



Another round for reform

Assembly Appropriations Committee Chairman John Burzichelli is the latest legislator to tackle the state's archaic laws governing liquor licenses. **Page 6**



A SHORE THING

Danny Clinch, Tom Bernard and Tom Donovan, organizers of the Asbury Park Music and Film Festival, count on spontaneous moments to make the event special. This year the buzz is already building, propelled by the Oscars. **PAGE 2**

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Spotlight: Unions

While labor groups adapt to the Janus ruling and attempt to expand their appeal, managers take stock of the options available to counter organization efforts.

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BUILT-IN BUZZ

The Oscars generated early interest in this year's Asbury Park Music and Film Festival, an event known for producing spontaneous sizzle

BY GABRIELLE SAULSBERY
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Over the past four years, the Asbury Park Music and Film Festival has provided local film buffs and music fans with a uniquely intimate experience.

When Danny Devito's career retrospective last year drew a sold-out crowd, the actor took time to answer audience questions and schmoozed with people on the boardwalk, a familiar place for someone who grew up on the Jersey Shore 50 years ago.

Later that night, hip hop guitarist Wyclef Jean invited local teenagers on stage during his performance at the Stone Pony to showcase their talents – after having spent weeks working with them under the radar.

Actor Don Cheadle premiered his Miles Davis biopic at the festival in 2016, and then chatted with kids down the road at Hope Academy Charter School about how they too could follow a path driven by and toward art.

This year, the festival's leaders—film executive Tom Bernard, Gannett publisher Tom Donovan, and music photographer Danny Clinch—say more magic is in store, and that it shows up organically as a direct result of the festival's charitable bent.

All the money raised from the festival goes to fund music education for kids in need in and around Asbury Park.

'Things just happen'

"[At other film festivals], it's about the people, their hierarchy, their status. None of them have anything to do with charity at all. It's all either something that serves some image or person, or something to try and make money," said Bernard, who as co-founder and co-president of Sony Pictures Classics attends about a half-dozen film festivals a year.

"That's what attracted me to this festival. It wasn't about anything but being a charity experience, and finding a fun, educational and entertaining way for the community to give money to a charity," he said.

The people on the movie and music-focused bill, which this year includes directors Bobby and Peter Farrelly for a career retro-

should read as follows:

Christina Stoneburner, partner at Fox Rothchild, explained that New Jersey allows companies to require drug tests, but limits random testing.

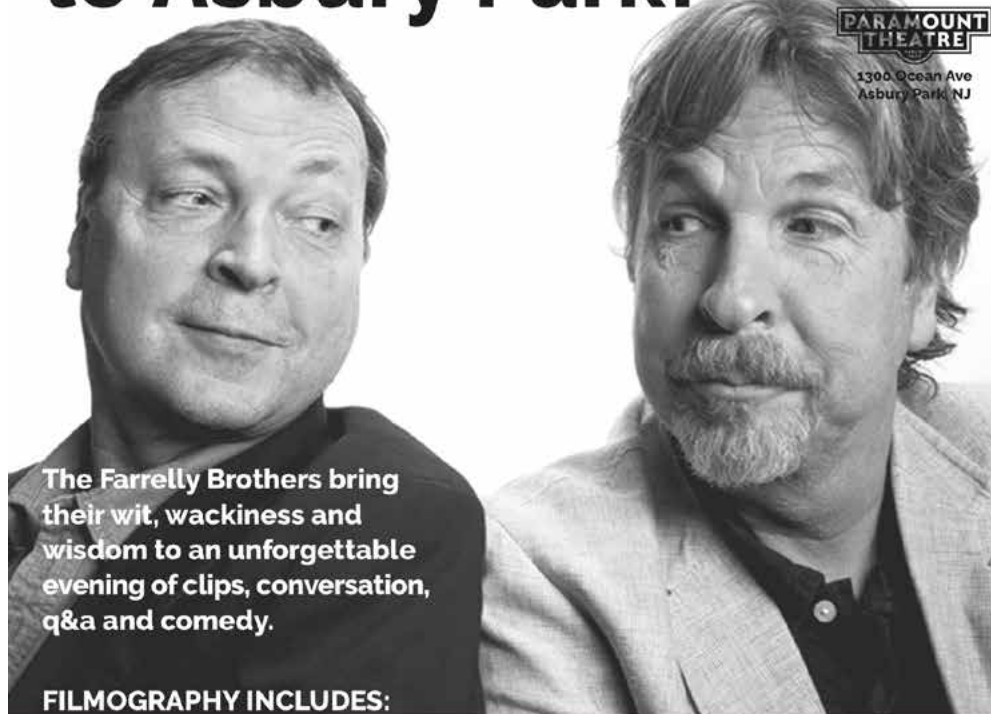
"Reasonable suspicion or pre-

employment testing is allowed," said Stoneburner, who added that one of the concerns that comes up in case law is privacy. "You have to let employees know that they may be subjected to testing."

Stoneburner said that it is also impor-

tant for supervisors to be aware of the cost of drug use in the workplace so productivity issues are key. Educating supervisors and human resource personnel is essential so they can inform employees if leave options are available for them to attend treatment.

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Asbury Park Music + Film Festival movie poster. - DANNY CLINCH

spective, old-school punk band Hot Water Music on their 25th anniversary tour, and millennial pop-rocker Jake Miller, approach this event differently because they know it's all for charity.

"They make themselves available to the aspects of the charity that they can help," Bernard said. "That's what's so cool about this, and spontaneous things just happen."

See **FESTIVAL** on page 12

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Easing the tribulations of trials

A Jersey City startup helps pharmaceutical companies and medical device makers meet data disclosure requirements

BY ANTHONY VECCHIONE
@VECCHIONE_NJ

The regulatory process can be grueling for a company trying to get a new drug or medical device to market. TrialScope, a seven-year-old Jersey City-based startup, is making the road a little easier to navigate. The company helps clinical trial sponsors make clinical data available outside of their organizations.

With increased risks, complexities and costs associated with clinical trial disclosure, TrialScope executives contend that some companies are seeking to centralize, strengthen and streamline their trial disclosure processes.

"That's the core of what we do from a technical perspective," Thomas Wicks, chief strategy officer told NJBIZ.

"But we also help support communicating with patients by taking trial informa-

tion and re-packaging it in a way that has been suitable for the patient community and meets their expectations and their information needs."

TrialScope works primarily with biotech and pharma companies and some device organizations that are conducting clinical trials.

Wicks said that the company is also looking to work with academic researchers — anyone who runs clinical trials and is required to make data publically available.

"It can be for regulatory reasons or tied to funding mandates. It can also be to engage with patients and provide summaries to patients of the trials they've been in or information for patients to understand what are their options in terms of treatment," said Wicks.

TrialScope enables clinical trial sponsors to consistently comply with evolving

See **TRIALS** on page 9



Thomas Wicks-TRIALSCOPE

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Still the law

The legislature is taking another crack at reforming the state's essentially decades-old liquor laws

BY DANIEL J. MUNOZ
@DANIELMUNOZ100

New Jersey's liquor laws remain substantially similar to those enacted at the end of Prohibition in 1933, though provisions have been grafted onto the statutes over the years. The serial additions created a set of rules that are both outdated and complex.

It's a scheme that cries out for reform; in fact, lawmakers have attempted to streamline and update the laws periodically over the years. But no one has been able to overcome a significant hurdle: businesses that paid dearly for liquor licenses rendered scarce by the state's archaic legal limitations.

"That cost of the license is the result of an artificial marketplace, the law of supply and demand," Sal Risalvato, executive director of the New Jersey Gasoline, C-Store and Automotive Association, told the Assembly Oversight, Reform and Federal Relations Committee during a March 21 hearing on updating the state's liquor license laws. And estimates suggest the existence of about 2,000 inactive or so-called pocketed licenses that critics such as Risalvato said owners are sitting on and not using so as to inflate the prices of the license.

The legislature is now taking another shot at reformulating the laws. In October, the Assembly Appropriations Committee approved a measure from Assembly Appropriations Chair John Burzichelli, D-3rd District, aimed at allowing more businesses to sell alcoholic beverages while compensating existing license holders.

"For the privilege of serving an alcoholic beverage, you've got to come up with a million dollars in some places. What chances does the little guy have of going into the business?" Burzichelli told NJBIZ. "We're going to be a state dominated by chain eateries. That's to nobody's benefit because the little guy doesn't have a chance."

But the old obstacles remain. "The challenge we have is ... how do we somehow, to whatever extent we can, hold harmless the people who have made a previous investment under the old rules," Burzichelli said. "The old rules are not serving New Jersey now, the old rules are serving the license holders. But in fairness to them they played by the rules."

The legislation has not advanced since



Burzichelli before the Assembly Oversight Reform and Federal Regulations Committee, May 2018 - THIRD LEGISLATIVE DISTRICT

it gained committee approval and the state Senate has yet to take it up.

Liquor labyrinth

New Jersey issues five types of liquor licenses. The first is a Class A license for manufacturers. The second is a Class B license for wholesale distribution, that is, the sale of large quantities of alcohol from one business to the next.

The third is Class C Retail and among the most valuable are the Plenary Retail Consumption License — which is needed to run a bar or sell liquor at a restaurant — and the Plenary Retail Distribution License needed to run a liquor store.

The Class D Transportation license and the Class E public warehouse license round out the list.

The retail licenses receive the most attention and for good reason: the business owners who hold those licenses interact most with the general public, through restaurants, bars or liquor stores.

Retailers now hold more than 9,000 retail licenses, which are issued according to

municipal populations. Towns are granted one consumption license per 3,000 residents and one distribution license per 7,500 residents. Because of those limits, business owners can end up shelling out hundreds of thousands of dollars for a license.

Burzichelli's measure, Assembly Bill 3493, would create limited and much cheaper liquor "permits" to those seeking a foothold in the state's food and beverage industry. The bill would also provide tax credits that would help soften any financial blows that businesses absorb after applying for and financing their purchases of traditional licenses.

The legislation does not address pocket licenses, save for making them ineligible for any of the tax credits. Burzichelli told NJBIZ he would like to set up a process to take back those licenses. And the limited permits his bill calls for would have to be renewed annually so they could not be held out of the market.

Too many licenses?

With the exorbitant cost of obtaining a liquor license, the cheaper permits could

"For the privilege of serving an alcoholic beverage, you've got to come up with a million dollars in some places. What chances does the little guy have of going into the business?"

- John Burzichelli.

be viable alternatives for smaller businesses.

One type of permit would be restricted to restaurants and would allow the holder to sell wine, beer and spirits. With the second permit, restricted to beer and wine, the holder can only sell either product by the bottle or can.

Restricted restaurant permits would cost \$7,500 annually for establishments between 800 and 2,000 square feet and \$10,000 for eateries between 2,001 and 4,500 square feet. Restricted beer and wine permits would cost \$3,000 annually for restaurants between 800 and 2,000 square feet and \$5,000 for restaurants between 2,001 and 4,500 square feet.

Burzichelli said restaurant owners would benefit the most because the cash flow from liquor sales could make or break a business.

"We're not talking about a license or a new permit of any kind that would cause more shops and beer joints to be opened up. This is all tied to food and food is big business today," he explained.

Owners and operators of established food and beverage businesses are wary of the proposed permits. The New Jersey Licensed Beverage Association suggested the glut of new businesses would severely undervalue current establishments.

"For \$5,000, you might be able to get a license for a little while and something bad happens and you're out \$5,000. You don't have the same skin in the game," said NJLBA Executive Director Diane Weiss.

On top of the half a million dollars spent on a liquor license, many business owners also incur expenses such as liability insurance and overhead, Weiss added.

"There's got to be a way for the Legislature to come up with a new change to accommodate this growth and add new licenses without just dumping new inexpensive licenses into the mix, all over the entire state," Weiss added.

Burzichelli's legislation calls for license holders to be reimbursed through tax breaks over a set period of years, and he maintains that no license's value would be reduced to \$0.

"If they can demonstrate that the value of the license was impacted by us introducing either new licenses or a combination of licenses and permits, there should be a venue for them to get some relief," Burzichelli said. "I'm not sure if in all cases they'll be able to demonstrate that."

Other critics such as Marilou Halvorsen, president and CEO of the New Jersey Restaurant and Hospitality Association, argued that even with an increase of alcohol for sale, the purchasing capacity of consumers would stay the same, meaning an increasing number of businesses would have to fight over the same pool of dollars.

"Just because we have more liquor available to consumers does not mean that more liquor is being sold," Halvorsen said at the March hearing.

Assemblyman Joe Daniels, D-17th District, who chaired the March 21 hearing, said that not all communities would benefit from an influx of liquor-selling establishments. "We shouldn't paint [this] with a broad brush, and maybe we should identify areas of opportunity to improve, that might be geographically defined," he said after the hearing. Daniels suggested launching a "limited pilot program" to test the effects of the permits.

"Older New Jersey downtowns have a better chance of revival with a selection of

restaurants than they have any hope of having new shoe stores open up," Burzichelli acknowledged.

Impulse shopping

Placing beer in grocery carts is common in other parts of the country, but still rare in New Jersey.

Risalvato said he would want some sort of limited liquor license for convenience store owners, "so that when you're filling at the gas pump, you can fill up and

get your cup of coffee, bag of chips and a six-pack to go and take home and have with your dinner.

"In the other states of the country, 80 percent of convenience stores ... sell beer and wine, we're not asking to be able to become a liquor store and sell all kinds of liquor," he added.

Risalvato pointed to impulse buying — shoppers buying more than they originally intended — as a major driver of revenue.

See **LIQUOR** on page 13

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TRIALS

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legislation and internal policies; improve global disclosure processes; efficiently track, manage and respond to clinical data requests and maintain control over and insight into dynamic disclosure content, processes and compliance programs.

Blue-chip client list

TrialScope's clients include some of the world's largest pharma companies including GlaxoSmithKline, Novo Nordisk, Pfizer and Novartis.

Sandi Marchese, director global clinical disclosure office for Novartis, said that the company has been happy with the level of service provided by TrialScope.

"Anything we need is answered timely, and when something is extra important to me, it's handled accordingly. Attention from support, account management and even the high-level analyses that TrialScope performs for our benefit, all provide Novartis the confidence and ability to be as transparent as possible," said Marchese.

Jennifer Van Ekelburg, head of Clinical Governance and Data Transparency for GlaxoSmithKline, said "TrialScope listens to their customers and are very responsive to feedback."

In the current clinical landscape, there are about 200 countries in which trials are run and about 90 of them have disclosure requirements stipulating that data about clinical trials must be made publicly available.

In addition, Wicks said, there are about 40 trial registries that are referenced in these 90 countries as the place where data must be disclosed.

"And across all of these registries there are no common requirements that mandates the same data be disclosed at the same time. It becomes very complex," he explained.

From a regulatory perspective, companies have to make sure that they are compliant from a regulatory perspective.

"That's where we come in. We make sure that that process is efficient and compliant," Wicks said.

The challenge, he added, is that some trial registries like clinicaltrials.gov and others are not good sources of information for patients who do not have a strong scientific background because of the data that is collected and the way it is displayed.

"It presupposes a relatively sophisticated degree of health literacy and ability to browse web sites that aren't necessarily super intuitive," Wicks said "Companies are recognizing that if they want to communicate with their patient community that's simply no longer good enough."

TrialScope is now building web sites that support the distribution of trial infor-

mation to patients and the public in a language and format that is meaningful and easy to understand.

"That is a growing area. In the last two or three years there has been a great deal of interest in patient engagement and it's rapidly moving away from concept in to reality," Wicks said.

Increased scrutiny

In addition to mandatory publication of clinical data, what has changed in the

last two years is the increased level of scrutiny by industry watchdog groups where individual studies are assessed for compliance.

"On top of which national health authorities have now started auditing or inspecting for compliance with these regulations and that is driving some change in behavior," said Wicks. "It is uncomfortable to be listed publicly in a way that is unflattering or unfavorable."

Wicks said that the entire industry, es-

pecially the leaders, are shifting how they communicate with patients.

"That's where we are seeing a lot of uptake. Trial sponsors are interested and engaged in doing this and doing it well because there are real tangible benefits not just being ethical or being responsible, but there are also some metrics to back that up to say that having these kinds of web sites and communicating directly with patients is valuable."

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'You finding you'

Seton Hall's Buccino Center again takes a top spot in HR.com's LEAD awards with a program that forces students to move beyond their usual experiences

BY DAVID HUTTER
@DAVID_NJBIZ

For the fifth consecutive year, The Gerald P. Buccino 1963 Center for Leadership Development at Seton Hall University's School of Business won first place in the HR.com-sponsored LEAD Awards in the category of Certificate Programs with an Emphasis on Leadership/Organizational Development.

Michael Reuter, director of the Buccino Center and a professor of business at Seton Hall, said the center is getting a return on its investment through increased interest in the school. The four-year program matches students with business professionals who provide mentorships.

The students tackle assignments on topics such as tax implications of a proposed real estate development and take classes in leadership.

"They are taken off balance and out of their comfort zone," Reuter said. "The gift of the program is experiential learning with business executives. They are in their first year



Seton Hall Leadership student Surya Makkar. -AARON HOUSTON

pushed to their limits. You are not here just to take stuff into your head and throw it out. This is about you finding you and pushing yourself to see the world differently."

The leadership program's business focus differentiates it from other programs, Reuter said, in that students are confronting tasks that they will face in business.



Seton Hall professor Michael Reuter, director, Gerald P. Buccino '63 Center for Leadership Development, with a few of his students, from left, Taylor Cutcliff, Megan Scime and Surya Makkar. - AARON HOUSTON

Every graduate of the leadership center during the last seven years has entered their intended careers or enrolled in graduate school or law school, Reuter said.

"Businesses call for them," Reuter said. "These guys and ladies are very special in what they present. And [businesses] want them."

They are family

Surya Makkar is a sophomore mathematical finance and information technology major from Springfield. He is taking part in the center for leadership development because he values experiential learning.

"Now as I go through my second intern-

See **BUCCINO** on page 15

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FESTIVAL

CONTINUED FROM PAGE 2

Donovan said the APMFF started with the idea of engaging kids and keeping them out of trouble. In a city with a history like Asbury Park, what better way to do it than with music? Bruce Springsteen came up there, and even in years of economic downturn, Asbury Park maintained a vibrant live music scene.

Since its inception, APMFF has raised over half a million dollars to fund music education and provided entertainment for nearly 50,000 people. And the Beat Bus, a mobile recording studio with its origins in the APMFF introduced at last year's festival, has exposed more than 2,500 kids in Asbury Park and beyond to music education. In February alone, 601 kids received more than 44 hours of music education. This service is funded directly by the festival.

"Studies show that music can have a positive effect on an individual's brain, mood, and even blood vessel function," said Eric Carney, CEO of Monmouth Medical Center, an RWJBarnabas Health facility, a major sponsor of the festival.

Clearing hurdles

Bernard, Donovan, and Clinch navigated some challenging though not insurmountable obstacles. For talent procurement, radius rules imposed by big booking agencies have precluded acts otherwise interested from getting on the bill. If a band was set to play at say, the PNC Arts Center in June, the booking agencies would block them from getting on the bill at nearby shows.

"It was like something you'd see out of the fifties," Bernard said. "We experienced challenges over the years with some agencies but had success with Gov't Mule playing a sold-out Paramount Theatre at last year's festival. This year, we're working closer with them and haven't had difficulty booking events."

Now, he said, organizers are able to spend time programming the whole festival rather than just procuring key musical acts.

And for getting people on board to fund music education as opposed to broader issues like hunger and homelessness, Donovan said, "you find yourself getting slotted as providing a premium, but it's really not. If we don't provide this, they're in trouble on the street. There's all these spin-off problems."

The Farrelly brothers took little convincing. Their inclusion in the festival came from a friendly invite from Bernard on the golf course, and as die-hard Springsteen fans, they jumped at the opportunity.

"Asbury Park for me is like mecca. I've never been, but I love Springsteen, Southside Johnny, and Little Steven. I got out of high school in 1975 when Born to Run came out, and during high school, Bruce was my guy," Peter Farrelly said in an interview. "I've always had this really romantic view of Asbury



From left, Danny Clinch, photographer and film maker; Tom Bernard, CEO, Sony Pictures Classics; and Tom Donovan, president and publisher, Asbury Park Press. The three are gearing up for the fifth-annual Asbury Park Music and Film Festival. - AARON HOUSTON

Park, so when Tom mentioned it, I said 'I am so in.'"

Since their career retrospective was put on the bill last fall, Peter's Academy Awards success as director of Best Picture winner Green Book has added more buzz to the event. Although he's proud of the Oscar, he said he hasn't looked at it since tossing it into his closet when he got home that night.

"I don't want that to be my identity. It's a great thing that happened, but I say this a lot, I've never been on a movie set for a minute that I wasn't kind of pinching myself like 'how the hell did this happen?' [I was] the worst student in college, and complete disaster in my mid-twenties. That I'd end up making movies...I didn't need an Academy Award to really cap it off. It feels like if Warren Buffet won the lottery."

Clinch said events that have become APMFF traditions – like the Dylan Archives, where Bob Dylan's manager Jeff Rosen debuts never-before-seen footage of Dylan and gives his personal story behind each clip – keep some people returning every year and give festival organizers an easy base to build from.

"After doing it a few years, we've managed to have things lined up and feel really good about it," Clinch said. "We're a little more ahead of the curve than we have been in the past, and the past has been fun. I think we're on track for another great weekend."

This year, in the same vein as the Dylan Archives, film archivist Thom Zimny will unveil never-before-seen footage of Bruce Springsteen. Also on the docket are the New Jersey premiere of David Crosby biopic Remember My Name, after which director Cameron Crowe will interview the two-time Rock



Peter and Bobby Farrelly - DANNY CLINCH

and Roll Hall of Fame inductee in the historic Paramount Theatre about his storied life.

And some of the programming at APMFF this year will be done by Thom Powers, who has curated the Toronto International Film Festival, dubbed by Time Magazine as "the most influential film festival, period," since 2006.

A new facet to the festival this year is sponsor First Atlantic Credit Union's instrument drive. Branch locations in Eatontown, Neptune, Oceanport, and Toms River are collecting instruments to give to local music students. Donors will be entered to win VIP tickets to APMFF and up to \$1,000 in cash prizes.

Keeping the faith

Last year, Michael Franti played guitar on the boardwalk in front of a small crowd before his nearly sold out Paramount per-

formance. Bruce Springsteen played not one but two unannounced shows in 2017 with Asbury Park vets Little Steven and Southside Johnny. As the festival grows, which it has each year, can those moments be replicated?

"Somehow, some way, we're going to be able to put unique experiences for people in Asbury Park around this festival, and I'll also tell you, the day and year that we can't, you will have seen the last one," said Donovan.

"We're not in this to grind out another weekend long festival," he said. "We're truly into it to give money back to the kids and programs, to continue to make Asbury Park rise, and to do something that's different than anything else you can experience here."

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LIQUOR

CONTINUED FROM PAGE 7

One grocer testified in March that the cap of two liquor licenses per corporate entity stifles such sales and should be raised to 10 licenses.

"Back in 2015, we acquired 71 A&P stores, the company went bankrupt, they were going out of business, five of which had grandfathered liquor licenses," said Bill Crosby, vice president of operations for Acme Markets.

"We purchased those stores with the anticipation of being able to activate the licenses," Crosby said. But Acme was unable to use the A&P licenses because it already held two liquor licenses.

"You go to the grocery store to buy steak, milk and bread. That's all you're going there for, but then what do you have right at the registers? Items that you had no intention of buying," Danielsen said. "When you go to McDonalds, you're going to buy a soda, a shake, a sandwich and fries. But what did they make billions of dollars on? Hot apple pies, 'would you like a hot apple pie with that,' and that is an extra sale that would have never happened."

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Micromanaging microbreweries

Even relatively new rules governing the sale of alcoholic beverages in New Jersey can become convoluted.

In 2012, then-Gov. Chris Christie signed a bill that allowed microbreweries to open in the state. The law provided for the issuance of Class A Limited Brewery Licenses. The breweries could offer samples of their products but only part of a tour.

Brew pubs could produce up to 10,000 barrels, up from 3,000. They could sell their product to liquor stores through a wholesale distribution system rather than to stores in the pub's immediate vicinity. And the breweries could offer sampling off-site, similar to the state's wineries. With the permission of the ABC director, the business could offer their product at events such as fairs and charity benefits.

In September 2018, the Department of Law and Public Safety's Division of Alcoholic Beverage Control, which oversees the state's liquor industry and handles licensing, issued a ruling limiting the types and numbers of events that microbreweries could host.

The ruling also barred microbreweries from handing out menus for local eateries, a staple for the businesses since current law bars them from serving food. Then-ABC Director David Rible said the goal of the ruling was to eliminate any gray areas and to clear up "significant confusion" around "what constitutes an appropriate tour and what constitutes permissible activities."

Following widespread criticism and mounting public pressure, as well as scrutiny promised by Gov. Phil Murphy, Senate President Stephen Sweeney, D-3rd



Lower Forge Brewery. - AARON HOUSTON



Pola Galie, co-owner, Lower Forge Brewery. - AARON HOUSTON

District, and Assembly Speaker Craig Coughlin, D-19th District, the ABC rescinded the ruling a week later.

Rible then resigned in October, but a spokesperson for the attorney general's office said his resignation was so that he could pursue other career opportunities.

Microbrewery owners admitted that they were shocked by the initial rulings. "All of a sudden it came down like a hammer in September, effective immediately, and that took everybody by surprise and by storm, and some of the smaller breweries were concerned that it would affect their business," said Pola Galie, one of the owners of the Medford-based Lower Forge Brewery.

Alexis Degan, executive director of the New Jersey Brewer's Association, said that many events hosted by or at the microbreweries were at stake, such as yoga, open-mic nights, artist performances, trivia events and charities for local non-profits.

"Limiting those events, limiting those things which have drawn people to those towns, would absolutely crush a business model which has proven to be successful," Degan said at the March hearing.

For years before the ruling, Galie and others in the microbrewery industry said that oversight of their business was largely in the hands of individual ABC inspectors.

"The law does not speak to how a tasting room should operate. The regulation has been left up to the ABC. Without legislation to protect these breweries, the industry is bound by interpretation of one director to the next," Degan added.

Galie said that with the tours her business offers, "I show them our equipment... I try to meet them where they are, because we got a lot of homebrewers. I tell them about our process, how we prepare our yeast... We try to mix everything up and still obey the legislation that's been given, and still try to have fun with it too."

"It's so subjective, because it was a conversation with the inspector that had no additional supportive documentation, there's nothing in the law that says yes, no or indifferent," Galie added.

— Daniel Munoz

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BUCCINO

CONTINUED FROM PAGE 11

ship, I am not necessarily intimidated by higher-ups," Makkar said. "I have ... respect for them. But at the end of the day, I realize they are just human beings at the very core of things. When I was going through my search, I really wanted something that would prepare me for that exact moment when I meet the CEO of Bank of America this summer."

He considered his Seton Hall classmates in the leadership institute a family from the moment they stepped foot on campus. He is still in contact with Seton Hall graduates as they work in corporate jobs.

"It is really amazing to see what we learn throughout our four years within the program really does translate into real life," Makkar said. "Any given day if I am not feeling the best, I can go to Mike or anyone in the program because we are a family."

About 246 Seton Hall students applied to join the Center for Leadership Development, Reuter said. Forty-six students were offered spots and 23 accepted.

Taylor Cutcliff is a senior from Springfield, Pa. majoring in mathematical finance. She expected to be challenged but was still taken aback by her assignments. During her freshman year, Cutcliff was majoring in biology pursuing the physical therapy track.

"When I switched to the business school, I

wanted to make sure I was challenging myself," Cutcliff said. "Being in the business school, I wanted to do the absolute best of the best."

Cutcliff recalled being a sophomore walking into the freshman 101 leadership class and being confident in her abilities. "But I was completely taken out of my comfort zone," she said.

She conferred with Reuter about feeling not equipped to succeed in the program, but Reuter encouraged her to persevere and she followed his advice.

"I learned the further you get taken out of your comfort zone, the more you learn, which is awesome," Cutcliff said. "The learning in the program is a lot more valuable than some of the classes at Seton Hall. You learn what the real world is like instead of doing numbers or learning literature. I found it very valuable."

Megan Scime is a junior from Niagara Falls, N.Y. majoring in marketing and political science. Before choosing to enroll at Seton Hall, she was looking for a college that would enable her to grow beyond academics.

"You can go to any college and get a rigorous collegiate schedule," Scime said. "For me it was about growing as a person as well. I got to talk with some current students during my interview and it felt almost like a home. I feel like that is an underappreciated part of the program. We are all people who are going to be successful and work hard. I appreciate having people around me who share similar values. ...

We can all be friends and support each other and still have this program behind us as well."

Scime learned from many people starting in her freshmen year and benefitted from networking. "You have got to get comfortable talking with anyone in any setting," Scime said.

Communication skills

Madison Schuchart is a junior from Mechanicsburg, Pa. majoring in marketing and information technology. As a high school senior, Schuchart visited Seton Hall and met Reuter and was struck by his passion for supporting students to achieve more than they expect to achieve.

"To have someone like him supporting you throughout your whole four years really means a lot," Schuchart said.

Her greatest challenge in the leadership program is meeting with business executives and learning to be professional.

"We meet with so many amazing people who are successful in their fields that it pushes us out of our comfort zones," she said. "It prepares us better for our careers. It prepares us on how to present ourselves, how to communicate properly and professionally with them."

Seton Hall appointed retired Army Lt. Col. Bryan Price to serve as founding executive director of the Buccino Leadership Institute. Price served at multiple levels of command in the Army, ranging from leading combat troops in Iraq and Afghanistan to serving as an as-

sociate professor in the Department of Social Sciences at the U.S. Military Academy at West Point. He is the author of "Targeting top terrorists: Understanding leadership removal in counterterrorism strategy."

The leadership institute is based on seven pillars of leadership development: character, civic engagement, change management, ceaselessness, collaboration, conflict management and courageous communication. The institute honors 1963 Seton Hall alumnus Gerald Buccino, founder of Buccino & Associates Inc, a financial advisory and business turnaround firm.

Seton Hall's Stillman School of Business started the Buccino Center for Leadership Development in 1996 and started the Buccino Leadership Institute in 2018.

"We learn about leadership in a multi-disciplinary setting," Price said. "The only reason they decided to expand this program is because of the tremendous success that Michael Reuter has had with his leadership center. The thought process was why are we only giving leadership development to business school students when we can do more good by expanding the program throughout the university?"

Seton Hall beat teams from the University of Iowa, Florida International University, Pennsylvania State University, and Pepperdine University in the 2018 competition, according to Reuter.

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To merchants who have accepted Visa and Mastercard at any time from January 1, 2004 to January 25, 2019: Notice of a class action settlement of approximately \$5.54-6.24 Billion.

Si desea leer este aviso en español, llámenos o visite nuestro sitio web, www.PaymentCardSettlement.com.

Notice of a class action settlement authorized by the U.S. District Court, Eastern District of New York.

This notice is authorized by the Court to inform you about an agreement to settle a class action lawsuit that may affect you. The lawsuit claims that Visa and Mastercard, separately, and together with certain banks, violated antitrust laws and caused merchants to pay excessive fees for accepting Visa and Mastercard credit and debit cards, including by:

- Agreeing to set, apply, and enforce rules about merchant fees (called *default interchange fees*);
- Limiting what merchants could do to encourage their customers to use other forms of payment; and
- Continuing that conduct after Visa and Mastercard changed their corporate structures.

The defendants say they have done nothing wrong. They say that their business practices are legal and the result of competition, and have benefitted merchants and consumers. The Court has not decided who is right because the parties agreed to a settlement. The Court has given preliminary approval to this settlement.

THE SETTLEMENT

Under the settlement, Visa, Mastercard, and the bank defendants have agreed to provide approximately \$6.24 billion in class settlement funds. Those funds are subject to a deduction to account for certain merchants that exclude themselves from the Rule 23(b)(3) Settlement Class, but in no event will the deduction be greater than \$700 million. The net class settlement fund will be used to pay valid claims of merchants that accepted Visa or Mastercard credit or debit cards at any time between January 1, 2004 and January 25, 2019.

This settlement creates the following Rule 23(b)(3) Settlement Class: All persons, businesses, and other entities that have accepted any Visa-Branded Cards and/or Mastercard-Branded Cards in the United States at any time from January 1, 2004 to January 25, 2019, except that the Rule 23(b)(3) Settlement Class shall not include (a) the Dismissed Plaintiffs, (b) the United States government, (c) the named Defendants in this Action or their directors, officers, or members of their families, or (d) financial institutions that have issued Visa-Branded Cards or Mastercard-Branded Cards or acquired Visa-Branded Card transactions or Mastercard-Branded Card transactions at any time from January 1, 2004 to January 25, 2019. The Dismissed Plaintiffs are plaintiffs that previously settled and dismissed their own lawsuit against a Defendant, and entities related to those plaintiffs. If you are uncertain about whether you may be a Dismissed Plaintiff, you should call 1-800-625-6440 or visit www.PaymentCardSettlement.com for more information.

WHAT MERCHANTS WILL GET FROM THE SETTLEMENT

Every merchant in the Rule 23(b)(3) Settlement Class that does not exclude itself from the class by the deadline described below and files a valid claim will get money from the class settlement fund. The value of each claim will be based on the actual or estimated interchange fees attributable to the merchant's Mastercard and Visa payment card transactions from January 1, 2004 to January 25, 2019. *Pro rata* payments to merchants who file valid claims for a portion of the class

settlement fund will be based on:

- The amount in the class settlement fund after the deductions described below,
- The deduction to account for certain merchants who exclude themselves from the class,
- Deductions for the cost of settlement administration and notice, applicable taxes on the settlement fund and any other related tax expenses, money awarded to the Rule 23(b)(3) Class Plaintiffs for their service on behalf of the Class, and attorneys' fees and expenses, all as approved by the Court, and
- The total dollar value of all valid claims filed.

Attorneys' fees and expenses and service awards for the Rule 23(b)(3) Class Plaintiffs: For work done through final approval of the settlement by the district court, Rule 23(b)(3) Class Counsel will ask the Court for attorneys' fees in an amount that is a reasonable proportion of the class settlement fund, not to exceed 10% of the class settlement fund, to compensate all of the lawyers and their law firms that have worked on the class case. For additional work to administer the settlement, distribute the funds, and litigate any appeals, Rule 23(b)(3) Class Counsel may seek reimbursement at their normal hourly rates. Rule 23(b)(3) Class Counsel will also request (i) an award of their litigation expenses (not including the administrative costs of settlement or notice), not to exceed \$40 million and (ii) up to \$250,000 per each of the eight Rule 23(b)(3) Class Plaintiffs in service awards for their efforts on behalf of the Rule 23(b)(3) Settlement Class.

HOW TO ASK FOR PAYMENT

To receive payment, merchants must fill out a claim form. If the Court finally approves the settlement, and you do not exclude yourself from the Rule 23(b)(3) Settlement Class, you will receive a claim form in the mail or by email. Or you may ask for one at: www.PaymentCardSettlement.com, or call: 1-800-625-6440.

LEGAL RIGHTS AND OPTIONS

Merchants who are included in this lawsuit have the legal rights and options explained below. You may:

- **File a claim to ask for payment.** Once you receive a claim form, you can submit it via mail or email, or may file it online at www.PaymentCardSettlement.com.
- **Exclude yourself** from the Rule 23(b)(3) Settlement Class. If you exclude yourself, you can individually sue the Defendants on your own at your own expense, if you want to. If you exclude yourself, you will not get any money from this settlement. If you are a merchant and wish to exclude yourself, you must make a written request, place it in an envelope, and mail it with postage prepaid and postmarked no later than **July 23, 2019**, or send it by overnight delivery shown as sent by **July 23, 2019**, to Class Administrator, Payment Card Interchange Fee Settlement, P.O. Box 2530, Portland, OR 97208-2530. Your written request must be signed by a person authorized to do so and provide all of the following information: (1) the words "In re Payment Card Interchange Fee and Merchant Discount Antitrust Litigation," (2) your full name, address, telephone number, and taxpayer identification number, (3) the merchant that wishes to be excluded from the Rule 23(b)(3)

Settlement Class, and what position or authority you have to exclude the merchant, and (4) the business names, brand names, “doing business as” names, taxpayer identification number(s), and addresses of any stores or sales locations whose sales the merchant desires to be excluded. You also are requested to provide for each such business or brand name, if reasonably available: the legal name of any parent (if applicable), dates Visa or Mastercard card acceptance began (if after January 1, 2004) and ended (if prior to January 25, 2019), names of all banks that acquired the Visa or Mastercard card transactions, and acquiring merchant ID(s).

- **Object to the settlement.** The deadline to object is **July 23, 2019**. To learn how to object, visit www.PaymentCardSettlement.com or call 1-800-625-6440. Note: If you exclude yourself from the Rule 23(b)(3) Settlement Class you cannot object to the settlement.

For more information about these rights and options, visit: www.PaymentCardSettlement.com.

IF THE COURT APPROVES THE FINAL SETTLEMENT

Members of the Rule 23(b)(3) Settlement Class who do not exclude themselves by the deadline will be bound by the terms of this settlement, including the release of claims against the released parties provided in the settlement agreement, whether or not the members file a claim for payment.

The settlement will resolve and release claims by class members for monetary compensation or injunctive relief against Visa, Mastercard, or other defendants. The release bars the following claims:

- Claims based on conduct and rules that were alleged or raised in the litigation, or that could have been alleged or raised in the litigation relating to its subject matter. This includes any claims based on interchange fees, network fees, merchant discount fees, no-surcharge rules, no-discounting rules, honor-all-cards rules, and certain other conduct and rules. These claims are released if they already have accrued or accrue in the future up to five years following the court’s approval of the settlement and the resolution of all appeals.
- Claims based on rules in the future that are substantially similar to – i.e., do not change substantively the nature of – the above-mentioned rules as they existed as of preliminary approval of the settlement. These claims based on future substantially similar rules are released if they accrue up to five years following the court’s approval of the settlement and the resolution of all appeals.

The settlement’s resolution and release of these claims is intended to be consistent with and no broader than federal law on the identical factual predicate doctrine.

The release does *not* extinguish the following claims:

- Claims based on conduct or rules that could not have been alleged or raised in the litigation.
- Claims based on future rules that are not substantially similar to rules that were or could have been alleged or raised in the litigation.
- Any claims that accrue more than five years after the court’s approval of the settlement and the resolution of any appeals.

The release also will have the effect of extinguishing all similar or overlapping claims in any other actions, including but not limited to the claims asserted in a California state court class action brought on behalf of California citizen merchants and captioned *Nuts for Candy v. Visa, Inc., et al.*, No. 17-01482 (San Mateo County Superior Court). Pursuant to an agreement between the parties in *Nuts for Candy*, subject to and upon final approval of the settlement of the Rule 23(b)(3)

Settlement Class, the plaintiff in *Nuts for Candy* will request that the California state court dismiss the *Nuts for Candy* action. Plaintiff’s counsel in *Nuts for Candy* may seek an award in *Nuts for Candy* of attorneys’ fees not to exceed \$6,226,640.00 and expenses not to exceed \$493,697.56. Any fees or expenses awarded in *Nuts for Candy* will be separately funded and will not reduce the settlement funds available to members of the Rule 23(b)(3) Settlement Class.

The release **does not** bar the injunctive relief claims or the declaratory relief claims that are a predicate for the injunctive relief claims asserted in the pending proposed Rule 23(b)(2) class action captioned *Barry’s Cut Rate Stores, Inc., et. al. v. Visa, Inc., et al.*, MDL No. 1720, Docket No. 05-md-01720-MKB-JO (“*Barry’s*”). Injunctive relief claims are claims to prohibit or require certain conduct. They do not include claims for payment of money, such as damages, restitution, or disgorgement. As to all such claims for declaratory or injunctive relief in *Barry’s*, merchants will retain all rights pursuant to Rule 23 of the Federal Rules of Civil Procedure which they have as a named representative plaintiff or absent class member in *Barry’s*, except that merchants remaining in the Rule 23(b)(3) Settlement Class **will release** their right to initiate a new and separate action for the period up to five (5) years following the court’s approval of the settlement and the exhaustion of appeals.

The release also does not bar certain claims asserted in the class action captioned *B&R Supermarket, Inc., et al. v. Visa, Inc., et al.*, No. 17-CV-02738 (E.D.N.Y.), or claims based on certain standard commercial disputes arising in the ordinary course of business.

For more information on the release, see the full mailed Notice to Rule 23(b)(3) Settlement Class Members and the settlement agreement at: www.PaymentCardSettlement.com.

THE COURT HEARING ABOUT THIS SETTLEMENT

On **November 7, 2019**, there will be a Court hearing to decide whether to approve the proposed settlement. The hearing also will address the Rule 23(b)(3) Class Counsel’s requests for attorneys’ fees and expenses, and awards for the Rule 23(b)(3) Class Plaintiffs for their representation of merchants in MDL 1720, which culminated in the settlement agreement. The hearing will take place at:

United States District Court for the
Eastern District of New York
225 Cadman Plaza
Brooklyn, NY 11201

You do not have to go to the Court hearing or hire an attorney. But you can if you want to, at your own cost. The Court has appointed the law firms of Robins Kaplan LLP, Berger Montague PC, and Robbins Geller Rudman & Dowd LLP as Rule 23(b)(3) Class Counsel to represent the Rule 23(b)(3) Settlement Class.

QUESTIONS?

For more information about this case (*In re Payment Card Interchange Fee and Merchant Discount Antitrust Litigation*, MDL 1720), you may:

Call toll-free: 1-800-625-6440

Visit: www.PaymentCardSettlement.com

Write to the Class Administrator:

Payment Card Interchange Fee Settlement
P.O. Box 2530
Portland, OR 97208-2530

Email: info@PaymentCardSettlement.com

Please check www.PaymentCardSettlement.com for any updates relating to the settlement or the settlement approval process.

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"The Workplace Democracy Enhancement Act also assures New Jersey's public sector unions have access to workers as soon as they start their jobs." — Rebecca Kolins Givan

LIMITED EFFECT

The *Janus* decision puts public employee unions in a tough, but not impossible, position

BY MARTIN DAKS

When the U.S. Supreme Court issued its landmark June 2018 ruling in *Janus v. AFC-ME*, 40 years of precedent were upended as public employees were freed from the obligation to pay union dues, even if they enjoy the benefits of union-negotiated contracts. Some observers predicted it was a death knell for unions and, potentially, their political war chests. But nearly a year later the effect in New Jersey is still being debated.

"I believe *Janus* has already had a major im-



Merrill

pact on New Jersey unions," said Michael Merrill, a Rutgers professor of professional practice and director of the Labor Education Action Research Network (LEARN) at the Rutgers School of Management and Labor Relations, who co-wrote a report on the state of labor in New Jersey. "It has been a wake-up call for them, to which they have responded by re-energizing their organizing and membership outreach efforts."

Still, it's "not clear what impact the decision will have on their total membership," he added. "Wage earners generally join unions because they want to and not because

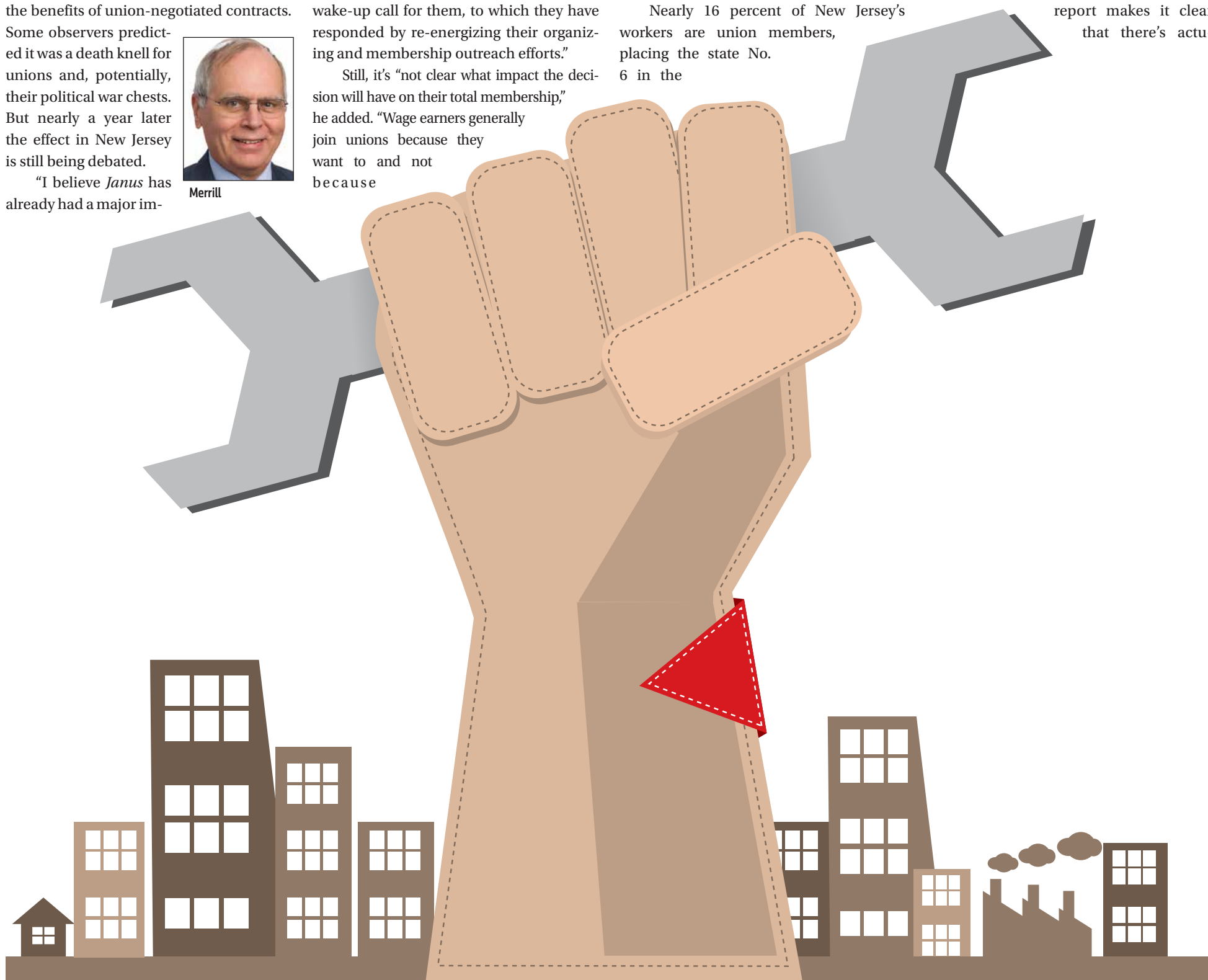
they have to. The current political and economic climate is creating a lot of incentive for wage earners to sign up for the employment protections and social support that unions provide. *Janus* does not change that fundamental fact."

A heavy union presence

Nearly 16 percent of New Jersey's workers are union members, placing the state No. 6 in the

nation, according to the report, which was issued in January. Of the state's 665,000 union members, 371,000 are in the public sector and 294,000 are in the private sector.

The raw numbers may be within spitting distance of each other, but drilling down into the LEARN report makes it clear that there's actu-



ally a wide gap between union activity in the public sector and the private sector: 61 percent of New Jersey's public sector workers belong to a union (compared to 34 percent nationally), while only 8 percent of private-sector workers in the state are organized (versus 6.5 percent nationally). Between 1988 and 2018, public-sector union membership in New Jersey grew by 25 percent, according to the report, while private-sector union membership fell 43 percent.

Merrill isn't the only Rutgers scholar who seems sanguine about the impact of *Janus*. "Unions in New Jersey and nationwide were preparing for many years ahead of the *Janus* decision," according to Rebecca Kolins Givan, an associate professor at the Rutgers School of Management and Labor Relations. "Most public sector unions reoriented their resources to ensure they were connecting with their members in the workplace. The [state's] Workplace Democracy Enhancement Act (WDEA) also assures New Jersey's public sector unions have access to workers as soon as they start their jobs."

If unions continue to focus on reach-



Kolins Givan

ing workers and maintaining strong relationships, "they can avoid any significant loss of members," she added, noting that some conditions are favorable for union activity. "In terms of trends, there have been several key changes in New Jersey. The transition from the Christie administration to the Murphy administration has meant that public employees are no longer painted as the enemy by political leaders in the state."

The second side of *Janus*

Jennifer Roselle, counsel at Genova Burns LLC and member of the law firm's Employment Law & Litigation and Labor Law Practice groups, said she sees some potential challenges for unions. But she said they

Are unions bad for small businesses?

The unsurprising answer: It depends. "Tennis players get better when they compete against other tennis players, especially those as good or better than they are," said Michael Merrill, a Rutgers professor of professional practice and director of the university's Labor Education Action Research Network. "Managers, too, get better when they have to negotiate with their employees in a structured, unionized setting. They are forced to work harder and think more. It raises their game."

But he warned there's a caveat. "Of course, this is only true if the union is, in fact, the legitimate and recognized representative of the workforce," Merrill said. "If it is an illegitimate, unrecognized representative, then the competition between the managers and the union over what best serves the

interest of workers will also be illegitimate and probably fake."

Jennifer Roselle, counsel at Genova Burns LLC and member of the law firm's Employment Law & Litigation and Labor Law Practice groups, had a different take. "Good versus bad isn't the right benchmark," she said. "Ultimately, the goal is to create a workplace that is based in respect, communication and fairness, which leads to better business."

As she sees it, the question is "what helps balance employer needs for operations and employee rights. In some instances, and probably in larger operations, employers may prefer a union dynamic because it creates a fairly level playing field. There is limited employer discretion and employees know what to expect. In other situations, and probably in smaller businesses, flexibility is integral to operation."

do not face an existential threat.

"*Janus*' impact for a New Jersey public union is not insignificant," noted Roselle. "*Janus* did not relieve those unions of their duties to the unit members, whether they pay dues or accept the benefits without payment. It, does, however take away financial support that assists the unions in performing their duties."

She said the court ruling suggests that "public unions may charge for certain services, like representation in discipline or grievance matters, but that's only a small portion of what the unions do for public employees. From



Roselle

a financial standpoint, it's expected that the unions are looking for ways to meet their obligations with potentially significantly less resources available."

In New Jersey at least, "Recent legislation has given the unions, in many instances, more access to employees to perform their duties than previously enjoyed," Roselle added. "The WDEA guarantees public unions rights to meet with employees, attend orientation programs and obtain information from employers on a regular basis about the bargaining unit composition."

The closely watched *Janus* decision may have been a game-changer in the legal community, but for unions in New Jersey at least, it seems to be a warm bath instead of a cold shower.

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Wednesday, May 8th
12:00 – 8:30 PM



The Venetian
546 River Drive, Garfield

The Meadowlands Chamber, in collaboration with the office of Bergen County Executive James Tedesco, will host the Fifth Annual Bergen Business Expo (BBE) on Wednesday, May 8th at The Venetian in Garfield, NJ from 12:00-8:30PM. The event is designed to provide a plethora of networking and relationship building opportunities with both business professionals and consumers.

“This is an exciting time for economic growth and development in Bergen County,” said Tedesco. “There’s an incredible opportunity for start-ups. The Bergen Business Expo will help new entrepreneurs get off the ground and established businesses can expand their networks.”



“The Bergen Business Expo is a great opportunity to showcase company brand to a sizable and broad audience. While the expo is primarily a B2B showcase, every one of the 700+ attendees are also personal consumers so the event targets B2C consumers as well. Networking and relationship strengthening, brand building, company showcasing and learning are all on the menu!” said Jim Kirkos, President and CEO of the Meadowlands Chamber.

EXHIBIT

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- ✓ Boost Your Brand
- ✓ Find Partners to Accelerate your Business
- ✓ Expand your Customer Base in the Region

All Exhibitors will receive 2 tickets to the Power Networking Lunch for employees working the exhibit space, a discounted rate to the Meadowlands Millennial Mastermind & a 1 year Business Directory listing on BergenBusinessExpo.com!

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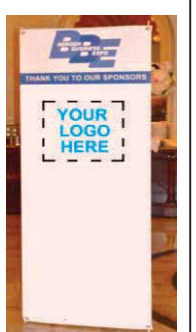
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F R E E M A N



how to play DEFENSE

Employers have options in the face of a union organization drive, but must tread carefully

BY MARTIN DAKS

When new owners took over a New Jersey-based manufacturer with fewer than 100 employees, rumors started to fly. Peter L. Frattarelli, a partner at the Archer law firm, recalls that the workers got nervous and a union organizing effort was launched.



Frattarelli

“Often, something like a lay-off or firing, or a change of control can act as a trigger event that can spark interest in a union,” added Frattarelli, chair of Archer’s Labor & Employment department. “That’s why it’s very important for management and owners to maintain communication with the employees.”

In this case, he went in and explained what union representation would mean — from management’s point of view — “and the new owners explained the cost and expenses to employees. The new managers also spoke with the employees and defused the paranoia. Management also became more open about their plans, and about some of the changes and why they were occurring. In the end, the union lost the vote.”

Keep talking

Open communications may prevent the threat of a union drive from even occurring, he noted, although it’s no guarantee. “If you have to make one or more negative decisions explain why you’re doing them,” Frattarelli advised. “Rolling them out with no explanation raises fears and anger that festers. But when employees are kept in the loop, there’s less reason for them to reach out to a union. Another obvious tactic is to remain competitive when it comes to wages and benefits. Finally, if you pick up any information about a union drive, react quickly. Don’t wait too long.”

During a union drive, managers should be communicating with workers, he added, “but stay aware of some legal restrictions. You can, for example, advise your workers that unions are focused more on seniority and less on performance, so high-performing employees may not advance under a union,” according to Frattarelli. “Also, if you have had a good working relationship with employees, you can mention that to them.”

But he warned against running afoul of legal organizing protections. “You can’t offer a pay increase in return for rejecting a union, and you can’t threaten, surveil or interrogate employees about their union activity,” he noted. “But if an employee volun-



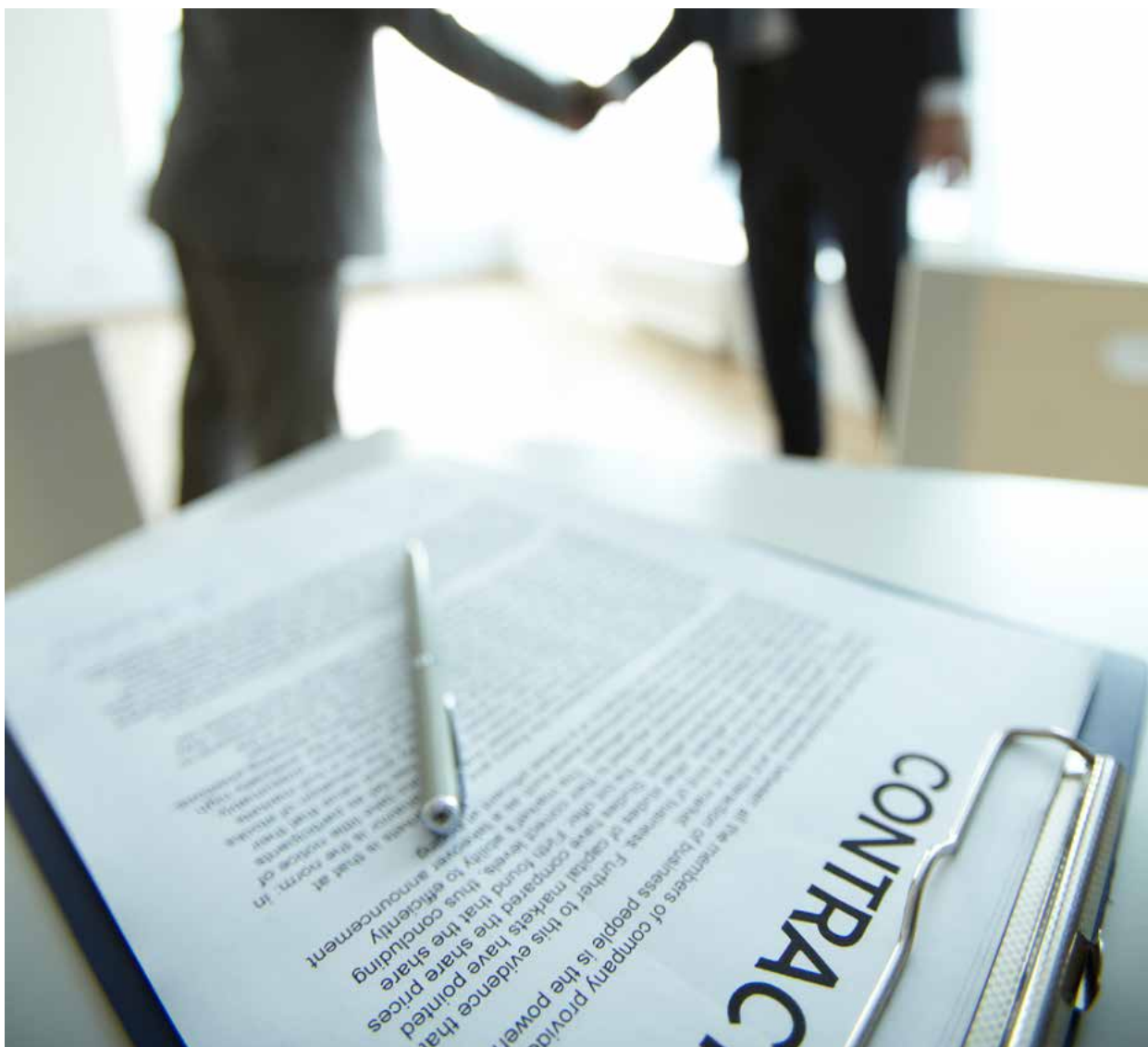
tarily approaches you to say how he or she plans to vote, or offers up other information, you are allowed to listen to them.”

Early warnings

It pays to be prepared, “so you can pick up on early organizing signs,” said John C. Romeo, director of Employment & Labor Law at the Gibbons law firm. “Make sure you’ve trained your supervisors and managers to look for signs of a union campaign,” he counseled. “Some signals include employees gathering in unusual groups during breaks; or individuals using new words or terms like grievance, protected activity, or just cause, which are all phrases that union organizers typically use. Of course a dead giveaway is people wearing union buttons, shirts or hats, or union materials in a break room.”



Romeo



If a union does mount an organizing campaign, Romeo cautioned employers against reviewing any documents that a union organizer tries to show them. “In some cases, if more than 50 percent of employees sign union cards and the employer reviews them, it may automatically trigger the formation of a union,” he warned. “Your best bet is to decline to accept or to look at anything the union hands you.”

Business owners can take some steps to curb union elections, but they have to be careful, he added. “You can tell employees that they have a right to sign a union card, but they can’t be forced to do so,” Romeo noted. Generally, if 30 percent or more employees sign cards, union organizers can petition the federal National Labor Relations Board for an election. “You can also tell employees why you think it’s better to speak with them directly, instead of through a third-party intermediary like a union. Also, advise them that a union can’t guarantee results, although it’ll make plenty of promises about more money and benefits. In the end, however, the union dues are coming out of the workers’ pockets.”

A manager who started in labor but came up through the ranks may be able to present a compelling anti-union story, he added. Managers can also talk to workers about other companies that had bad experiences after unions were recognized.

In one case, noted Romeo, the 100 or so employees of a New Jersey company voted in a union. “Soon, it became difficult to change processes and to adopt new technology, and this affected efficiencies in a negative way. There were threats of strikes and delays, and this all added up to a lot of additional cost, with questionable benefits to the employees. In fact many of them now say it’s not as pleasant to work there anymore.”

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MORE THAN A CARD

Amid declining membership, unions attempt to expand the appeal and benefits of organizing

BY MARTIN DAKS

Unions face a host of challenges in New Jersey and across the nation from declining membership to concerns about members' jobs being replaced by technology. At the same time, they're also confident, reaching out to potential members like minorities and millennials with a variety of programs.

Thanks to a number of issues, including the decline of manufacturing and some states' resistance to unions,

organized labor's numbers "have declined since the mid-1950s," noted Paul Roldan, business manager of Building and General Construction Laborers Local 3, a 2,700-member affiliate of the Laborers' International Union of North America. "But we're reaching to more people now, particularly women and minorities, with activities in local communities like pre-apprentice programs. We've placed more than 100 people in these programs during the past five years."

Local 3 is also launching all-female pre-apprentice program in Union and Essex counties, "thanks to a grant from the Port Authority and Hudson County Freeholder Bill O'Dea," Roldan added. "When people talk about diversity, the first thing that comes to mind is ethnic diver-



Roldan

sity. We've addressed that, but we're also addressing gender diversity."

More jobs, more challenges

High-profile construction projects like the long-delayed American Dream mall — which is finally moving forward — are helping to create plenty of work for Local 3 members, he noted, but technology can limit some of the potential job gains. "Technology can make things easier for companies, since it takes fewer people to operate some machinery, and some builders, for example, are using pre-fabricated building parts that may be put together off-site by low-paid, non-union labor," according to Roldan. "But we're responding by providing education to our members so they can operate the equipment themselves. We also send members to construction tech classes, because you have to adapt to keep up with change."

He also said politicians have to step up to the plate. "Government officials have to crack down on companies that do business with the state and pledge to pay prevailing wage, but then don't follow through," Roldan said. "On paper, it may look like they're cutting costs, but the cheapest cost isn't always the [most] responsible. It can lead to unsafe work conditions and contractors who take unsafe construction

shortcuts. That's why we support legislation like the state Public Works Contractor Registration Act," which would set up a registration system for contractors engaged in public works projects with the goal of beefing up enforcement of labor laws and regulations.

Other unions, like the 200,000-member New Jersey Education Association (NJEA), have their own concerns.

"NJEA members have helped create some of the best public schools in the nation," said the union's president, Marie Blistan. "That includes teachers, but also the bus drivers, classroom paraprofessionals, nurses, librarians and all the other dedicated professionals who work together to educate our students. Unfortunately, the economic pressures on school employees are making it difficult for many of them to remain in the profession and do the work that we all love. For the sake of our great public schools, we need to fix that unfairness."

She pointed to a landmark 2011 law, the state Pension and Health Benefits Reform, also known as Chapter 78, as something that "undermined the collective bargaining process," said Blistan.



Blistan

Under the law, the percentage of health-care premiums teachers had to pay became subject to automatic, mandatory increases based upon their salaries and other factors.

Today, added Blistan, "many NJEA members are taking home less pay year after year and have seen their retirement security undermined. That's unfair and unsustainable, and it's a threat to our profession and the quality of our public schools if we don't fix that. We must address the crisis of healthcare affordability. If talented, dedicated educators can't afford to stay in the profession, students will suffer."

Adapting to changes

Thanks to changes in the delivery of healthcare, the 10,000 New Jersey members of District 1199J, the National Union of Hospital and Health Care Employees, see opportunities and challenges, according to President Susan M. Cleary.

As operators of healthcare facilities, correctional institutions, public agencies and re-entry centers — or halfway houses — try to cut costs, "there are opportunities for nursing assistants, for example, to do more than just feed and bathe patients; now they're drawing blood and taking EKGs, which can position them to earn more," she noted.

To help them, District 1199J is lever-

aging employer contributions to establish programs — like one at Essex County College — to train members in phlebotomy and other skills. "These are exciting times for healthcare workers," Cleary said. "At the same time, though, members who work in nursing homes are often under a lot of stress, and many suffer back injuries from lifting and otherwise assisting their patients. Some facilities, particularly correctional re-entry centers, are also short of staff."

She said flat or shrinking Medicaid and Medicare reimbursements are exacerbating the problem, and make negotiations more difficult. "The increase in for-profit nursing homes, hospitals, and re-entry centers also present a challenge, since they have a different mindset as compared to the nonprofits that used to run many of these facilities," Cleary added.

As part of their response, Cleary and her cohorts are trying to improve communications with existing and potential members. "We're trying to get members more engaged, and let them know what their union offers," she said. "We're also reaching out to the next generation of members through social media, including texting, Facebook and Twitter, and we're working on establishing a committee that will focus on younger people who are entering the workforce."

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6 7	CMA CMAolutions.com 1987	191 Clarksville Road Princeton Junction, 08550 (800) 852-4269 NA	Jeffrey Barnhart, Christian Amato First Bank, New Jersey State Nurses Association, Amerlux	\$4,700,000
7 9	MCS Healthcare Public Relations www.mcsprr.com 1985	110 Allen Road, Suite 303 Basking Ridge, 07920 (908) 234-9900 (908) 470-4490	Joe Boyd, Eliot Harrison, Chad Hyett, Jennifer Silvent Merck, Janssen, Genentech	\$4,194,507
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1100 State Street LLC, 1100 State St., Camden, 08105; Industry: Business services; Adviser: Linda D. Coffee Law Offices; Court: Camden; Chapter 11; Case Number: 19-15567-ABA

H & T Frieight Trucking LLC, 14 Mountainview Ave., Arlington, 07032; Industry: Transportation; Adviser: Dean Despotovich; Court: Newark; Chapter 7; Case Number: 19-15664-JKS

Matusow Offices LLC, c/o Gary Matusow, 876 Arbor Court E., Vineland, 08360; Industry: Business services; Adviser: Deiches & Ferschmann; Court: Camden; Chapter 11; Case Number: 19-15738-ABA

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Investors Bancorp Inc.; Robert Albanese, director; Transaction: Sell; Transaction Price: Low 11.91, High 11.91; Amount: \$59,550; Current holdings: 136,988

Cantel Medical Corp.; Brian Capone, officer; Transaction: Sell; Transaction Price: Low 66.09, High 66.09; Amount: \$4,627; Current holdings: 3,674

Vonage Holdings Corp.; John Joseph Roberts, director; Transaction: Option Exercise; Transaction Price: Low 0.42, High 0.42; Amount: \$3,150; Current holdings: NA

Merck & Co. Inc.; Robert Davis, chief financial officer; Transaction: Sell; Transaction Price: Low 82.38, High 82.38; Amount: \$15,863,118; Current holdings: 137,660

Merck & Co. Inc.; Robert Davis, chief financial officer; Transaction: Option Exercise; Transaction Price: Low 58.22, High 58.22; Amount: \$11,211,542; Current holdings: NA

New Jersey Resources Corp.; M. William Howard Jr., director; Transaction: Sell; Transaction Price: Low 50.17, High 50.17; Amount: \$50,172; Current holdings: 16,713

Cantel Medical Corp.; Ronnie Myers, director; Transaction: Sell; Transaction Price: Low 66.52, High 66.52; Amount: \$17,361; Current holdings: 1,242

SB One Bancorp; Vito Giannola, officer; Transaction: Purchase; Transaction Price: Low 21.56, High 21.56; Amount: \$647; Current holdings: 67,186

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Ezstay LLC, 137 Prospect St., Jersey City, 07307; Contact: Shelly Lam

Vanderveen Landscaping LLC, 7 Clinton Road, Newfoundland, 07435; Contact: Peggy Logan

BJC Advisors LLC, 228 Powderhorn Drive, Lakewood, 08701; Contact: Joseph Baum

Pete's Red Top Cab LLC, 1628 Crosslynne Ave., Woodlynne, 08107; Contact: Peter Ashmen

DSHC Real Estate Owned LLC, 5 Somerset St., Plainsboro, 08536; Contact: Harry Senopoulos

Estrella Beauty Salon LLC, 614 Springfield Ave., Newark, 07103; Contact: Jose Rodriguez

Roadside Mobile Tire LLC, 503 15th Ave., Newark, 07103; Contact: Salifou Barra

Park Ave Holdings LLC, 344 Grove St. #4151, Jersey City, 07302; Contact: Jared Pollard

Onyx Holdings NJ LLC, 1 Geiger Lane, Warren, 07059; Contact: Chandra Mandalapu

Horizon Partners LLC, 18000 Horizon Way, Mount Laurel, 08054; Contact: Kevin Costello

Spearhead Community LLC, 15 Briarcreek Drive, Voorhees, 08043; Contact: Joy Jenkins

Eulablue LLC, 9 Chopin Court, Jersey City, 07302; Contact: Aisha Chattha

Djnice Entertainment LLC, 1 Marine View Plaza, Hoboken, 07030; Contact: Jose Calle

1297 Baker St. LLC, 1297 Baker St., Hillside, 07205; Contact: Stalin Castillo

Durostarz Management LLC, 13 Heckel St., Belleville, 07109; Contact: Gerda Duroska

JSL Gilgal LLC, 61 Ehret Ave., Harrington Park, 07640; Contact: Jae Lee

R&R Transportiation LLC, 77 Chambers St., Newark, 07105; Contact: Melba Ramirez

S&C Perfect Cleaning Service LLC, 77 Juliette St., Hopelawn, 08861; Contact: Sofia Taveras

Siya18 LLC, 116 Walnut St., Nutley, 07110; Contact: Anish Patel

Toke Ru LLC, 301 Route 17 N., Rutherford, 07070; Contact: Legalinc Corporate Services Inc.

Definitive Tile LLC, 6 Dunbar Court, Flemington, 08822; Contact: Pietro Virruso

Sworisan LLC, 208 Overmount Ave. Apt. C, Woodland Park, 07424; Contact: Ruslan Nasirov

7 S Richards Ave. LLC, 7 S. Richards Ave., Ventnor, 08406; Contact: Lior Emuna

Rome Home Improvement LLC, 166 Berkeley Ave., Newark, 07107; Contact: Walter Romero

SEM Logistics LLC, 1300 Palisade Ave. Apt. A4, Union City, 07087; Contact: Claudia Fermin

Fashion Junkie LLC, 322 Schley St., Newark, 07112; Contact: leisha Simmons

Murray's Enterprises LLC, 208 W. State St., Trenton, 08608; Contact: Incorp Services Inc.

Home Run Properties LLC, 4 Stonewicke Drive, Pittstown, 08867; Contact: Sean Ross

29-Annie Ave. LLC, 801 Bay Ave., Somers Point, 08244; Contact: Mefail Kupa

Zettabyte LLC, 527 Grove Ave., Edison, 08820; Contact: Mukesh Mahajan

Avery Little Shop LLC, 313 27th St., Union City, 07087; Contact: Vanessa Felix

Applesauce Art LLC, 340 Brickyard Road, Freehold, 07728; Contact: Melissa Crespo-Donlon

Mxtreem Fidelity Systems LLC, 1736 Stuyvesant Ave., Irvington, 07111; Contact: Fidelis Omosun

Annalisa Import LLC, 417 27th St., Union City, 07087; Contact: Ana Barbieri

Anderson Anesthesia Consulting LLC, 50 Minerva Ave., Manasquan, 08736; Contact: Maureen Anderson

Wonderful Bagels LLC, 4501 Park Ave., Union City, 07087; Contact: Sarwat Farag

Robert Trindade & Partners LLC, 211 Cross St., Harrison, 07029; Contact: Robert Trindade

Nick Richter and Partners LLC, 11 Gold St., Green Brook, 08812; Contact: Nicholas Richter

Tactical Business Solutions LLC, 6 Hamilton St., Flemington, 08822; Contact: Joann Massagli

45 Dartmouth LLC, 654 Beers St., Hazlet, 07730; Contact: Olga Taylor

Mohit Dandekar & Associates LLC, 21 Ellsworth Drive, Princeton Junction, 08550; Contact: Mohit Dandekar

Street Serenade Apparel LLC, 108 Whalers Drive, Absecon, 08201; Contact: Gianna Ross

AAP Enterprise LLC, 81 Watsessing Ave. 1st Floor, Belleville, 07109; Contact: Leandro Paulino

Complete Solution Technology Provider LLC, 208 W. State St., Trenton, 08608; Contact: Rals NJ LLC

Tisoti Pub of NJ LLC, 61 Pacific Ave., Barnegat, 08005; Contact: Noel Jackson

Eclipse Productions LLC, 1301 Adams St. Apt. 410, Hoboken, 07030; Contact: Christina Cassera

Monique G. Somerville Enterprises LLC, 101 Rollinson St., West Orange, 07052; Contact: Monique Somerville

Saab Limousine LLC, 452 Wayne St., Jersey City, 07306; Contact: Asadullah Saeed

Mo's Beauty N Blends LLC, 101 Rollinson St., West Orange, 07052; Contact: Monique Somerville

Avtaar Limousine LLC, 345 Howland Ave., Englewood, 07631; Contact: Avtaar Gill

Sabr Properties LLC, 60 Hartwick Drive, Skillman, 08558; Contact: Samatha Koganti

Frank's Kickass Eats LLC, 12 Sims Ave., Manasquan, 08736; Contact: Francis Valgenti

Manhattan Realty Group LLC, 114 Moonachie Ave., Moonachie, 07074; Contact: Anthony Decrescenzo

Christian Mark Properties LLC, 103 Duer St., North Plainfield, 07060; Contact: Dalila Carrillo

Maple Lofts LLC, 278 Barrow St., Jersey City, 07302; Contact: Christopher Gratto

Anywhere Axe Throwing LLC, 77 Aberdeen Lane, Manchester, 08759; Contact: Gerrie McCormack

1094 Elizabeth LLC, 8 Harris Place, Fair Lawn, 07410; Contact: Alex Levinstein

Yun Stats Service LLC, Five Greentree Centre Suite 104, Marlton, 08053; Contact: Northwest Registered Agent LLC

Forthlin Green Enterprises LLC, Five Greentree Centre Suite 104, Marlton, 08053; Contact: Northwest Registered Agent LLC

Loving Cup Mobile Grooming LLC, Five Greentree Centre Suite 104, Marlton, 08053; Contact: Northwest Registered Agent LLC

215 Junk Daddy LLC, Five Greentree Centre Suite 104, Marlton, 08053; Contact: Northwest Registered Agent LLC

Technetsquare LLC, 5707 Hana Road, Edison, 08817; Contact: Sudha Yuvaraj

Innovative Life of New Jersey LLC, 525 Route 73 N., Marlton, 08053; Contact: Northwest Registered Agent LLC

Comfort Food Coach LLC, 28 Ocean Ave., Middletown, 07748; Contact: Michael Swientnicki

66.5 Belmont Ave. LLC, 726 Grand St., Jersey City, 07304; Contact: Daniel Mirabel

Acarreo Truck LLC, 381 Crooks Ave. 2nd Floor, Paterson, 07503; Contact: Cinthia Padilla

Hunter Horn LLC, 15 Old Farmstead Road, Chester, 07930; Contact: Courtney Horn

Busy Bubbles LLC, 935 Closter Dock Road, Closter, 07620; Contact: Neelesh Jhaveri

Lada Enterprises LLC, 30 Flintlock Terrace, Rockaway, 07866; Contact: Luis Dumes

Really Fresh LLC, 31 Pierce Road, Lafayette, 07848; Contact: Ronald Kahn

Dr. Lindsay Miranda DVM LLC, 1184 Fischer Blvd., Toms River, 08753; Contact: Dr. Lindsay Miranda

Acee Transport LLC, 1206 Sagemore Drive, Marlton, 08053; Contact: Acee Transport

G19 Properties LLC, 606 N. Lake Drive, Belmar, 07719; Contact: Louise Germinario

A&R Dollar Essentials LLC, 130 Vermont Ave. Apt. 1L, Newark, 07106; Contact: Shaniquah Williams

Caron 2017 LLC, c/o Visceglia Realty Group, Edison, 08837; Contact: Vincent Visceglia

Enla Square LLC, 302 Hooper Ave., Toms River, 08753; Contact: Peter Harnos

Rogers 3Ed LLC, 111 Weequahic Ave., Newark, 07112; Contact: Ernest Rogers

Custom Cabinet Installers LLC, Princeton South Corporate Center, Ewing, 08628; Contact: Corporation Service Co.

123 Sherman Ave. LLC, 30 Montgomery St. Suite 990, Jersey City, 07302; Contact: Schumann Hanlon Margulies LLC

Marcelo's Plumbing LLC, 12 Parkside Drive 1st Floor, Belleville, 07109; Contact: Luis Marcelo Orozco-Robles

Mechanical NJ LLC, 8A Ackerman Place, Palisades Park, 07650; Contact: Lenny Serrao

QBA Capital Assets LLC, 129 W. Tomlin Station Road, Mickleton, 08056; Contact: Sean Anderson

Pena Deli Grocery LLC, 191 E. 31st St. Apt. 21, Paterson, 07514; Contact: Julio Pena Genao

Juice Boxx LLC, 116 Broad St., Freehold, 07728; Contact: Marcos Pelaez

Simple Sea LLC, 1118 Morris Ave., Point Pleasant Boro, 08742; Contact: Jordan Nash

Big H Trucking LLC, 304 W. End Ave., Neptune, 07753; Contact: Christopher Hankins

Smax Media LLC, 58 Oval Road, Millburn, 07041; Contact: Steven Herbst

Belle of the Ball Pageants LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

434 Exclusive LLC, 95 Glover Ave., Paterson, 07501; Contact: Raphael Rodriguez

Continued on page 29

A & A Estates 2 LLC, 1591 Jacks Way, Toms River, 08755; Contact: Ziny Nagaria

Thomas Feijoo LLC, 315 11th St., Union City, 07087; Contact: Thomas Feijoo

Darminio31Lincoln LLC, 13 Hegner Court, South Hackensack, 07606; Contact: Michael Darminio

A&O Cleaning LLC, 951 Edgewater Ave. #8, Ridgefield, 07657; Contact: Ari Moore

CLG Home Inspections LLC, 6 Lapa Court, Parlin, 08859; Contact: CLG Home Inspections LLC

Coast to Coast Logistics LLC, 177 Overmount Ave. Apt. D, Woodland Park, 07424; Contact: Shanese Lebron

ABC Speech Tutoring Services LLC, 521 Hampton Lane, Islen, 08830; Contact: Vicki Bowen

TF Storage Solutions LLC, 104 Demarest Road, Sparta, 07871; Contact: William Dermody IV

ICT Solutions LLC, 670 N. Beers St. Bldg. 3, Holmdel, 07733; Contact: Anthony Tepedino

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

Two Rivers Maintenance LLC, 20 Whitesands Way, Little Silver, 07739; Contact: John Peterson

Hair Studio M LLC, 211 9th Ave., Belmar, 07719; Contact: Catherine Mazza

The Right Step Ahead LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

A.M.A. Property Management LLC, 732 Ave. E, Bayonne, 07002; Contact: Michael Martinez

Gioia Custom Metal Fabrication LLC, 42 Baywood Blvd., Brick, 08723; Contact: Michael Gioia

Suzie Sunshine Travel LLC, 330 Changebridge Road Suite 101, Pine Brook, 07058; Contact: United States Corporation Agents Inc.

Atlantic City Auto Sales LLC, 1008 Falcon Drive, Absecon, 08201; Contact: Naim Hasrouni

515 West Anderson LLC, 338 Baldwin Terrace, Hasbrouck Heights, 07604; Contact: Lakhmichand Sangtani

Karn Awad & Davidove Management LLC, 17 8th Ave. 1st Floor, Hawthorne, 07506; Contact: Jeffrey Karn

Greg Wienges LLC, 98 Bethany Road, Hazlet, 07730; Contact: Gregory Wienges

State Force Consulting LLC, 2 University Plaza, Hackensack, 07601; Contact: Kamaldeep Saini

24 Jefferson Street LLC, 24 Jefferson St., Paterson, 07522; Contact: Oilan Cheng

Alldollup LLC, 529 E. Milton Ave., Rahway, 07065; Contact: Dena Williams

CJM Investments LLC, 34 Lawton Ave., Cliffside Park, 07010; Contact: Daniel Murtagh

C Squared Advertising LLC, 301 Route 17 N. Suite 800, Rutherford, 07070; Contact: Legalcop Solutions LLC

Barrington Tic I LLC, 820 Bear Tavern Road, West Trenton, 08628; Contact: Business Filings Inc.

Broad Bridges Floral & Design LLC, 33 Broad St., Three Bridges, 08887; Contact: Emily Casey

Winwinreadvocates LLC, 59 Cornell Drive, Delran, 08075; Contact: Phil Vaughan

Grace's Odd Jobs LLC, 514 Dutch Neck Road, East Windsor, 08520; Contact: Graceann Schweitzer

J&A House LLC, 2 Colony Court, Somerset, 08873; Contact: Antoine Delefortrie

Antonio Concrete and Hardscaping LLC, 1125 Hance Bridge Road, Millville, 08332; Contact: Edwin Antonio

Lee M. Kozas LLC, 496 Naughtright Road, Long Valley, 07853; Contact: Lee Kozas

Continental Group CG LLC, 224 New Brunswick Ave. Apt. 1, Perth Amboy, 08861; Contact: Leonidas Fernandez

Ojas Property Management LLC, 140 W. 25th St., Bayonne, 07002; Contact: Chinmay Das

Prodco LLC, 1117 E. Landis Ave., Vineland, 08360; Contact: Grace Marmero LLP

Jabrav LLC, 113 S. Warren St., Trenton, 08608; Contact: Jose Pantoja

51 Bridge St. LLC, Princeton South Corporate Center, Ewing, 08628; Contact: Corporation Service Co.

ETCC Investment Holdings, LLC, 310 Springfield Ave., Berkeley Heights, 07922; Contact: Brad Kaplan

139 Lehigh Ave. LLC, 294 Hawthorne Ave., Hawthorne, 07506; Contact: Nubia Ortiz-Negro

Barrington Tic II LLC, 820 Bear Tavern Road, West Trenton, 08628; Contact: Business Filings Inc.

312 Maple Capital LLC, 1145 Mary St., Elizabeth, 07201; Contact: Michelle Aguilar

Giuseppe Group LLC, 31 Love Lane, Freehold, 07728; Contact: Isidoro Mazzara

G.R.Z. Construction LLC, 37 Maple St., South River, 08882; Contact: Alfonso De Barreto Machicela

ECTT Investment Holdings LLC, 310 Springfield Ave., Berkeley Heights, 07922; Contact: Brad Kaplan

16 Rutherford Place LLC, 23 Lee Court, Jersey City, 07305; Contact: Mina Greiss

Woxcho LLC, 1 Bridge Plaza N. Suite 275, Fort Lee, 07024; Contact: Taxbasket LLC

State Carpet LLC, 171 Harding Ave., Clifton, 07011; Contact: Awwad Odeh

Ezbdz LLC, 464 George Place, Wyckoff, 07481; Contact: Richard Berger

Blue Sphere Builders LLC, 16-00 Route 208 S., Fair Lawn, 07410; Contact: Salikha Berkovich

1 Lafayette LLC, 20 Taylor Ave., Mays Landing, 08330; Contact: Paul Castaldi

579 Ave. A LLC, 261 Halladay St., Jersey City, 07304; Contact: 579 Ave. A LLC

Barrington Tic III LLC, 820 Bear Tavern Road, West Trenton, 08628; Contact: Business Filings Inc.

I.A.S.I. Cleaning Services LLC, 10 Wisteria Drive Apt. 1E, Fords, 08863; Contact: Joseph Santiago

P.H. Construction LLC, 31 Pettit Ave., South River, 08882; Contact: Pedro Henrique De Souza

Valley Apartments LLC, 255 Baltusrol Way, Springfield, 07081; Contact: Felicia Itidiare

Recovery Road LLC, 2 N. Bath Ave., Long Branch, 07740; Contact: Richard Braha

Kiwi Offices Cherry Hill LLC, 204 Ark Road, Mount Laurel, 08054; Contact: Christopher Jerjian

VD News 3 LLC, 9 Moore Place, Nutley, 07110; Contact: Durgesh Pathak

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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iPlay America in Freehold held a rededication ceremony for its renovated, 45,000-square-foot Event Center @iPA on March 27, where it also celebrated the hiring of new Executive Chef Adam Livow. Pictured at the ribbon-cutting from left, Karen McErlean; Kevin Hayes Jr.; Jessica Schwartz, iPlay America vice president of sales & marketing; Samantha Unglert; David Salkin, Monmouth County Chamber of Commerce president; Lena Llona, Middlesex County Chamber of Commerce president; Tom Arnone; Freehold Township Mayor Barbara McMorow; Susan Kiley; Tim White; Bob McDaid, iPlay America chief executive officer; Shuan Golden; and Freehold Township Deputy Mayor Lester Preston.



The New Jersey Food Council held its Night of Distinction reception on March 28 at The Palace at Somerset Park in Somerset, drawing hundreds of food industry attendees to honor select professionals. Pictured from left, NJFC Night of Distinction Planning Committee Chair Mike Biase of Mission Foods poses with the evening's Achievement Honorees Joe Parisi of Kings Food Markets, Donna Zambo of Allegiance Retail Services, Herman Dodson of Chase, Jeff Brown of Brown's Super Stores; and NJFC President Linda Doherty, and NJFC Chair Richard Saker of Saker ShopRites.



WithSmith+Brown PC kicked off its 10th Annual March Madness event on April 1 at its Whippany office, as the firm prepares for its own run up to Tax Day on April 15. During the event, which drew more than 100 attendees, teams were assigned randomly; prizes will be awarded to those who advance. Pictured at the event from left, Jessica Offer, Melissa Roth, Jenny Sharpe, Kayla Heaslip and Alyson Giambrone.



First Lady Tammy Murphy addresses the audience at an International Women's Day celebration on March 8 hosted by The Women's Association of NJPAC – as part of its 25th anniversary celebrations – with the Community Foundation of New Jersey and Impact100 Essex. Speaking at the A Gathering of Givers: New Jersey Women Making an Impact event at NJPAC Murphy told the crowd, "You are a part of a long line of women who have moved New Jersey forward."



To commemorate the 10th anniversary of the Toys for Tots Literacy Program, The UPS Store awarded Holmdel nonprofit Bridge of Books Foundation \$10,000 worth of books. The group distributes books to underserved children throughout the state. Clifford the Big Red Dog interacted with children during the March 26 event at Freehold Head Start Center, which also included a book reading and sent kids home with four books each.



Grameen America, a nonprofit founded by Nobel Peace Prize recipient Muhammad Yunus, was awarded \$400,000 in grant funds and \$7.5 million in lending capital through the Wells Fargo Works for Small Business: Diverse Community Capital program. The organization will use the funds to expand its operations in Newark, with a goal of reaching more than 2,500 low income women entrepreneurs in the city by 2020 with over \$14 million in microloans. Funding will also be used to expand operations in Harlem. From left, Jill Monum, senior director, Corporate Partnerships & Engagement at Grameen America; Deborah Smith, NY, NJ, CT community affairs manager, Wells Fargo; Alethia Mendez, vice president, Operations & Program Strategy at Grameen America; Mindee Barham, vice president of development at Grameen America; and Catherine Domenech, New York community relations senior consultant, Wells Fargo.



Lindabury, McCormick, Estabrook & Cooper PC Partner Steven Fox was honored with the Robert J. Cirafesi Chancery Practice Award by The Middlesex County Bar Association at its 14th Annual Practice Area Awards Dinner, held at the Pines Manor in Edison on March 25. The award is presented to a general equity practitioner who exemplifies the principles by which the award's namesake practiced law.

House money

Driving into Manhattan is getting more expensive, which should raise property values in transit-oriented New Jersey communities. But the rail system might not hold up.

BY JEFFREY KANIGE
@JKANIGE

New York's congestion pricing scheme will be good for the environment and good for folks trying to get around Manhattan. It also would have been good for New Jersey, but for a self-interested and shortsighted political decision made a decade ago. That choice, and the consequences flowing from it, should serve as a warning to policymakers. Like most such warnings, however, this one will almost certainly be ignored.

Under the plan, which is included in the budget worked out between the New York State Legislature and Gov. Andrew Cuomo, drivers will pay an amount yet to be determined – reportedly in the range of \$10 to \$12 – for the privilege of traveling by motor vehicle south of 60th Street all the way down to Battery Park. Drivers crossing the Hudson River through the Lincoln and Holland tunnels will get a credit toward the new charge. But those crossing via the George Washington or Gov. Mario M. Cuomo bridges would not. The proceeds, projected at about \$1 billion per year, would be used to repair and upgrade the Metropolitan Transportation Authority's subways, buses and commuter rail lines.

Much of the response on this side of the Hudson to the New York plan has focused on its effect on drivers commuting into Manhattan over the George Washington Bridge. Jersey City Mayor Steven Fulop tweeted that New Jersey should retaliate for this indignity by hitting New York City residents who commute to New Jersey with a similar levy. Cathartic, perhaps, but not terribly productive.

More substantively, Gov. Phil Murphy wrote to his New York counterpart asking that drivers using the George Washington Bridge be afforded the same credit as those crossing through tunnels. But New York officials seem loath to begin carving out exceptions that would erode their revenue expectations.

Murphy also asked that some of the revenue collected by the new toll be directed to rail operations serving New Jersey commuters — a reasonable request given that one of the goals of the program would be to encourage commuters to use public transportation. “The double-charging of George Washington Bridge drivers will ultimately shift more individuals onto constrained and aging NJ Transit and PATH systems without the commensurate capital support to mitigate those impacts,” he wrote. In this effort, Murphy could have some leverage because New York will likely need help from New Jersey in collecting the tolls.

Motivating development

But the implications of congestion pricing could ripple beyond drivers if, as its proponents contend, public transit ridership does indeed increase. The formula is simple: if trains become more attractive, property around train stations becomes more valuable.

Carl Goldberg, founder and managing member of the Roseland-based development firm Canoe Brook Associates, says he supports New York's move “from an environmental perspective as well as alleviating some congestion in the Manhattan business district.” He also believes con-



New York Gov. Andrew Cuomo called on the state legislature to enact a congestion pricing plan to fund the MTA's capital program in order to prevent a nearly 30 percent MTA fare hike or further deterioration of the transit system. - OFFICE OF GOVERNOR ANDREW M. CUOMO

gestion pricing in New York will drive up real estate values in New Jersey.

“I understand the angst around congestion pricing,” he says. But the scheme will “continue to motivate the development community to build near mass transit.” And that will create sustainable, walkable communities in New Jersey.

To be clear, Goldberg has an economic interest in that dynamic. He is known for transit-oriented developments in Morristown and Jersey City, among other places. But there is historical support for his optimism.

In 2010, the Regional Plan Association analyzed the effect of improvements to NJ Transit's system on property values. The study, which was aimed at gauging the impact of a new Hudson River Rail tunnel on real estate prices, found that homes near train stations appreciated in value significantly after NJ Transit introduced its Midtown Direct, Montclair Connection and Secaucus Junction services. “Cumulatively, these three projects boosted home values by \$11 billion,” the RPA found. “This represents \$250 million a year in new property tax revenue for municipalities.” Homes within walking distance of train stations showed the most robust growth in value.

“That's a good analogy,” Goldberg says of the potential effect of congestion pricing on both mass transit use and real estate values.

The RPA did not respond to questions about the applicability of its research to congestion pricing. And admittedly, there are significant differences between the two situations. Congestion pricing will likely affect fewer commuters. In addition, improved rail service acted as an inducement, whereas commuters might feel forced onto trains by higher tolls.

Nonetheless, the new Manhattan toll will make mass transit a more attractive option and under normal circumstances property values should go up and continue rising as commuters and developers recognize the new reality.

That new reality, though, includes the likelihood of a rail commuting nightmare. Transit agencies could soon be required to shut down the Hudson River rail tunnel for repairs necessitated by damage from Hurricane Sandy. The resulting disruption could reduce the viability of mass transit and force thousands of riders back on the roads.

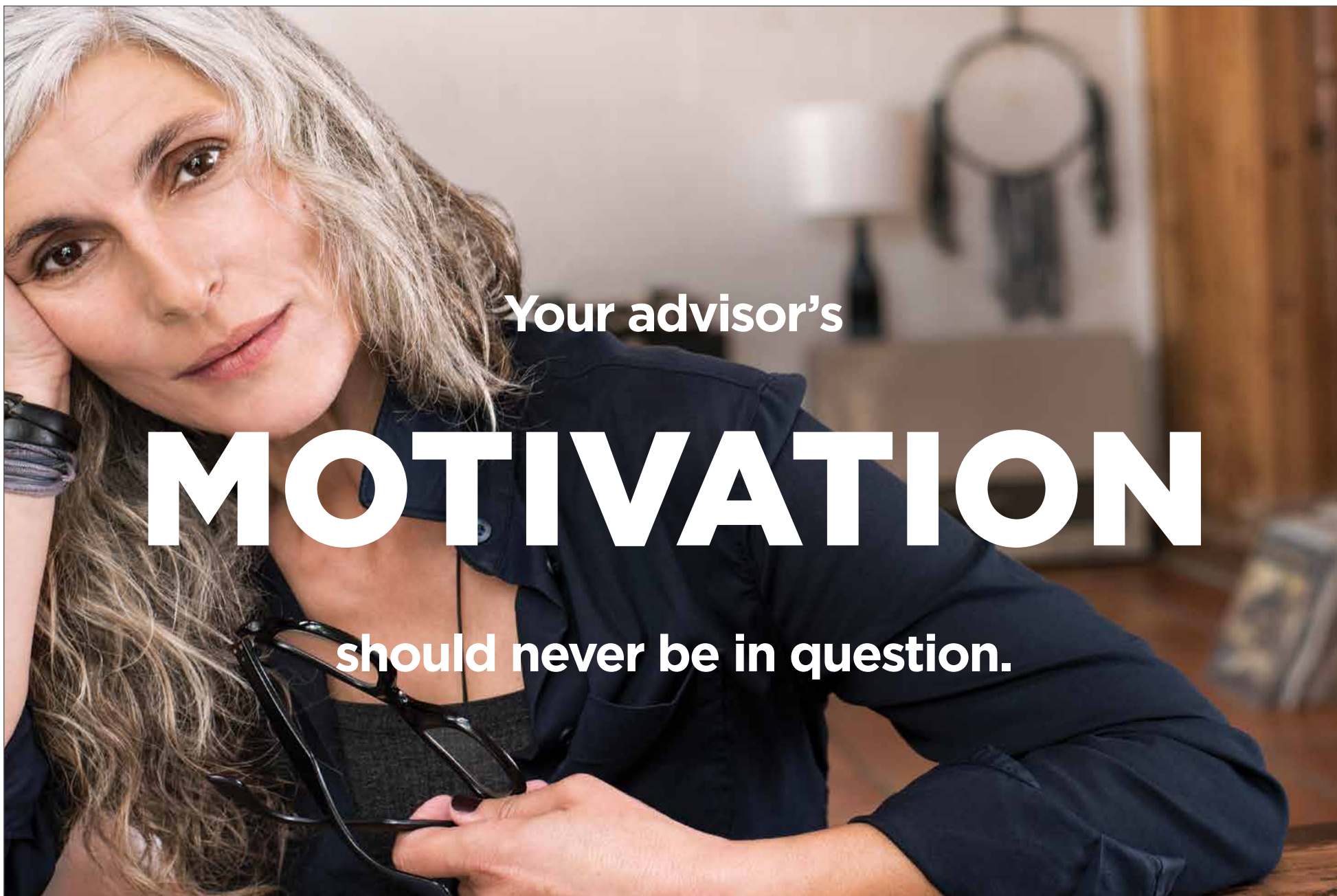
The reason? The proposed tunnel that prompted the 2010 RPA study was never built. Then-Gov. Chris Christie cancelled the project ahead of his ill-fated presidential campaign. And the Gateway Project, the current plan to dig a new crossing, is being held up by the Trump administration. Closing the damaged tunnel without the Gateway Project replacement will dramatically reduce the transit system's capacity.

“Congestion pricing without the Gateway Project going forward is a catastrophe,” Goldberg says.

New Jersey homeowners missed out on the \$18 billion in added property value that RPA projected would be produced by the new tunnel. And now, with another boon to mass transit landing in the state's lap, they could miss out on another bump. In fact, if the predicted – and predictable – catastrophe occurs when the tunnel is closed, real estate values along train lines could suffer for years.

Therein lies the cautionary tale. For most elected officials, kicking problems down the road is the safest political course. Eventually, though, that road runs smack into other problems, creating even bigger problems. That's why we can't have nice things.

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