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A smiling woman with long brown hair wearing a white knit beanie and a pink puffer jacket is hugging a young girl. The girl is wearing a colorful striped knit beanie, a matching scarf, and a red puffer jacket. They are both smiling and looking towards the camera. The background is a soft-focus outdoor scene.

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Cover image: Russ DeSantis

Cover Photo: Carter Sackman, left, president of Sackman Enterprises, and his attorney, Andrew J. Karas, a partner at Fox Rothschild LLP, outside the grand Steinbach Building, – their first redevelopment project in Asbury Park.

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Manufacturing Cares Program Supports School Robotics Team

By Anthony Russo
President, CIANJ

We've put 2022 to rest and are now gearing up for the New Year. But the spirit of the holidays is still flourishing, especially the generosity, kindness, and outreach of the season.

At CIANJ we like to salute the extraordinary efforts made by our members to serve and support their communities. Every year we highlight their initiatives in our "Companies that Care" issue. We've found that too often the good works of business go untold. Our May issue will be chock full of the fund-raisers, food drives and other unique ways our members make a difference in their communities.

As a preview of the impact made by business, we would like to spotlight the Manufacturing Cares Program created by the New Jersey Manufacturing Extension Program. NJMEP works with the 10,000 manufacturers throughout the state to improve their operations. John W. Kennedy, the retired CEO of the organization, marshalled the strength of the manufacturing community to create Manufacturing Care. It began as a food drive and has grown into a broad-based organization,

which has ties to schools which hone the talents of young students. The skills they developed could be put to excellent use in many of the state's manufacturing plants.

NJMEP recognized the many benefits of school robotics programs and committed to support FIRST Robotics through the Manufacturing Cares Program.

The goal of the mission is to bring more attention to FIRST Mid-Atlantic Robotics (MAR) which promotes and implements Robotics Competitions in the mid-Atlantic region. These competitions allow high school students to explore and engage with the Science, Technology, Engineering, and Manufacturing fields to create incredible robots that compete in structured matches.

NJMEP is working to support MAR by engaging the 'MADE in New Jersey' community of manufacturers to become mentors, volunteers, and donors. Organizations can sponsor MAR or provide facility space for these students to expand their engineering and manufacturing skills.

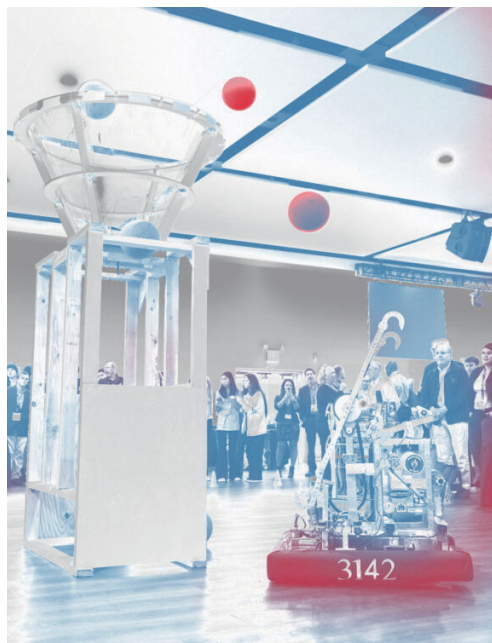
Corporations and organizations like Johnson & Johnson, FCC Products, Stryker, Picatinny Arsenal, BAE Systems and even the U.S. Army are already supporters of this incredible organization. Now, NJMEP and MAR want to encourage more small- and medium-sized manufacturing businesses to connect with students and young adults and encourage their exploration into industrial fields.

This is all made possible through a partnership with NJMEP's Manufacturing Cares program. Manufacturing Cares brings together the full force of the 'MADE in New Jersey's Manufacturing Community to support a variety of charitable groups. The Community Foodbank of New Jersey, Fulfill New Jersey, Morris Habitat for Humanity, Scholarships, and now FIRST Mid-Atlantic Robotics all receive the proceeds of Manufacturing Cares efforts. In 2022 nearly \$20,000 was raised for New Jersey foodbanks and another \$20,000 in donations is expected in the first year of the NJMEP-MAR partnership.

The Manufacturing Cares community wants to bring more businesses and individuals into the Robotics community, to ensure these students and young adults can continue exploring their passion which can also lead to an incredible career in the advanced manufacturing industry. There is also still time to donate to the Manufacturing Cares food drive in 2022! For every dollar donated, three meals are provided to those in need. Over the past 9 years more than 1,700,000 meals have been donated to New Jersey residents, most of which are children.

Find out how to get involved with MAR by visiting, NJMEP.org/MAR

Donate to the Manufacturing Cares Food Drive, here: NJMEP.org/about-us/manufacturing-cares/food-drive/



NJMEP's Manufacturing Cares Program partners with the MADE in New Jersey's Manufacturing Community to support Food Banks, the FIRST Mid-Atlantic Robotics, and Habitat for Humanity, among others.

THINK TANK WITH STEVE ADUBATO

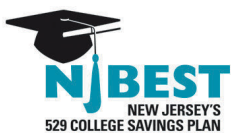
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Asbury Park Downtown Rebirth Led by Sackman Enterprises

By Diane C. Walsh
Editor, COMMERCE

Carter Sackman was the game changer in Asbury Park's downtown.

The second-generation developer bought the landmark Steinbach Building 20 years ago and restored the glory to the grand Cookman Avenue structure that anchors the central business district. When Sackman acquired it, the building was boarded up, like many of the adjacent stores. It hardly evoked any memories of its heyday as a premiere shopping destination or its origins as a hotel.

Within five years of its acquisition, however, Sackman completed an extensive rehabilitation of the former department store, utilizing an historic tax credit program. When it reopened in 2007 the Steinbach touted beautiful loft apartments on the upper floors and retail space on the ground level.

While he said the building didn't make him money, it whetted Sackman's appetite for what Asbury Park could be. He began investing in nearly a dozen properties along Cookman and Bangs Avenue and other downtown addresses.

Asbury Park's storied past and its swaths of vacant property made the seaside community very attractive. "I thought if we were able to

acquire enough land, we could create a critical mass and create a new neighborhood essentially," Sackman recalled.

The Monmouth County beachfront community was developed in the late 19th Century by a New York industrialist, James A. Bradley. It was named after Francis Asbury, the first American bishop of the Methodist Episcopal Church. The Methodist church left its imprint throughout the area – establishing the summer camp meeting site in Ocean Grove, just south of Asbury.

Bradley built the Asbury Park Boardwalk, an orchestra pavilion, public changing rooms, and a pier on the south end. His investment drew others, like Ernest Schnitzler, who built the Palace Merry-Go-Round – a precursor to the tourist favorite, the Palace Amusement complex.

By 1912 the New York Times estimated the summer population could reach 200,000. Back then vacationers predominantly used the New York and Long Branch Railroads to reach their destination. They were welcomed at the grand hotels along the waterfront.

But Asbury Park's popularity began to erode with the opening of the Garden State Parkway in 1947. The new modern roadway gave motorists easy access to other seashore towns. The city's shopping district suffered a blow too with the advent of malls. Then in 1970, riots occurred



Carter Sackman and his attorney, Andrew J. Karas discuss future plans for Asbury Park.

in Asbury Park. The repercussions from the violence let deep scars in every facet of the community and resulted in an economic downturn.

Patrick Schiavino is a local realtor, who witnessed the city's demise and is eager to see its rebirth. He said the city government "gave developers a fighting chance" when zoning laws were amended to allow mixed-use, which pares residential and commercial space, in the downtown. He contends that Sackman is the game changer. "If it wasn't for him, we won't be here," said Schiavino. For him the signs of the renaissance are the influx of new residents and growth of the arts and entertainment sector, as well as the downtown.

Partner Engineering and Science Inc., a nationwide firm, is one of the businesses eager to be part of Asbury Park's rebirth. The firm is moving its East Coast headquarters to the city. Company President Frank S. Romeo Jr. said renovations to an Asbury Avenue building will begin soon and he expects his 100 employees will be at their new desks within 12 months.

Romeo, who grew up in the area, said "it's wonderful to see what Asbury Park has become. ... It's exciting to be part of it."

Sackman described Asbury Park as a being "like a little Nashville," the Tennessee town that's gained a reputation as "music city." The developer said it's exciting working in Asbury. "There's a lot of talent here and there's a lot of creativity. When you come through the gates you can feel it."



The Stone Pony in Asbury Park is the most well-known music venue in the area and has promoted the robust music scene of the city.

Thank You & Congrats

to Andrew Karas of Fox Rothschild & Carter Sackman of Sackman Enterprises for the time and effort that they have invested to achieve the reality of a fully revitalized Asbury Park!



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Partner is appreciative of the assistance provided by Mr. Karas and Mr. Sackman during the purchase and renovation of 929 Asbury Avenue.

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Continued From Page 6



The Asbury Park Convention Hall is a Jersey Shore landmark.

The developer lives in New York, but he spends most of work week in his Asbury Park. His daughter, Morgan, son, Nicholas, and several nephews also work in the family business.

Fifty years ago, his father, Alan, started Sackman Enterprises. The elder Sackman's focus was brownstones on Manhattan's Upper West Side. He would rehabilitate and repurpose the historic homes.

Alan Sackman's fascination and respect for historic structures continues to guide the firm.

Carter Sackman joined the company at age 22, when he was newly married with a young family. While he might have considered other professions, Sackman said it only made sense to work with his father. Growing up, he spent his summers on the job sites and the business was often the dinner table conversation between his dad and his mother, Barbara, who was a construction foreman.

"I like the business. It was the natural path to take," Sackman said. Today, the company

has offices on Manhattan's Upper West Side, Asbury Park, and Austin.

At times it was a struggle, however. Sackman said. In the early days in Asbury Park, Sackman said he was sometimes a small business lender to help keep his retail tenants afloat. "I took a proactive approach. Originally a lot of businesses turned over. But as the area grew and demand grew, we no longer needed to subsidize some of the businesses," he said.

The firm continues, however, to sponsor initiatives to promote the city. Like the summer series organized by Morgan Sackman, who convinced the city officials to shut down a section of the central business district one day a week to allow open air concerts on a stage. She persuaded to NJTransit to implement direct rail service to Asbury Park for the summer too.

Sackman also relied on the expertise of his attorney, Andrew J. Karas, a partner at Fox Rothschild LLP, who specializes in land use matters and complex construction and commercial disputes. Sackman says Karas has been on the "frontline" with him throughout all the development projects in downtown Asbury Park.

Karas credits the mayor and city council for having a vision for Asbury Park's rebirth and creating a redevelopment plan. The original document was drafted 20 years ago. But Karas said the city officials successful amended it over the decades, adapting their vision to changing markets, regulations, and developers' recommendations.

Continued On Page 10



A rendering of one of the latest Sackman developments on Bangs Avenue.



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Real Property

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"It's a wonderful community. You have people from all walks of life. It's wonderful to see how everybody participates in the community and gets involved," the attorney said. Like Sackman, Karas finds the city fascinating. He even became a part-owner of the Asbury Distillery. It's located in one of Sackman's buildings on Lake Avenue which also houses the popular Asbury Feshhalle & Biergarten.

The craft distillery features a tasting room and patrons can buy bottles of its whisky and spirits there. Karas said the distillery also has a significant footprint across the state, bringing the Asbury products to liquor stores, bars, and restaurants throughout New Jersey.

Each of the properties Karas worked on with Sackman presented a different challenge and opportunity. Rehabilitation of the art deco building at 550 Cookman Avenue had to give careful consideration to the clock tower, chandeliers, and decorative features on the façade. Today, the property has eight storefronts and 31 residential units.

The old Asbury Park Press Building on Mattison Avenue was also acquired by Sackman. It's one of the city's most beautiful architectural structure, and now houses professional offices space and retail.

When Sackman bought the former Seacoast Trust Co. building on Cookman he wanted to



Photo: Getty Images/Stockphoto/luemakphoto

Asbury Park's Zombie Walk is one of the quirky events that gives the city its unique vibe.

locate a hotel there. Since he was unable to obtain city approval, however, he now is considering selling. But his dream of opening a hotel is still alive. Sackman acquired the old Savoy. He

and Karas will continue to push for city approval.

They remain committed to Asbury Park's rebirth. "It's amazing to see the change in this city and how far it's come," Karas said. 🍷



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Photo: Getty Images/Stockphoto/Brian Logan

The iconic Asbury Park Wonder Bar featuring their mascot "Tillie".

STEVE ADUBATO'S

LESSONS IN LEADERSHIP

with co-host Mary Gamba

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LESSONS IN LEADERSHIP

Great Leaders Are Lifelong Learners

By Steve Adubato, PhD
Freelance Contributor



The best leaders are those who don't think they have all the answers. They ask for and listen to input and guidance from people on their team, and then make a conscious effort to ensure that their team feels valued. Simply put, great leaders are lifelong learners.

Consider the follow-

ing tips that will help any leader who wants to get better every day:

- Seek leadership development. Just like an athlete needs a trainer to point out areas for improvement in a golf swing, pitch, or running stride, every professional can

benefit from having a coach. If an individual coach is cost-prohibitive, sign up for a group seminar or online training.

- Never stop reading. Whether you enjoy online articles regarding your profession or topics connected to leadership, such as how to improve the way you lead your meetings, or if you are like me and prefer a library full of leadership books, reading is truly essential to becoming a lifelong learner.
- Seek opportunities to grow. Whether personally or professionally, lifelong learners make a commitment to constant improvement while challenging themselves. This could be looking for a growth opportunity in your area of expertise, joining a board, learning a new language, or taking up a new hobby.
- Practice makes progress. While we all wish we could be perfect at something, perfection doesn't exist. Rather, practice

makes progress. The key is to constantly grow as you reach new milestones, but at no point in time should you stop looking to improve in some way.

- Learn from your mistakes. Too many of us dwell on a mistake and get caught up in negative self-talk. Instead, reframe the narrative and ask yourself, "What exactly went wrong?" "What can I learn from this experience?" This approach will improve your leadership and create better results for your team. 📌

Steve Adubato, PhD, is the author of five books, including his latest, "Lessons in Leadership 2.0: The Tough Stuff". He is an Emmy® Award-winning anchor with programs airing on Thirteen/WNET (PBS) and NJ PBS who has appeared on CNN, Today Show and NPR. Steve Adubato's "Lessons in Leadership" video podcast with co-host Mary Gamba airs Sundays at 10 a.m. on News 12+. For more information visit www.Stand-Deliver.com

Ambitious Student Inventor Seeks Pa

By Diane C. Walsh
Editor, COMMERCE

Deven Chakrabarti has the makings of an extraordinary college entrance essay.

What other 17-year-old can say he has a patent pending for a radically different process to desalinate seawater?

The young inventor said he began puzzling over the need to convert salt water while enjoying his favorite hobby – fishing. He has spent many summers on the water, casting his lines with his dad. The experience left him pondering over one of the most pervasive global issues – the need for water. “What do you mean, there isn’t enough when we have all this water around us,” he recalled thinking.

Deven’s goal was to find a more affordable and accessible means of creating drinkable water. He researched the issue and consulted with his

grandfather, Dr. P.M. Chakrabarti, founder of PMC Group in Mount Laurel, a chemicals company dedicated to sustainable growth and social good. (If there is a science gene, it must run in the family since Deven’s dad is also a chemical engineer and president of PMC Group.)

After much study and testing, Deven struck upon a new desalination method that required

little initial capital, is inexpensive to operate, and most importantly, uses much less energy than conventional methods. He also said it is ecologically safe, easy to operate and can be used in many regions of the world, without generating much waste.

Deven’s invention could make drinkable water more available in coastal and



Deven Chakrabarti at Delaware Valley Science Fairs



Deven Chakrabarti teaches vulnerable youth how to fish as a volunteer at Camp Fowler in Pennsylvania and as an associate director of Valley Youth House.

Patent for Water Desalination Process

island communities that cannot afford costly infrastructure or high energy costs. According to the World Research Institute, one-third of the world's population lives in regions where the water supply is under high stress.

The teenager's method uses a solvent extraction process of a type that is common in

industry. The novelty is that, in the presence of water, the solvent behaves differently at different temperatures. This property is exploited to cause the solvent first to enclose freshwater and exclude salts and then (after heating) to release the freshwater for use.

It's long been Deven's dream to create a business venture from his ideas. He is an

entrepreneur at heart having started a summer boat cleaning business in Margate in his early teens. His entrepreneurial inclinations are also guided by a zeal for social good which is shared by his family. The benefits struggling communities could derive from his desalination process are spurring him on.

In his college studies, Deven plans to minor in entrepreneurship and major in chemical engineering. For the next few months, he will be busy with the college application process. But he still plans to follow through on his invention. First, he must determine how to scale out his method and distribute it. He might also consider seeking investors.

His No.1 choice for college is University of Pennsylvania. While he is waiting to hear, Deven is still considering business options. He might pursue the invisible fishing line he invented with his father at age 12. The line is coated with a compound that attracts water molecules, rendering it indistinguishable from the water around it. An avid ocean fisherman, Deven hit on the concept to attract tuna, which are easily spooked.

Water continues to inspire him. Another notion he is now pursuing is creating building materials from water. These "water bricks" would be made from water trapped in a polymer matrix.

He has experimented with the polymerization of magnesium acrylate but has not perfected it yet. Deven imagines his water bricks being used on the shore to protect against the threat of hurricanes. It could create a wall in a short time. "It's not entirely rigid and structurally sound yet. But I will continue to test it this year," the young inventor said. 🦋



During the summer. Here he is with Mike Brady, the activities coordinator, and Amanda Molinaro,

Interesting Facts about Desalination:

- It takes about two gallons of seawater to make one gallon of freshwater
- Desalination plants around the world consume more than 200 million kilowatt hours of energy a day.
- Some 80 percent of domestic water use in Israeli cities comes from desalinated water.
- The top three desalination countries are Saudi Arabia with 17 percent of the global output, United Arab Emirates with 13.4 percent and the United States with 13 percent.

Case Medical Earns EPA Award

By Diane C. Walsh
Editor, COMMERCE

As CEO of a medical device manufacturer, Marcia Frieze was alarmed when she saw how caustic instrument chemistries and cleaners routinely used in healthcare settings were destroying the surfaces of her reusable sterilization devices. She also learned the same cleaners were discoloring and pitting surgical instruments rendering them potentially harmful for patient care procedures.

Her solution was developing a line of safer, more effective, and sustainable cleaning products. The goal was to develop instrument chemistries that are non-caustic, pH neutral, non-toxic to patients and the community, and free rinsing for safe disposal into the wastewater stream.

What Marcia discovered was a solution including eco-friendly, fast acting enzymatic catalysts for extra efficacy and quicker turn-arounds in hospital environments. "What was used in laundry environments to get rid of troublesome stains was now applied to used medical devices commonly contaminated with hard to remove organic soils, bacteria and other infectious agents."

The transition to sustainable products has earned her New Jersey company repeated recognition as a Safer Choice Partner of the Year by the U.S. Environmental Protection Agency (EPA). This year's award marks the fifth time that Case Medical Inc. received the coveted title for Manufacturer Formulator. This certification places Case Medical in a category with other companies who voluntarily validate their products to meet the requirements of Safer Choice.

According to Marcia, "You may find products in your local market that display the Safer Choice label. However, Case Medical's Case Solutions and SuperNova brand cleaners are unique in the healthcare industry, as they

include a full line of Safer Choice labeled cleaners manufactured using only U.S. EPA Safer Choice listed ingredients (SCIL)."

"People may believe the more caustic the cleaner, the better it cleans and that's simply not true," Frieze said, explaining the Safer Choice designation shows that the EPA reviewed her pH neutral products and certifies it as environmentally preferred, safe, and effective.

Frieze, who founded Case Medical with her husband, Allan, has a long-time commitment to sustainable and environmentally sound methods. "I absolutely believe in it," the CEO said. Case Medical's history attests to it environmental awareness.

Back in 1992 when the business began, Frieze said they bought a sheet metal house to assist in the manufacture of custom trays for use in spinal and orthopedic surgery. Case Medical was an anomaly then because many businesses were transitioning to plastics. "We decided not to do anything with plastics. We stuck with metal and now here we are in 2022 and the EPA is looking askant at anything that is plastics."

All Safer Choice products are also used to clean the Case Medical plant and its offices. The company employs approximately 140 workers in its Bloomfield, NJ facility. As further proof of its environmental adherence, Frieze hopes that as the EPA expands the Safer Choice program to recognize facilities, her plant will be cited for its achievements for having a sustainable, environmentally preferred workplace.

Case Medical products are sold throughout the nation and to a growing number of international customers. Its line of cleaners dates to 2005 when the company first began experimenting to develop the best formula. The products were created from the list of ingredients the EPA had already vetted as safer than others in their class.



CEO Marcia Frieze with her colleagues, Sebastian Morales and Pablo Rivera, at the Safer Choice Award ceremony.

All of Frieze's products meet the guidelines established by the EPA Safer Choice program and the Association for the Advancement of Medical Instrumentation. She said her product lines include super concentrates, ready-to-use cleaners, and some foamy varieties for pre-cleaning. They can be used throughout the cleaning and sanitizing process in the hospital, in the operating room, with automated washers, ultrasonic washing devices and, of course with manual cleaning and soaking.

Frieze noted her company also reduced the amount of water used in manufacturing the products by creating a super concentrated cleaner with a narrow dilution rate. Less water results in less bulk to be shipped and consequently eases the strain on energy in the logistics operation.

The newest addition to the line is a personal care skin cleanser also Safer Choice certified. Additionally the company extended its product line to include single use wipes and an FDA approved hand sanitizer for general use developed at the beginning of the pandemic when such products were in short supply.

"Consumers are looking for sustainable products for economic as well as environmental reasons," Frieze said. "As we face climate change, water shortages, and concerns associated with air quality and fresh water, the need for sustainable products and manufacturing processes is more urgent than ever."

"Receiving the Safer Choice Partner of the Year Award reflects our deep support for EPA's mission to reduce waste and provide safer, sustainable products for current and future generations."



Case Medical's diversified products for safer cleaning.

Avoid the Nightmares Of Unclaimed Property

By Kenneth
Hofsommer,
CPA, MST, CGMA,
Partner
Sax LLP

Many business owners are unaware of the hidden dangers and significance of potential penalties that they have lurking in the shadows.

Looking to sell your business or acquire a business? Continue reading because due diligence will ask or should ask about unclaimed property. State escheat laws are often unknown, misunderstood, or not discussed until an audit starts. As Thomas Jefferson stated, "Ignorance of the law is no excuse in any country. If it were, the laws would lose their effect, because it can always be pretended."

All 50 states have escheat laws; often referred to as unclaimed property statutes. While the type of property subject to the laws may vary, the basics are similar. When a business, regardless of entity form, has property in its possession that belongs to another the law requires that they locate the owner and return the property. When the holder (person or entity in possession of the property) cannot locate the owner, the law requires that they remit (escheat) the property to the state.

The action of escheating the property is not required until the expiration of a statutorily defined period of time which may vary based on the type of property. This is often referred to as the dormancy period and varies state to state. Often, the dormancy period is one to five years. Once property becomes escheatable, the holder must complete the required filings and remit the property to the state. Some examples of property that may be subject to the laws of escheating are:

- Security or Utility deposits
- Inactive savings accounts
- Unredeemed gift cards
- Accounts receivable credit balances
- Uncashed dividend checks
- Uncashed payroll or commission checks
- Uncashed vendor, refund, or royalty checks
- Uncashed employee expense reimbursement checks
- Uncashed pension checks

In addition to often being unaware of their obligations under the state escheat laws where

they operate and/or are organized, the business may have other filing obligations. Generally, the filing is with the state of residence of the owner of the property. If the holder has no records indicating the owner's address, then reporting may revert to the state of the business entity's domicile. The majority of states have no statutes of limitations regarding the business obligation to report unclaimed property. As businesses expand and have employees living in other states as well as vendors and customers out of state; the need to file multiple unclaimed property reports becomes a requirement.

States conduct audits regarding unclaimed property, and penalties can be imposed for failure to comply with reporting requirements. Audits can take years to complete and record requests can be voluminous. It is common for states to hire third parties who often are paid a percentage of what they collect. Some third party auditors are switching to an hourly fee but this may prolong the audit time. Many states are actively pursuing enforcement to gain revenue. Therefore, compliance efforts of all businesses should be looked at, reviewed, and consequently improved.

Noncompliance can get expensive. Most states have the ability to assert penalties and interest that can be in excess of 50 percent of the value of the property involved. Since there can be no statute of limitations, a business should consider looking into a VDA "Voluntary Disclosure Agreement" which can limit the look-back period and get a company into compliance. The state may agree to waive penalties and interest as part of the VDA. Upon entering VDPs "Voluntary Disclosure Programs", states may give them time to complete their due diligence procedures. States that do not offer formal VDPs often enter reasonable agreements with holders to bring them into compliance. This is, of course, if the holder contacts the state before the state contacts them. Should a holder be contacted, they may be able to lessen or avoid penalties and lookback period if they can show reasonable cause for not filing.

Record retention is key in the arena of escheat or unclaimed property. Many states have created laws that allow the use of estimates if records do not exist, thus upon audit a holder may be required to pay a liability that is estimated and will never be returned to any actual person.

Recently states are becoming more aggressive in their pursuit of unclaimed property. For instance, Delaware mailed out letters in 2021 to businesses inviting them to participate in the SOS "Secretary of State's Office" VDA program.

Participation in the program was strongly encouraged and recipients were advised that if they do not enroll in the program they will be referred to the Delaware Department of Finance for an unclaimed property audit. Most businesses would be wise to avoid an audit. Since the average Delaware audit may span five years or more and third party audit firms may adjoin additional states into the examination; resulting in a multi-state examination. While the typical Delaware VDA spans only two years.

California passed a bill which became effective January 1, 2022 allowing the Franchise Tax Board "FTB" to share information with the State Controller's Office "SCO". The FTB will add the following questions to certain business entity tax returns:

- a) Has the business previously filed an unclaimed property report?
- b) If yes, when was last report filed?
- c) How much was remitted?

It is important to note that California assesses interest at a rate of 12 percent simple interest on the value of the property from the date that it should have been reported.

In summary it is suggested that you meet with your CPA and Business attorney to develop a process to handle unclaimed property if you do not have one, before the state(s) come knocking at your door. When a business has questions on conflicting statutes or other questions regarding the laws, it should consult with their legal counsel. Businesses should consult with their auditors to see if there is a liability to record on their financial statements. 📌



Due diligence and accurate accounting are vital to navigate the red tape of unclaimed property nightmares.

Photo: Getty Images/Stockphoto/Adshooter

Tools for Combating Cybersquatting

By Kate Sherlock, Esq.
Partner
Archer & Greiner, P.C.

Cybersquatting is the practice of registering, trafficking in, and/or using an Internet domain name with a bad faith intent to profit from the goodwill of a trademark belonging to someone else.

Have you ever encountered a domain name that is identical or similar to your trademark? If so, you may have been the victim of cybersquatting.

Cybersquatting comes in different forms. There is typo-squatting or domain spoofing, where a bad actor registers a domain name with a slight change or typo (think *google.com* vs. *gooogle.com*). Often, these bad actors advertise similar services and profit from third-party links on their site, or worse, they copy copyrighted content from the legitimate website to trick visitors into purchasing goods or services from their fraudulent site and/or submitting personal information as part of a larger scam.

Cybersquatters may also register variations of well-known trademarks in an effort to sell the domain variations back to the trademark owner at a high mark-up. Cybersquatters often register domains through a proxy service to protect their identity, which makes contacting them directly to resolve the matter more difficult.

What can a business do if it discovers a cybersquatter attempting to profit from the business's goodwill in its brand? The Uniform Domain-Name Dispute Resolution Policy ("UDRP") provides trademark owners with a cost-effective, quick method for obtaining relief from cybersquatting.

Under the UDRP, the owner of a trademark (either a registered mark or a common law trademark) can seek to cancel or gain control of infringing domains by filing a complaint in a private arbitration proceeding, even if the cybersquatter is located outside of the United States and/or cannot be identified. All registrars who control the registration of domain names, such as GoDaddy and Network Solutions, are subject to the UDRP, which is why it is such a powerful and efficient tool to combat cybersquatting and protect trademark owners' rights.


To seek relief under the UDRP, a trademark owner must first file a complaint with

a recognized UDRP service provider, such as the Forum or the World Intellectual Property Organization ("WIPO"). The trademark owner (the "Complainant") must demonstrate that the disputed domain is identical or confusingly similar to the Complainant's trademark or service mark, that the registrant of the disputed domain has no legitimate interest or rights in the disputed domain, and that the registrant registered the disputed domain in bad faith. If the Complainant's trademark is unregistered, the Complainant must set forth additional supporting facts surrounding its trademark use, including duration, sales information, advertising, and customer recognition.

Once a UDRP complaint is filed, the registrar responsible for the disputed domain is notified and is required to notify the registrant of the dispute concerning the domain. At that point, the registrant may file an answer in response to the complaint. Often, the registrant does not respond.

Once an answer is filed or the deadline to file an answer passes, the dispute resolution provider, either the Forum or WIPO, assigns the case to a single or a three-person administrative panel to consider the filed papers. If the panel finds that the Complainant met its burden by establishing the three elements discussed above, the panel issues a decision in the Complainant's favor and the registrar must, at Complainant's option, either cancel the disputed domain or transfer it to the Complainant. Transferring the domain is the preferred option because it prevents the domain from being registered by another bad actor in the future. If the panel decides that the Complainant failed to meet its burden, the disputed domain remains with the registrant. Finally, it should be noted that UDRP proceedings can be appealed through a federal lawsuit.

From the filing of a complaint to domain transfer, the entire UDRP process takes approximately 60 days and is, in almost all cases, significantly less expensive than litigation because it involves fewer filings and no formal discovery. While it is always preferable to prevent cybersquatting by registering all of the relevant domain names and variations your business may need, if you do discover a cybersquatter, the UDRP is a powerful and efficient tool to stop infringement and protect your business's goodwill.

Kate Sherlock, Esq. is a Partner at Archer & Greiner, P.C. She has won numerous UDRP actions on behalf of her clients. If you have questions regarding the UDRP process, please contact Kate at ksherlock@archerlaw.com or 856-673-3919. 



Cybersquatting is more common than you may think. The Uniform Domain-Name Dispute Resolution Policy ("UDRP") provides trademark owners with a cost-effective, quick method for obtaining relief from cybersquatting.

Photo: Getty Images/Stockphoto/frankpeters

New Jersey's Cannabis Industry is Recruiting

Start-Ups Face Hurdles

Larry Feld
Contributing Editor

While using cannabis has only been legal in the state since April 21, 2022, there are currently (according to Data.NJ.gov) 30 cannabis retail centers (nine of them strictly medicinal outlets) already doing business, with many more on the near horizon. As for the cultivation side of the business, (growing, manufacturing, and distribution of cannabis) on March 15, 2022, the state opened up the opportunity to apply for one of 37 initial Class One cultivation licenses being offered, officials reportedly received over 500 applications in the first few days.

The cannabis business is not for the faint of heart. Complex regulations, as well as legal, accounting, and banking challenges stand in the way of success. Even so, the race to profit from this new industry is underway, leading professional advisors, educational institutions, and now the state's business development facilities to vie for the opportunity to guide progress.

New Jersey is actively encouraging locally owned and operated businesses over large, out-of-state corporations that are currently dominating the marketplace. In addition to increasing employment opportunities and creating local, community-based retail operations, the state is trying to build stability to what is anticipated to be a significantly increasing demand.

In October, for example, the New Jersey Business Action Center (NJBAC) announced that a cannabis training academy will launch in 2023, providing technical assistance to entrepreneurs establishing cannabis businesses in New Jersey. Funded by the New Jersey Cannabis Regulatory Commission (NJ-CRC), the "academy" will provide free technical assistance in building business plans and support completing other aspects of license applications and mentorship to cannabis business owners.

"We have emphasized equity and accessibility in the application process," Commission Vice-chair Sam Delgado, who sits on the Audit Committee said, adding "This program will help ensure aspiring entrepreneurs have the optimal business know-how to give them the best chance for success in the cannabis space. The Cannabis Training Academy will begin the needed training and guidance that will help individuals, and assist the budding market's stability and success."

The NJBAC's proposed curriculum includes modules designed to help participants decide if a cannabis business is right for them and will include business plan development as well as a Legacy to Legal course. The state's training will also open licensing opportunities to those who may not otherwise have the resources to pursue this new market. Some program resources will target "Specially Designated Categories," which include social equity businesses, diversely

owned businesses, microbusinesses, and Impact Zone businesses. There will be a 10-week accelerator track to take conditional license applicants through the initial application process, and a separate track to help them convert to annual licenses.

"The state is smart to provide support to help young entrepreneurs; there are a lot of challenges to a cannabis start-up," notes Todd Polyniak, CPA, partner with SAX LLP and leader of the firm's cannabis services team. "With projections of cannabis becoming a \$2.3 billion industry in New Jersey by 2026, there will be a growing demand for licenses."

One major challenge: Finding a municipality with qualifying real estate that is willing to host your cannabis enterprise.

Location, Location, Location

"Municipalities, in general, have been positive about cannabis legalization," notes Frank Marshall, Associate General Counsel at the NJ League of Municipalities Association. One major issue is zoning; municipalities have been examining zoning to determine where the most appropriate locations exist to zone for cannabis, and where to prohibit these enterprises.

"It boils down to planning," Marshall says. "Municipalities want to be thoughtful with regard to how many licenses (retail, wholesale, cultivating, etc.) and what terms should

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New Jersey Cannabis Regulatory Commission Vice-chair Sam Delgado



Todd Polyniak, CPA, partner with SAX LLP and leader of their cannabis services team



Frank Marshall, Associate General Counsel at the NJ League of Municipalities Association

Background photo: Getty Images/Stockphoto/demagine

■ Manufacturing

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be established for those licenses. Towns want to be sensitive to allowing local entrepreneurs and micro businesses instead of large, multi-state operations.”

Beyond zoning, municipalities have regulatory considerations. Some larger municipalities like Hoboken have formed cannabis review boards to oversee licensing and monitor ongoing issues. “Most municipalities try to mirror the state’s regulations,” Frank explains. “Even so, every municipality is unique.” Differences typically surround hours of operation, parking, and crowd control issues, as well as a potential operation’s proximity to parks and schools.

“Some towns are developing community services agreements to help encourage these businesses to be good neighbors. They want to mitigate potential community fears about this new industry in their town.”

As a result, locating an optimal site for a new cannabis business can be both difficult and costly. “Potential license applicants would be smart to have opening conversations with a prospective municipality to understand the requirements before consummating a real estate transaction,” Frank suggests.

Cash Is King

The cost of real estate aside, prospective licensees will need working capital. Lots of capital. Building even a small cannabis retail

operation is expensive. According to Sax LLP’s Polniak, a typical small cannabis retail operation will cost \$700K to \$800K to open; a small cultivation site could easily require \$3 million to as much as \$20 million.

“Cannabis is a very capital-and-regulatory intensive industry,” he notes, warning potential licensees that even with brisk early sales, high operating costs can quickly evaporate a cannabis start-up’s cash flow.

“Besides paying an effective tax rate that can be as much as 70 percent, the interest costs of capital can be 18 percent to as much as 25 percent. Since current bank regulations prohibit federally-chartered banks from lending to cannabis businesses, licensees must find capital from family, friends, and nontraditional sources.”

“Cannabis is an all-cash business. You can’t use credit cards, and you can’t transact across state lines.” Todd explains. “Currently, only two NJ commercial banks and a few credit unions will provide banking services to cannabis businesses. That’s because it is still at least partially an illegal business.”

Hopefully, the banking and lending struggles will change soon. Congress is set again to vote on (H.R. 1996) the Safe Banking Act. The bill prohibits federal banking regulators from penalizing a depository institution for providing banking services to a legitimate cannabis-related business. The act will also make proceeds from a legitimate cannabis-related business not

be considered proceeds from unlawful activity. Passage will open the capital needs that traditional institutions provide to cannabis businesses, as a depository institution will not be liable or subject to asset forfeiture for providing a loan or other financial services to a legitimate cannabis-related business.

Training Cannabis Workers

On the worker training front, NJ Cannabis Certified has partnered with eight New Jersey colleges to offer an online training program for cannabis workers. The five module sessions are reasonably priced at \$500 and upon completion earn participants a certificate as NJ Cannabis Certified. According to their website, each module concentrates on a fundamental topic related to working in the cannabis industry – cannabis cultivation, manufacturing, and dispensing.

As the state ramps up its new training and mentoring opportunities, 2023 promises to welcome a new wave of cannabis entrepreneurs. Will Congress act to remove constraints that restrict capital? Can New Jersey provide the needed support to help communities create jobs and opportunities in this industry? Only time will tell.

“The State is trying its best, but this is still an emerging industry that is sort of chicken-and-egg story. But more cannabis is coming to New Jersey, without a doubt. There is demand, and there are people willing to invest the capital to make it happen.” Todd concludes. 🍀



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Photo: Getty Images/Stockphoto/FaCamera

For researchers, growers, manufacturers and retail operators will all find new opportunities in New Jersey’s growing cannabis industry.

Breaking Down the Latest Stormwater Rules

By: Ahmad Tamous, PE, PP

What It Means for New Jersey Developers

On December 5, 2022, the New Jersey Department of Environmental Protection (NJDEP) published the long-awaited Flood Hazard Area (FHA) Control Act Rule and Stormwater Management Rule, which is anticipated to be adopted in the second quarter of 2023. This is a departure from the initial timeline for the rules, invoked using the NJDEP's emergency rule-making powers. The agency is now following the traditional regulation change review process and the rules are currently open for public comment and review.

The new rules, once adopted, will impact all proposed land development projects in the state of New Jersey, with a few exceptions, listed below.

Inland and Fluvial Flood Hazard Rules

All Federal Emergency Management Agency (FEMA)-established **non-tidal** flood elevations will increase as follows:

- Flood elevations mapped by NJDEP will increase by two feet.
- FEMA's 100-year flood elevations will increase by three feet.

Note: Tidal flood elevations are not affected.

- Flood Hazard Area (FHA) elevations determined by approximate methods will increase by one foot.

When calculating flood elevations, the new rules will require the use of **projected precipitation volumes** for the calculations. Projected volumes are typically greater than current volumes, and therefore will likely increase the flood elevations.

What This Means for Developers

With the new elevations, a property that currently sits outside a floodplain could now fall into a floodplain zone or FHA and be subject to all associated NJDEP permitting requirements.

If a site is in a floodplain, its yield, density, and overall developability may also be limited, depending upon how much of the site falls within the floodplain under the new rule.

Land Development Projects Are Exempt If:

- The project is currently under a valid **individual permit** with the NJDEP. Note that an **FHA verification is not a permit** and does not exempt a project from having to comply with these changes.
- The project's FHA permit application is deemed substantially and technically complete by the NJDEP according to the agency's applicable checklist before the new rule takes effect.



Ahmad Tamous, PE, PP

- The project needs Coastal Zone Management (CZM), Fresh Water Wetlands (FWW), or Highlands approval and a complete application is submitted to NJDEP prior to adoption of the new regulations.
- The project does not require NJDEP approval and receives local approvals pursuant to Municipal Land Use Law (MULL) prior to adoption.

Stormwater Rules

Under the Control Act Rule, the design of all stormwater management facilities for all new proposed land development projects in the state of New Jersey will be required to account for a higher intensity rainfall. Additionally, the NJDEP is **amending the Groundwater Recharge Standards**, which will require infiltration areas to also be calculated using the new higher intensity rainfall.

- All projects subject to **Residential Site Improvements Standards (RSIS)** will immediately be subject to these new stormwater requirements, even if they do not require an NJDEP permit. This affects all single-family residential subdivisions, multifamily communities, assisted living communities, and all other residential projects under RSIS.
- All other projects will be required to follow the new requirements when the applicable municipality adopts them. NJDEP has given municipalities one

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Sewer bridge through a ditch by the road. concrete hole with surroundings of stone paving.

Photo: Getty Images/Stockphoto/beekeepx

Environmental Business

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year from the rule's publication to adopt the regulation.

What This Means for Developers

Though more specific details will vary by county, the higher rainfall intensities will result in an approximate 20%–50% increase in stormwater basin size. Incorporating larger basins can impact a site's yield, overall layout, and construction and maintenance costs.

If your project is not subject to RSIS, consult your site civil engineering consultant for assistance in evaluating your options. Inquire

about the design team's ability to either obtain stormwater management permits prior to the municipality adopting the new regulations or to reconfigure the design to accommodate the latest regulations.

Projects Are Exempt If:

- A complete FHA permit application for the project is submitted to NJDEP before the new rule becomes effective.
- The project is not subject to the regulated area of the chapter prior to the effective date of these rules.
- The project is outside of the flood hazard and riparian zone.

- The project receives all necessary federal, state, and local approvals, such that construction could have lawfully commenced prior to the effective date of this rulemaking.
- Construction of the project has commenced prior to the effective date of these rules.
- The project does not need NJDEP approval and has received local approval prior to the rule becoming effective.

This information is fluid and continues to evolve as the state works through this process. 📌



Photo: Getty Images/Stockphoto/esavac

Metal pipe use to redirect river-water runoff.



Photo: Getty Images/Stockphoto/Rustic Wanderlust

Release control of water at floodgate



Photo: Getty Images/Stockphoto/Supermaria

Flood control sluice used for water management.



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Clogged water bridges and canals made of arched bricks. There is a risk of rupture of the dam and damage to the waterfront.

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Miles Z. Epstein

Miles Z. Epstein, the talented editor and savvy businessman, who transformed *COMMERCE* Magazine into the flagship publication of the Commerce and Industry Association of New Jersey, died last month.

He was the editor-in-chief and president of *COMMERCE* for the past 22 years. His brother, David, spoke of Miles' dedication during the graveside service at Mount Eden Cemetery in Hawthorne, N.Y.

"Miles was always excited when he would close an ad sale with his dear friend Stu," David said, adding: "But foremost, Miles was a journalist. He was a perfectionist when it came to writing. Really an amazing writer who if I asked for help putting a paragraph together, would send me back a masterpiece in a few minutes."

His career started early with his first by-line when he was still in high school. It was published in *Proceedings*, the same magazine featured in the Hunt for Red October, David said. Miles went on to become the youngest managing editor of the American Legion Magazine.

While there he met politicians and military leaders and wrote many articles in service to our nation's veterans. Miles was incredibly supportive of veterans and throughout his career found ways to honor and recognize their sacrifice.

During his tenure at the American Legion, Miles was cited for his work at a Washington, D.C., ceremony, where his parents, Arthur and Tess, as well as his brother were invited to share in the honor. They were so proud as Capt. Red McDaniel, a Vietnam veteran and former POW, presented Miles with a plaque.

After leaving the veterans publication, Miles went on to other communications positions, including editor-in-chief of Podiatry Today, a Dowden Publication, and director of firmwide communications for the accounting firm, KPMG, headquartered in Montvale.

In 2001 he was hired by the business advocacy organization, Commerce and Industry Association of New Jersey, to steer its struggling magazine. CIANJ Chairwoman Audrey Murphy said: "Miles will always be remembered for his tireless commitment to *COMMERCE* Magazine. He was a very talented writer and editor. Under his guidance over the past 22 years, he transformed *COMMERCE* into a widely respected, informative and entertaining magazine."

CIANJ President Anthony Russo, said: "Miles defined what an editor is supposed to be for a magazine. From generating the ideas for stories, to writing them, and laying them out, he was relentless in making sure the final product met our standards, which is not easy task given the timelines and effort involved in producing a monthly magazine.

"He was dedicated to his craft and always worked hard to deliver a magazine that our readers enjoyed. His work ethic and commitment will be missed. We thank our colleague Miles for his efforts and we wish his family peace during these difficult times."

John Galandak, the former president of CIANJ who worked with Miles for more than a decade, emphasized that his old friend and former colleague "made the magazine his own and not simply a way to earn a living."

Galandak said: "Most people enjoyed reading the magazine each month, but few knew what it took to produce an issue of a general business publication every 20 days. He could write about anything or anybody and make it interesting, informative, and relevant to New Jersey. His vast network of contacts developed over the years, and his persistence, enabled readers to enjoy original interviews with countless national and international luminaries. A perfect example of this was Miles' interview with General Norman Schwarzkopf to

introduce a segment on leadership. Miles had no concept of an eight-hour workday – he worked until it was done, perfectly. Excellence was part of his DNA. While others proofread for him, Miles personally proofread every issue at least six times.

"My colleagues at CIANJ worked hard every day to serve our members and advance the Association's mission, but no one worked harder or with more effectiveness than Miles Epstein. He had an unparalleled commitment to excellence, the professional skills, vision, and the work ethic necessary to take what was a good publication and transform it into the flagship publication of CIANJ. It takes many hats to produce a quality magazine. At most publications editors play a very specific role. At *COMMERCE* Miles played every role. How fortunate we all were to have known Miles and count him as colleague and friend."

Larry Feld, a former CIANJ board member who served as a sort of liaison to the magazine for many years, recalled Miles fondly. "He could write an issue over the course of a weekend, if he needed to do it. He often glued together the broken words of busy CEOs and their internal junior marketers into coherent tapestries that made everyone look great," Feld said, while recognizing Miles' business prowess too.

"Miles was a fierce and fearless businessman," Feld emphasized too. "If an issue was light on advertising, he got on the phone (and on emails, of course) to sell an idea and make a deal to the right people; then turn that idea into crisp pages; and in the end turn those pages into profitable ad sales."

The magazine's content often also reflected Miles' hobbies and interests. "Miles was an unabashed fan. From Jeter to Springsteen, Miles was a sucker for sports and certain New Jersey musicians," Feld said. "He managed to find a business angle behind his thinly veiled fandom, but we all knew. And somehow, it usually worked. It also sometimes infuriated the bosses of the association."

Feld recalled one former CIANJ president, Richard Goldberg, would get upset by the magazine's emphasis on sports stars. Miles' retort was that readers want to know the business side of these stars. "But we all knew: he was a fan," Feld said.

The Yankees have a special place in the heart of Stu Bodow, the advertising sales director for *COMMERCE*. That bond was part of the reason they worked so well together for 18 years until Bodow's retirement in 2021.

The former ad director said they spoke on the phone virtually every day because Miles worked remotely during most of his tenure. Bodow said their conversations began with editorial ideas and brainstorming over ad prospects, but it invariably went to sports and particularly their beloved Yankees.

Bodow visited Miles often in the hospital over the past few months and brought a radio so he could listen to Yankee games.

"Miles made me a better business professional in my role as sales and marketing director. His objective was to make each issue better than the previous one and provide me the opportunity to achieve successful advertising revenue results. He took no vacation time off and worked nearly every weekend. And, because of that, *COMMERCE* flourished," Bodow said.

Miles' great loves were his family, the magazine, and his dogs. David said Miles had two beloved friends that he adopted, Freckles and Brice. "Miles would do anything for them and he loved them so much," David said.

In recognition of Miles' love for dogs, his family's wishes are that donations in his memory be made to Guiding Eyes for the Blind. 🇺🇸

"He could write an issue over the course of a weekend, if he needed to do it."



Miles receiving Freedoms Foundation Award for Communications.



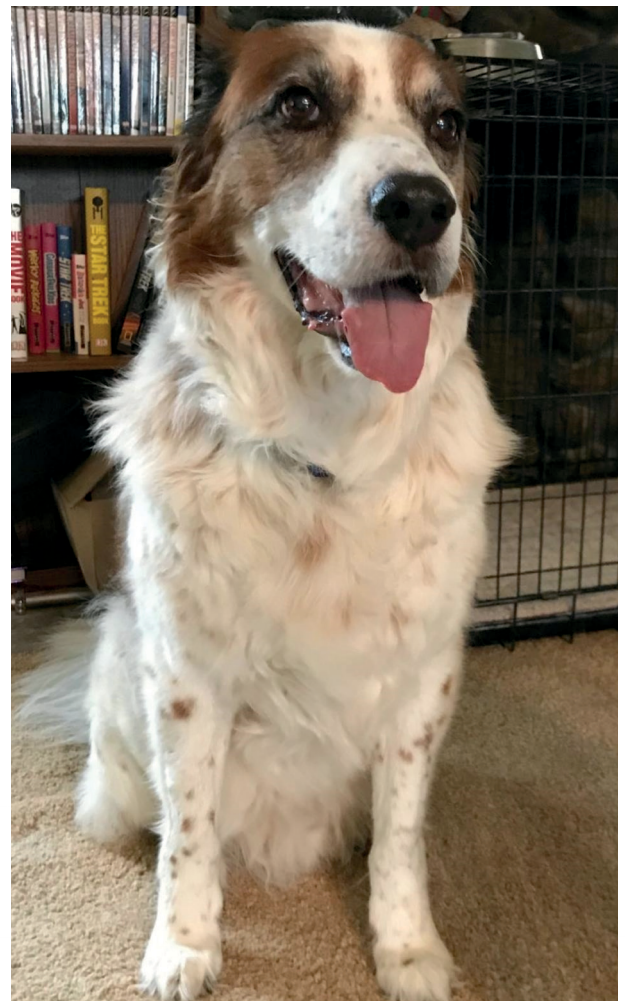
Miles Z. Epstein



Miles as a young teenage reporter for *Panther Tracks*, his High School Magazine.



Miles at American Legion Award Ceremony.



Brice, Miles' beloved Brittany adopted from a NC shelter.

Getting Useful Feedback in Real Time



By Joseph P. Truncale, Ph.D.
Contributing Editor

Getting input from team members is usually helpful. When giving feedback requires ownership and accountability, it can be indispensable.

In an effort to get meaningful input, lead-

ers often feel the need to “protect” employees by offering them anonymity. Doing so may increase participation but it simultaneously reduces accountability. There’s a better way.

Recently, I visited a fast-growing company where executive leaders shared their strategies for working effectively with one of their most important stakeholder groups: their employees.

The level of importance they place on their team members goes well beyond perfunctory phrases or posters placed around the facility. Their commitment to the professional development and the personal well-being of their employees sets a standard worthy of emulating by even the most successful enterprises. Suffice to say, there is more to this than placing a suggestion box in the break room.

Among the many creative strategies they employ, three stood out. First, all senior

executives are assigned several employees to mentor, coach and develop. These may not be their direct reports; rather, they are likely from different parts of the organization. And mentorship doesn’t take on a casual meaning here. There is a structured process in place to ensure that the coaching these team members receive is meaningful and effective. These senior leaders meet frequently to compare notes, share ideas, and focus on the progress they are seeing with the team members they are working with. This is part of the continuous skill development that each mentor receives. To say they take this assignment seriously is a considerable understatement.

From the employee’s point of view, this process goes beyond what many of them expected when they signed on. Imagine being early in your career and having a senior executive, not your manager or supervisor, provide coaching and mentoring focused on your short and long-term career objectives.


Second, all senior executives are expected to create a personal mission statement. In my experience, few exercises are more compelling and more widely ignored. Not unlike organizational mission statements, these help individuals identify ways in which they can leverage their unique strengths in a positive direction. These statements are then shared with and among the leadership group. The impact is compelling and goes a long way in helping to create a unified senior team. While this process is recommended but not required for all team members, having senior leaders go through this process prepares them to assist any employee interested in creating their own personal mission statement.

The third addresses the issue of employee feedback. From time to time, the organization will send out brief surveys (no more than five questions). While many companies survey their employees, here’s what makes this approach unique and valuable. The surveys are confidential, but they are never anonymous. Employees are required to put their name on the quick response survey. And they do!

I often hear from business leaders who lament poor participation in employee surveys (that can be an indicator of low morale). They insist that team members be offered the opportunity to answer without putting their name on it. After all, if they are required to own their responses, they won’t be honest. Guess what. That’s the problem!

It doesn’t require much in the way of courage to offer a complaint, criticism or condemnation of a co-worker, supervisor or organizational leader under the cloak of anonymity. Evidence of this is frequently found during (and after) staff meetings. Issues and ideas are presented, discussed, and ultimately decided on. Consensus has been reached and the team is fully supportive of the initiative. Meeting adjourned. Then, inevitably, the real meeting begins. That one takes place in smaller groups or one on one where team members offer concerns, criticisms, and every reason why the initiative they just ‘approved’ will not work.

Building a culture of accountability at all levels requires that communication be honest and direct. If retribution for candor is a concern, there is a systemic organizational problem the answer to which goes well beyond a survey.

For more information on building a corporate culture of accountability, contact me at joe@ajstrategy.com. 

Joseph P. Truncale, Ph.D., CAE, is the Founder & Principal of Alexander Joseph Associates, a privately held consultancy specializing in executive business advisory services.

He is the former CEO of the Public Relations Society of America (PRSA), the world’s largest public relations organization. Prior to joining PRSA, Joe was President & CEO of NAPL, a business management association representing leading companies in the printing, graphic communications, mailing, fulfillment and marketing services industry.

Joe specializes in strategy, customer analysis and organizational effectiveness.

He is a graduate of Monmouth University and he holds a Masters’ Degree from Rutgers University. In 2011, he earned his Ph.D. in Media, Culture and Communications at New York University and was the recipient of the Prism Award for Academic Achievement. His dissertation was a ground-breaking study of the leadership styles of highly successful entrepreneurial business executives in the graphic communications industry.

Joe served as Co-Chair of the New York University Board of Advisors and is an adjunct faculty member at NYU teaching graduate courses in Executive Leadership, Financial Management and Analysis, Finance for Marketing Decisions, and Leadership: The C Suite Perspective. He resides in Colts Neck, NJ.



Photo: Getty Images/Stockphoto/fizkes

Executives mentoring employees increase efficiency as well as employee satisfaction.



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