact: Hany Joseph

Iyengar Hematology Oncology Medical Center LLC, 9 Chelsea Drive, Livingston, 07039; Contact: Rekha Iyengar

1114 NBA LLC, 1911 West Ave., Beach Haven, 08008; Contact: Joyce Panzone

Bryan Farms LLC, 3 Willowood Court, Columbus, 08022; Contact: Barbara Crammer

Prosper 203 LLC, 1201 Herkimer Road, Brick, 08724; Contact: Joseph Wilchinsky

112 Main Little Falls LLC, 17 Keilana Drive, Wayne, 07470; Contact: Beverly Kalinowski

3D-Biomaterials LLC, 87 Main St., Peapack, 07977; Contact: Sajal Das

Angelic Property Management LLC, 408B Bethel Road, Somers Point, 08244; Contact: Leonard Koltman

Old Country Acquisition II LLC, 208 W. State St., Trenton, 08608; Contact: Colby Attorneys Service Co. Inc.

309 West 6th Street LLC, 39 Liverpool Way, Medford, 08055; Contact: Alfred Smith Jr

Generation Capital Group LLC, 300 Somerset Ave., Merchantville, 08109; Contact: Alan Chapman

Burlington Path LLC, 83 Emleys Hill Road, Cream Ridge, 08515; Contact: Martin Bullock

Midway House of NJ LLC, 309 E. Main St., Rockaway, 07866; Contact: Steven Meiterman

Allen Morris Financial Group LLC, 255 E. Grand Ave. #411, Rahway, 07065; Contact: Maurice Lyle

Libra Academia LLC, 24 Walnut St., Fairview, 07022; Contact: Jiogy Grundy

Ochoa Construction LLC, 2 Lincoln Place, Weehawken, 07086; Contact: Vivek Singh

114 Overlook Ave. LLC, 2 Eagle Lane, Lakewood, 08701; Contact: David Yshua

Lanzano's Pizzeria LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

High Lyfe LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

Favorito Real Estate Team LLC, 113 Cider Press Drive, Mullica Hill, 08062; Contact: Yekaterina Favorito

738 Broadway Realty LLC, 1 County Road Unit B6-B7, Secaucus, 07094; Contact: Baruch Adika

455 Mercer JC LLC, 1708 Palisade Ave., Union City, 07087; Contact: Steven Caraccio

Makeup Artistry by Amanda Desouza LLC, 17 Baycrest Drive, Margate, 08402; Contact: Amanda Desouza

Kick's Library NYC LLC, 1 County Road Unit B6-B7, Secaucus, 07094; Contact: 738 Broadway Realty LLC

LandbLLC LLC, 525 Vaughn Ave Apt D7, Toms River, 08753; Contact: Lindsay Berner

1518 South Sixth Street LLC, 1 County Road Unit B6-B7, Secaucus, 07094; Contact: Baruch Adika

57 Hathaway Street LLC, 57 Hathaway St., Wallington, 07057; Contact: Sylwester Serafin

Boehm Dental Professionals LLC, 188 Eagle Rock Ave. Suite 2B, Roseland, 07068; Contact: Deborah Gabry

Sweet Solution Investments LLC, 783 Springfield Ave., Summit, 07901; Contact: John Miesowitz

Fisher Family LLC, 11 Decker Lane, Boonton Township, 07005; Contact: Lawrence Fisher

Gloucester Realty LLC, 900 Haddon Ave., Collingswood, 08108; Contact: M. Burr Keim Co.

ES Construction LLC, 1285 Myrtle St., Hillside, 07205; Contact: Elvis Anchapaxi Santos

Superior Innovation Technology Capital Group LLC, 26 Columbia Turnpike, Florham Park, 07932; Contact: Francis Devito

Standard USA LLC, 326 Hackensack Street, Carlstadt, 07072; Contact: Christopher Munoz

Riverbanks Consulting LLC, 70 Grand Ave., New Jersey, 07661; Contact: Michael Moskowitz

Rogério Azevedo 75 LLC, 203 Cliftwood Road, Oakhurst, 07755; Contact: Rogério Azevedo

Ronald Riehle LLC, 105 Market Place, Glassboro, 08028; Contact: Tancour Enterprises

Affirmative Tax Relief LLC, 209 Pheasant Run Road, Mays Landing, 08330; Contact: Lisa Daughtry

Platinum Automotive Transport LLC, 179 11th St., Piscataway, 08854; Contact: Jewell Anderson

Grace Place 123 LLC, 169 Parish Drive, Wayne, 07470; Contact: Annemarie Appleton

Dallas Europe Holdings Two LLC, Princeton South Corporate Center, Ewing, 08628; Contact: Corporation Service Co.

D L Dream Homes LLC, 416 E. Millstream Road, Cream Ridge, 08514; Contact: David Lawrence

Practicalities LLC, 1321 Green St., Manville, 08835; Contact: Ruth Slovik

Giant Fitness Voorhees LLC, 20 Lane of Acres, Haddonfield, 08033; Contact: Balducci Inc.

9 New Orange LLC, 500 River Ave., Lakewood, 08701; Contact: Barry Konigsberg

VMN Management & Consulting Group LLC, 272 W. Milton Ave., Rahway, 07065; Contact: Maria Nicasio

Teals Take Out LLC, 1177 E. Grant Ave., Vineland, 08361; Contact: Ella Dorr

Harmony Road Counseling LLC, 464 Harmony Road, Jackson, 08527; Contact: Amy Tarr

60 Elmora Avenue LLC, 15 Kent Drive, Roseland, 07068; Contact: Staci Giammona

Giant Fitness Woodbury Heights LLC, 20 Lane of Acres, Haddonfield, 08033; Contact: Balducci Inc.

Guram Trucking LLC, 600 Birchfield Drive, Mount Laurel, 08054; Contact: James Corsey

163 North 6 LLC, 54 Stevens Ave., Jersey City, 07305; Contact: 163 North 6 LLC

Absolute Truth Investigations LLC, 11 Lanfair Road, Marlton, 08053; Contact: Absolute Truth Investigations

Giant Fitness Mt. Laurel LLC, 20 Lane of Acres, Haddonfield, 08033; Contact: Balducci Inc.

Veganmeatballin LLC, 7 Wilton Terrace, Verona, 07044; Contact: Maria Kennedy

CN Holdings LLC, 313 W. Stevens Ave., Wyckoff, 07481; Contact: Nancy Knox

M.E.B. Affordable Estates LLC, 47 Lakeview Ave., Bridgeton, 08302; Contact: Benita Dickerson

Mpx LLC, 7 Nestro Road, West Orange, 07052; Contact: Fredner Cayemitte

Colts Neck Caterers LLC, 224 Route 537, Colts Neck, 07722; Contact: Raymond Longobardi

Mags1002 LLC, 217 Surf Road, Egg Harbor Township, 08234; Contact: Joanne Kimmins

Mindset Headquarter LLC, 60 Main St., South River, 08882; Contact: Rafael Diaz

Carriersnetwork4U LLC, 115 Wesmont Drive, Woodrige, 07075; Contact: Sebastian Posey

Lax Construction LLC, 27 Michigan Ave., Trenton, 08638; Contact: Lubos Stofila

Sauch Selfcare LLC, One Hovchild Plaza, Tinton Falls, 07753; Contact: James Ray

KM Education Systems LLC, 820 Bear Tavern Road, West Trenton, 08628; Contact: Vcorp Services LLC

Rich Spirits LLC, 44 Eggers St., East Brunswick, 08816; Contact: Jennifer Bogar and Nathaniel Richardson

Continued on page 25

Passport to Paradise LLC, 939 Hyson Road, Jackson, 08527; Contact: Stephanie Hosford

The Ali House 1121 LLC, 1 County Road Unit B6-B7, Secaucus, 07094; Contact: Baruch Adika

Adaptive It LLC, 3 Revere Lane, Sussex, 07461; Contact: Frederick P Howland III

Positive Behavioral Services LLC, 3 Trudy Lane, Lakewood, 08701; Contact: Malka Birnbaum

108 Walchest LLC, 175 Melville Ave., Lakewood, 08701; Contact: Menashe Grunfeld

Donna G. Frithsen LLC, 701 Grant Ave., Collingswood, 08107; Contact: John Wilson

Lili's Cafe & Bakery LLC, 40 E. Scott St., Riverside, 08075; Contact: Luis Ordonez

Jackie Stier Creations LLC, 223 N. Main St., Manville, 08835; Contact: Summit Tax Service

1808 Chestnut Street LLC, 129 N. County Line Road, Jackson, 08527; Contact: Ester Fraiman

Sprucewood Investment Partners LLC, 179 Spruce St., Lakewood, 08701; Contact: Samuel Gibber

Stuffguff LLC, 32 Middle Lane, Long Branch, 07740; Contact: Dave Graham

MTL Training and Consulting LLC, 301 Route 17 N. Suite 800, Rutherford, 07070; Contact: Legalcop Solutions LLC

DJ's Contracting LLC, 8 Turs Court, Wallington, 07057; Contact: Dean Severino Jr.

Jimmy Waters LLC, 50 Kew Gardens Drive, Lakewood, 08701; Contact: Jimmy Waters

L'Antoma Amalgamated LLC, 943 Kings Highway, West Deptford, 08066; Contact: Giovanni Coppola

Sacred Elephant LLC, 29 Vanderberg Place, Cedar Grove, 07009; Contact: Anna George Itty

Cherry Tree Advisors LLC, 42 Cherry Tree Circle, Howell, 07731; Contact: Joseph Gaj

GBKK LLC, 14-22 Whitney St., Newark, 07106; Contact: Gabe Barnes

341 US 46 LLC, 103 S. Salem St., Dover, 07801; Contact: Oscar Sabogal

Woodbridge NJ Holdings LLC, 866 Belmont Ave., North Haledon, 07508; Contact: Baruch Aronson

Rays and Sons Construction LLC, 119 N. Heritage Ave., Trenton, 08618; Contact: Reyshawn Barlow

Lalador LLC, 100 Roosevelt Ave. #N7, Carteret, 07008; Contact: Aura Diaz

KC Borino LLC, 571 Bloomfield Ave., Verona, 07044; Contact: Bashwiner and Deer LLC

Empress Ming Bodycare LLC, 6123 Madison St., West New York, 07093; Contact: Mignon Grayson

Charlie Payton Miles LLC, 417 Park Ave., Union Beach, 07735; Contact: Chris Murphy

95 Primrose Community LLC, 1100 E. County Line Road, Lakewood, 08701; Contact: Joseph Kaufman

JA Worldwide Concepts LLC, 235 Columbus Drive, Franklin Park, 08823; Contact: Jannelle Alfred

16 Long St. LLC, 16-18 Long St., Jersey City, 07305; Contact: Jose Maleh

Dadlani Elgin Realty LLC, 20 Birch St., Jersey City, 07305; Contact: Kumar Dadlani

J.A. Systems Installations LLC, 204 Robin Hood Road, Mountainside, 07092; Contact: Hector Verone

Woodbridge Equities NJ LLC, 866 Belmont Ave., North Haledon, 07508; Contact: Baruch Aronson

TCF Global Ventures LLC, 11 Spring Drive, Burlington, 08016; Contact: Todd Fell

Alana Grace Investment LLC, 100 Manhattan Ave., Union City, 07087; Contact: Paola Gomez

Garvva LLC, Visaserve Plaza, Ridgewood, 07450; Contact: Vivek Khanna

3710 Quakerbridge Rd. LLC, 43 South Ave., Fanwood, 07023; Contact: Jason Parker

Michael J. Rogoff LLC, 60 Crest Drive, South Orange, 07079; Contact: Michael Rogoff

21 Winding Way LLC, 64 Krebs Road, Plainsboro, 08536; Contact: Apurv Khanna

Enlightened Shaves LLC, 413 Paxson Ave., Hamilton, 08690; Contact: W. Les Hartman

Eps Group LLC, 28 N. Benton Place, Neptune, 07753; Contact: Frederick Pierce

K-9 Resorts Hamilton LLC, 43 South Ave., Fanwood, 07023; Contact: Jason Parker

TFLF LLC, 23 Burlington Drive, Marlboro, 07746; Contact: Lisa Farley

Teenprofessionals LLC, 108 Field Loop, Glassboro, 08028; Contact: Daniel Brown

Arjun's Kicks LLC, 18 Marcinczyk Ave., Parlin, 08859; Contact: Arjun Mansukhani

Kellsworth Associates LLC, 6834 N. Crescent Blvd., Pennsauken, 08110; Contact: Kenneth Stevens

AY Caramba Sea Food Restaurant LLC, 71 Roseland Place, North Brunswick, 08902; Contact: Jose Leonel Morales Moreno

JFK Blvd Holdings LLC, 1697 John F. Kennedy Blvd., Jersey City, 07305; Contact: Shoalem Oberlander

Hudsoncounty60 LLC, 321 15th St., Union City, 07087; Contact: Ashley Hearon-Smith

CEG Services LLC, 702 Rahway Ave., Elizabeth, 07202; Contact: Juliana Diaz

Kazeus Investments LLC, 6834 N. Crescent Blvd., Pennsauken, 08110; Contact: Kenneth Stevens

Universal Spiritual Guidance LLC, 301 W. Jersey St., Elizabeth, 07202; Contact: Jonathan Rosado

Jump Into Shape LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

Consulting In Progress LLC, 27 Warren St. #104, Hackensack, 07601; Contact: John Godino

Facespace.Ai LLC, 174 Linwood Ave., Emerson, 07630; Contact: Diego Ibarra

AGK Consultants LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

Last Act LLC, 49 Hawthorne Ave., Holmdel, 07733; Contact: Mark Cherchio

Fly Fishing Weekly LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

Installation Central LLC, 53 Kaufman Ave., Little Ferry, 07643; Contact: Miriam Lucero

Consulting In Process LLC, 27 Warren St. #104, Hackensack, 07601; Contact: John Godino

Excellent Transportation LLC, 293 Park Ave., Paterson, 07513; Contact: William Maisonet

373 Potomac Drive LLC, 8 Stone Edge Road, Bedminster, 07921; Contact: Jenny Sobosan

MORE INFORMATION

Mergers & Acquisitions data were supplied by Refinitiv.

Bankruptcies are obtained from federal courthouse records available on Public Access to Court Electronic Records, or PACER. Listings are organized by the office in which they were filed.

Insider Trading reports on the stock transactions reported to the Securities and Exchange Commission by officers, directors

and major shareholders. These data were compiled by StockReports+ from Refinitiv and are listed in order of transaction value.

New Businesses include businesses that have moved to New Jersey or opened a new office in the state. The information was supplied by the state Treasury's Division of Revenue.



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NJBIZ EXECUTIVE MOVES

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Lamb lands at Petra Cephias as assistant vice president

On Sept. 17, 2018, Chris Lamb joined Petra Cephias: Residential Mortgage brokers as assistant vice president of originations.

In the new role Lamb is responsible for recruitment of loan officers, the training of loan officers, the day-to-day support of the Petras Cephias sales team and originating and managing the mortgage pipeline.

Somerset-based Petra Cephias specializes in residential mortgage loans for home buyers throughout New Jersey.



Lamb

Pilot Freight adds Gallagher as director

Kevin Gallagher was hired as director of logistics sales at Pilot Freight Services, effective Nov. 19, 2018. He is based out of Pilot in Newark.

As director, Gallagher grows logistics sales services through contract logistics and multi-client facility solutions for the Eliza-



Gallagher

beth-based company and its customers. He works with clients globally, as well as with Pilot's global and national sales teams.

Pilot is a full-service global transportation and logistics company that offers customized shipping and logistics services to help businesses run effectively and efficiently.

CBRE names Didio vice president

CBRE announced Thomas Didio has joined the commercial brokerage firm as vice

president for its Capital Markets & Debt Structured Finance group.

Didio previously spent four years in an underwriting and origination role with Freddie Mac Multifamily and four years with Black Bear Asset Management, both in New York. He has been responsible for executing transactions



Didio

totaling more than \$1.5 billion in volume throughout the United States, with a focus on the New Jersey-New York Tri-State area.

Didio is located in CBRE's Saddle Brook office.

WCRE adds trio of hires

Wolf Commercial Real Estate expanded its Center City Philadelphia office with the naming of three new team members: Kevin Coleman, Mike Scanzano and Tyler Martin.

Coleman joins as chief sales officer. The role - to which he brings 15 years of industry experience - includes sales management and leadership, and business development in the region, with a heavy focus on central New Jersey. He will also play an active role in recruitment of new team members.

Scanzano and Martin both join WCRE as sales associates. Scanzano specializes in sales and leasing, tenant and landlord representation, investment sales and multi-family dwellings. His target area will be the Southern New Jersey market.

Martin's work will include Philadelphia and its suburbs.

WCRE specializes in office, retail, medical, industrial and investment properties in Southern New Jersey and the Philadelphia region. The company has offices in Marlton, Philadelphia, and King of Prussia, Pa.

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Bad breaks

It's time to reform New Jersey's failed tax incentive programs

BY SHEILA REYNERTSON

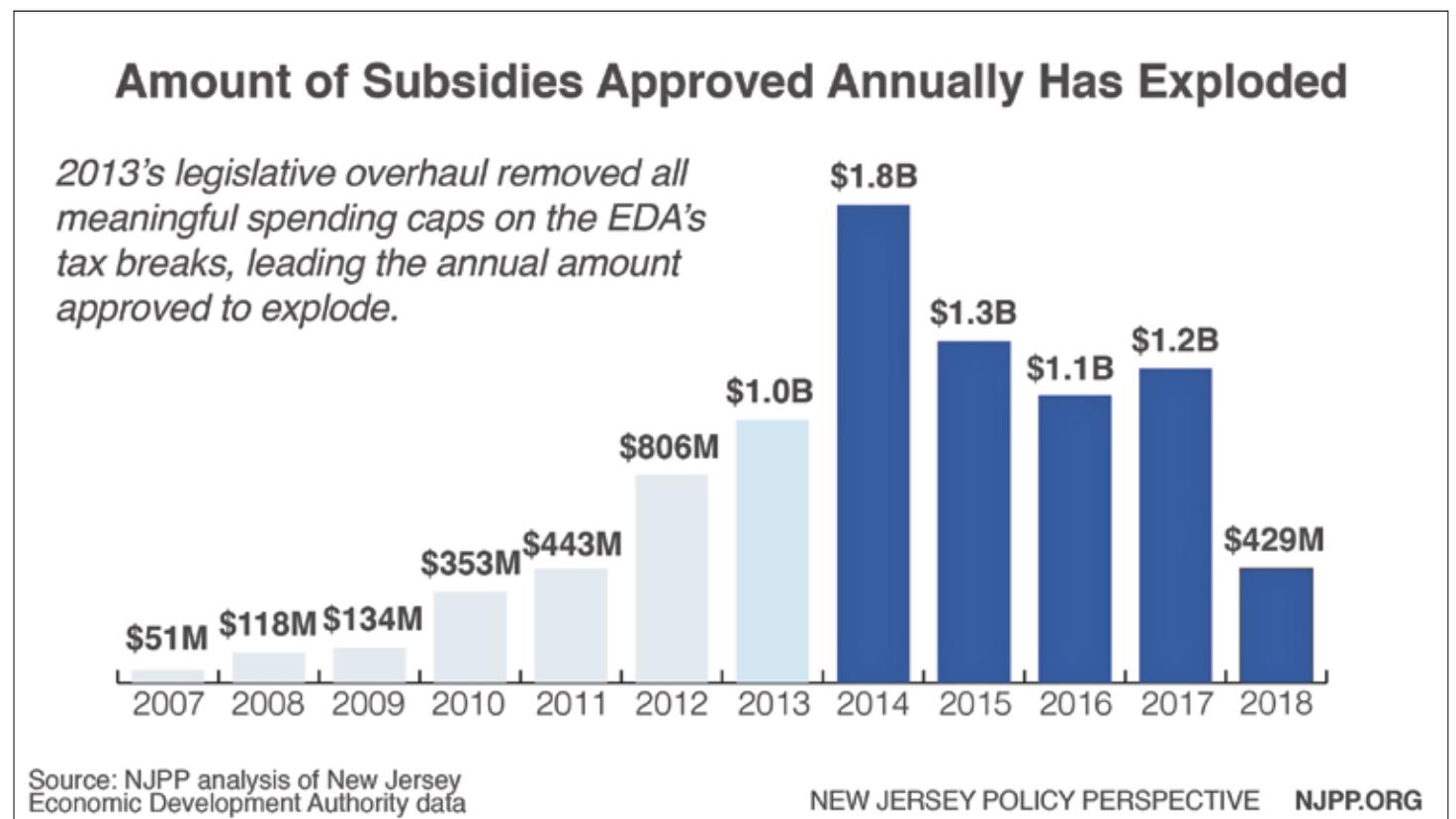
For decades, New Jersey's elected leaders awarded one tax subsidy after another to maintain and create good-paying jobs in the state. Or at least that's what they thought they were doing. Instead, \$11 billion in tax breaks has been doled out to corporations with few strings attached and little to show for the investment.

The splash of cold water arrived in a new, scathing audit of the New Jersey Economic Development Authority (EDA) that paints a troubling picture of gross mismanagement, negligence, and corporate cronyism at its worst. The audit, performed by the State Comptroller, found that the EDA's tax subsidy programs operated with little oversight and — even more alarming — have done little to improve New Jersey's economy. Further, the state failed to properly monitor whether corporations were actually delivering on the jobs they promised to create.

Instead, the EDA relied on corporations to self-report job creation data and, in some cases, did not comply with its own procedures. As a result, corporations received awards they didn't earn. The comptroller's audit confirms what New Jersey Policy Perspective and other advocates have been sounding the alarm on for years: New Jersey's flagship economic development agency provided enormous financial awards to a tiny fraction of the state's businesses at tremendous cost to taxpayers.

In fact, these tax breaks have been ineffective at expanding New Jersey's economy and, adding insult to injury, have severely limited the state's potential to improve growth.

The hefty price tag of these subsidies has created a damaging cycle of disinvestment that starves New Jersey's budget and puts the future of the Garden State at risk.



Lost revenue

Between 2014 and 2018, the state approved \$5.9 billion in corporate tax breaks, knee-capping the state's already compromised ability to meet its obligations or make new investments. And these payouts aren't going away anytime soon — New Jersey is on the hook for over \$4.2 billion in previously awarded tax breaks from fiscal year 2019 to 2022 alone, an average of \$1.05 billion a year, according to EDA estimates.

That's billions of dollars in foregone revenue that could have been invested in public schools, NJ Transit, state colleges and universities, and many other areas proven to be great drivers of job creation and economic growth.

It's time to rein in the use of tax breaks for large corporations and turn attention toward programs that are known to stimulate

the economy, like workforce development and job training, targeted entrepreneurial assistance, and investments in early education, higher education and mass transit — all of which are proven to offer a much better return on the state's investment than overly generous tax breaks.

If New Jersey is ever going to get serious about rebuilding a path toward solvency, policymakers must first admit they lost control over these tax subsidies. Next, they must find the courage to rebalance the scales before more damage is done to the state's economy.

They can start by enacting some common-sense reforms, like restoring the limit on how much New Jersey can spend each year on subsidies and eliminating tax breaks for "maintaining" existing jobs. They should also implement a lower dollars-per-job cap to avoid spending an egre-

gious amount on just a few corporations and jobs. Mandated annual reporting must be better enforced, and a robust and independent evaluation process is needed to determine whether or not future subsidies are delivering the desired benefit.

While we can't go back in time and change what's happened, we can be clear-eyed about the future and implement reforms that will treat these programs for what they really are — just one tool of many that can help grow New Jersey's economy.

Sheila Reynertson is a Senior Policy Analyst at New Jersey Policy Perspective, a non-partisan think-tank that promotes shared prosperity and widespread economic opportunity through independent research. Her areas of expertise include the state budget, tax policy, and economic development subsidies.

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