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*Featuring keynote speaker
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Nursing Contact Hours: This activity has been submitted to New Jersey State Nurses Association for approval to award contact hours. The New Jersey State Nurses Association is accredited as an approver of nursing continuing professional development by the American Nurses Credentialing Center's Commission On Accreditation. Planners, content experts and speakers have declared no conflict of interest. There is no commercial support for this activity.

To successfully earn a contact hour certificate, participants must stay for the entire program. Evaluations must be completed and returned. Certificates will be disbursed upon completion.

The Valley Hospital is an approved provider of nursing continuing professional development by the, New Jersey State Nurses Association an accredited approver by the American Nurses Credentialing Center's Commission On Accreditation. P83-9/23-26



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COMMERCE (SSN 0745-077X) is published 11 times a year for a subscription price of \$35.00 per year by the Commerce and Industry Association of New Jersey, 365 West Passaic Street, Suite 490, Rochelle Park, New Jersey 07662, (201) 368-2100, Web site: www.commercemagnj.com. Postage Paid at South Hackensack, New Jersey and additional mailing offices. Postmaster: Send address changes to above address.

Cover Photo: James Higdon, National Warehouse & Production Manager, and Gary Jankowski, Material Processing Assistant, of Commercial Solar Panel Recycling (Phillipsburg) in front of a PV panel de-framer.

Photo: Commercial Solar Panel Recycling

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along with all the women
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Celebrating Environmental Innovations

By Anthony Russo
President, CIANJ

In the spring of 1970, Senator Gaylord Nelson created Earth Day as a national demonstration to raise awareness about environmental issues. Twenty million Americans demonstrated in different U.S. cities, according to the U.S.

Environmental Protection Agency (EPA), and in December 1970, Congress authorized the creation of a new federal agency, the EPA.

"Earth Day 1970 achieved a rare political alignment, enlisting support from Republicans and Democrats, rich and poor, urban dwellers and farmers, business and labor leaders," writes EarthDay.org. "By the end of 1970, the first Earth Day led to the creation of the EPA and the passage of other first-of-their-kind environmental laws, including the National Environmental Education Act, the Occupational Safety and Health Act, and the Clean Air Act. Two years later congress passed the Clean Water Act."

This year, The Commerce and Industry Association of New Jersey (CIANJ) and COMMERCE Magazine have launched a new awards program to recognize the good work being done in New Jersey involving environmental innovation and achievement. The inaugural Environmental Innovation Awards recognizes professionals, institutions, and companies involved in improving our environment. Award winners and nominees will be recognized on Earth Day, April 22, 2025, at an awards breakfast ceremony at Nanina's In The Park, Belleville, NJ.

In addition to attending the Environmental Innovation Awards, we urge you to join CIANJ's Environmental Business Council (EBC). The EBC's mission is to recognize the important economic role the environmental industry plays within the state, to demonstrate that environmental issues are also business issues, and to teach the business and regulatory communities that environmental responsibility and economic growth are fundamentally related.

In a time when we are often divided, Earth Day has proven that leaders can come together to support something we all have in common: our home, planet Earth. 🌱

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UPCOMING



The Shifting DEI and AI Landscape

April 1

8:30 a.m. – 10:30 a.m.

Felician University
Rutherford, NJ



Environmental Innovation Awards

April 22

8:30 a.m. – 11:30 a.m.

Nanina's In The Park
Belleville, NJ



CIANJ's 57th Annual Golf Outing

May 19th

10:00 a.m. – 7:00 p.m.

Upper Montclair Country Club
Clifton, NJ



Enterprising Women in Commerce 2025 Awards

August 13

8:30 a.m. – 10:30 a.m.

Glen Ridge Country Club
Glen Ridge, NJ

Register and stay up to date on all CIANJ and COMMERCE events at: <https://web.cianj.org/events>

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CIANJ & COMMERCE's 2025 Environmental Innovation Awards

By Jamie Grill-Goodman

The Commerce and Industry Association of New Jersey (CIANJ) and COMMERCE Magazine present the inaugural Environmental Innovation Awards program. To recognize the good work being done in New Jersey involving environmental innovation and achievement, we asked CIANJ members and COMMERCE readers to nominate a person, institution or company involved in improving our environment. Nominations were accepted in the three following categories:

■ **Environmental Research & Development (R&D)**

(Research projects involving environmental improvements such as air, water, waste reduction, or remediation)

■ **Implementation of State-of-the-Art Environmental Technologies**

(Innovative field sampling and monitoring techniques, new soil and groundwater remediation techniques, new air and water quality treatment options, etc.)

■ **Implementation of Sustainable Environmental Best Practices**

(Innovative practices involving pollution prevention, waste reduction, water use reduction, etc.)

Entries were reviewed and judged by a panel of experts, including CIANJ Chairman of the Board Dax Strohmeier, President of Triangle Manufacturing; CIANJ Board Member Tracy Straka, Executive Vice President, Creamer Environmental, Inc.; and Anthony Russo, CIANJ President and Publisher of COMMERCE Magazine.

The three winners will be announced on Earth Day, April 22, 2025, at an awards breakfast ceremony at Nanina's In The Park, Belleville, NJ. Below are the nominations for the 2025 Environmental Innovation Awards.



ENVIRONMENTAL RESEARCH & DEVELOPMENT (R&D)

Dr. Peter Jaffé

Civil & Environmental Engineering
Princeton University

Dr. Jaffé's cutting edge work at Princeton University in the use of a Pineland microbe Acidimicrobium A6 via in situ bioremediation (ISB) of PFAS and in using treatment wetlands rocked the environmental/academic world three years ago in 2022 when it was first published. His landmark research paper has spawned numerous other academic researchers to also look at creating passive solutions capable of mineralizing PFAS in watersheds. Dr. Jaffé also hosts an annual PFAS conference/seminar inviting leading academic researchers to Princeton University in New Jersey.

Dr. Amy Tuininga

Director PSEG Institute for Sustainability Studies
Montclair State University

Dr. Tuininga is an exemplary teacher and implementer of real-world environmental strategy that has benefited many industry and public interests. She has consistently demonstrated the

leadership that makes New Jersey environmental the envy of the U.S. The TBLS Group partnered with her and her team to assist on a town brownfield renewal project that also involves forever chemicals and a real-world approach on one of the largest cleanup sites in New Jersey. Her expertise and participation in the planning stages of this watershed ecological restoration that is also a major tributary to the Delaware River were invaluable for this state-of-the-art project. This is one reason she has consistently been named as an Environmental Leader in NJ.

Dr. Christopher Stubbs

Assistant Professor of Mechanical Engineering and Students
Fairleigh Dickinson University

The research in our laboratory focuses on the democratizing of high-end research capabilities and creating new affordable technologies to achieve these goals. Recently, we have made significant technological advancements that have allowed for the potential to significantly reduce the complexity, labor-intensiveness, and cost of in-house HDPE plastic recycling. Over the past year, my lab has focused on creating an in-house solution for HDPE and PLA plastics for Fairleigh Dickinson University. This research resulted in successfully downscaling industrial recycling systems to create a semi-autonomous process that produces stock materials (e.g. extruded bars and rods). These raw materials can then be used in our machine shop classes to fabricate hardware, including bolts, nuts, threaded rods, and full mechanisms. This technology

Continued



Dr. Peter Jaffé, Civil & Environmental Engineering, Princeton University



Dr. Amy Tuininga, Director PSEG Institute for Sustainability Studies, Montclair State University



Dr. Christopher Stubbs, Assistant Professor of Mechanical Engineering and Students, Fairleigh Dickinson University



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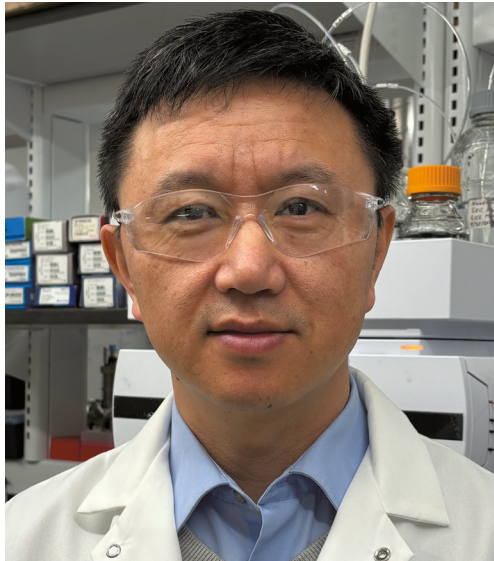
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"New Jersey has been solar-powered since 1978. Today, the Garden State's 5GW capacity comes from ~16M solar panels. Our mission is to prevent ~80M pounds of generated green waste from ending up in landfills."

Glenn Laga, President and Co-founder





Hao Chen, Chemistry Professor, New Jersey Institute of Technology (NJIT)

represents a multiple-order-of-magnitude cost reduction over existing solutions. The technology developed through this research was proven to be so successful that the National Science Foundation is currently supporting the creation of a startup company, led by two of the undergraduate researchers in my laboratory, to patent and commercialize the technology.



IMPLEMENTATION OF STATE-OF-THE-ART TECHNOLOGIES

Commercial Solar Panel Recycling

Commercial Solar Panel Recycling (CSPR) is transforming New Jersey's environmental landscape through state-of-the-art technologies. As the only company in the state with an NJ DEP R&D permit for solar panel recycling, our mission is clear: keep solar panels out of landfills.

Our innovative technologies recover valuable materials, including aluminum, to produce a new generation of durable components. Junction boxes and cables are responsibly processed by R2-certified recyclers. Our TCLP-tested and approved PV glass is repurposed into practical commercial solutions. Finer glass, treated with color agents, creates lasting road surface marking applications, including bike lane markings and parking indicators. Larger glass cullets are combined with recycled plastics and molded to become commercial-grade pavers for farms and pathways.

CSPR is not only reducing solid waste and promoting a sustainable, leading-edge New Jersey, but also setting a pioneering national example of successful environmental technology implementation.

Renova Environmental Company

Renova is at the forefront of environmental innovation, specializing in soil and groundwa-

ter remediation through cutting-edge solutions that restore contaminated sites efficiently and sustainably. The Renova team integrates a number of in-situ soil stabilization & solidification (ISS) technologies to remediate impacted soils, minimizing waste disposal and reducing carbon footprints. They also implement nature-based erosion control measures, such as hybrid living shorelines and installing bio-friendly concrete products. As a growing force in environmental restoration, Renova is the primary installer of the Greenwalk™ system, an innovative public access solution that reduces impacts to sensitive habitats and lowers maintenance costs. Through these innovative approaches, Renova not only restores environmental health but also promotes sustainable land use.

GZA GeoEnvironmental for GZA's Wildlife Observation App

As part of the comprehensive biodiversity services GZA is providing to one of the world's largest beauty and cosmetics companies, GZA has developed an innovative, citizen-science website application to engage the beauty company's employees. The app incorporates on-site educational signage with QR codes that allow employees enjoying the natural resources at their facilities to easily record observations of flora and fauna. GZA has conducted comprehensive biodiversity surveys at 16 of the beauty company's North American distribution, R&D, administrative, and warehouse facilities, including 14 in the U.S. and two in Canada. Biodiversity surveys were completed at five of the client's sites in New Jersey.

Data recorded by employees on the app will contribute to GZA's analyses of each site to guide the beauty company's sustainable action plan to drive measurable increases in biodiversity, specifically, animal, plant, and pollinator species at all company sites. The app is easy, engaging and fun – receiving positive feedback from users and executives leading the company's sustainability initiative.

Hao Chen

Chemistry Professor
New Jersey Institute of Technology (NJIT)

Hao Chen led a team of seven professors from NJIT's Department of Chemistry and Environmental Science that developed a new three-minute test for toxic per- and poly-fluoroalkyl substances (PFAS) – the man-made “forever chemicals” that accumulate in the environment and take years to degrade. The method, which involves an ionization technique for analyzing the molecular composition of samples called paper spray mass spectrometry, can detect traces of PFAS in food packaging, water and soil. The approach is 10-100 times more sensitive than the current standard technique, liquid chromatography/mass spectrometry. “Current testing methods are costly and time-consuming, taking hours for sample preparation and analysis in some cases,” Chen said. “This is a

much faster, sensitive and versatile method that can monitor our drinking water, land and consumer products for contamination in minutes.”

Haley & Aldrich, Inc.

This nomination is for implementation of state-of-the-art technology for managing extensive technical and regulatory documents, which is a challenge in the environmental sector. Haley & Aldrich has developed Ragnarock, a web-based decision support tool that leverages a retrieval-augmented generation framework and a document indexing pipeline. The system extracts content from millions of pages and organizes it within a fine-tuned database, enabling the effective analysis of technical and regulatory documents. Its applications span permitting, compliance support, contaminated site management, and remedy decisions. At a recent industry conference, Ragnarock was showcased by aligning project scenarios with relevant regulatory frameworks based on historical permit data. In one notable project, the tool processed hundreds of technical documents to facilitate exposure ranking assessments, demonstrating its practical role in supporting informed environmental decision-making. This innovation improves assimilation of large amount of data and documents which helps make better and cost-effective decisions in improving our environment.



IMPLEMENTATION OF SUSTAINABLE BEST PRACTICES

LAN Associates

With over ten miles of undeveloped beachfront, Island Beach State Park is a rare natural environment in New Jersey. The few buildings on the barrier island include restrooms, bathhouses, and other necessities for the park's one million yearly visitors. When these buildings' multiple septic systems began to fail, LAN and CP Engineers were retained to help design an innovative sewer conveyance system that uses vacuum technology.

Installing the system and the needed seven miles of pipe, without disrupting the ecologically sensitive area, required LAN's civil engineering and land use departments to provide design and permitting work to prove the project could be constructed without harming the environment. LAN's land use and civil engineering teams worked with numerous state and local entities to obtain twelve individual permits and approvals to address concerns about local wildlife and historic structures. This work ensured the park remained accessible and the natural environment remained pristine.

AnythingIT, LLC.

For over 30 years, AnythingIT's IT Asset Disposition (ITAD) services play a crucial role in

Continued



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Our vision is to power a future where people use less energy, and it's cleaner, safer, and delivered more reliably than ever.

vision

Environment

promoting sustainable environmental practices. By responsibly handling end-of-life electronics, we minimize environmental impact through several key avenues:

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By partnering with AnythingIT, organizations can contribute to a more sustainable future by minimizing their environmental footprint and maximizing the value of their retired IT assets.

Rey Montalvo

President, CEO

Consolidated Energy Design

Consolidated Energy Design and its President, CEO and inventor, Rey Montalvo, have received many awards over the years but the most prestigious was the 2023 Thomas Edison Patent Award for ENERGY. We simply call it FADRS® [faders] Net Zero Energy Cost Technology.

This patent aims to achieve Net Zero Energy Cost buildings by two (2) fundamental methods, namely.

1. Reducing so much energy (and by default carbon emissions) on the 'front end' that the absolute minimum of very expensive solar PV, BESS, and Distributed Generation is required on the 'back end' thus achieving the highest energy and carbon emission reduction at the lowest installed cost in the Americas, solid ROI and, helping utilities keep costs down by acting as a Virtual Power Plant.
2. Not only is FADRS® Net Zero affordable, but it is scalable in that it doesn't waste land that could otherwise be used for more beneficial purposes. Additionally, FADRS® Net Zero is FULLY AUTOMATED Disruptive technology that does not end up

wasting energy savings by having to employ 24/7/365 technical staff.

Bergen Community College

With support from federal grants from the USDA (NextGen and HSI), Bergen Community College provides research opportunities, experiential learning and career options through innovative sustainable agriculture. By supporting degree-seeking and neurodiverse students, the program empowers an extensive group of learners to explore techniques in hydroponics, vertical growing and traditional farming. These methods educate students on best practices for future food production, allowing for efficient use of resources, reduced environmental impact and year-round cultivation. The emphasis on sustainability ensures that students not only gain technical skills, but also develop a deep understanding of the importance of eco-friendly practices. For neurodiverse students, the program offers an educational experience that caters to different learning needs, providing them with the opportunity to succeed in a rapidly evolving industry. Ultimately, the grant supports the development of a new generation of agricultural leaders equipped to address global food security challenges with innovative, sustainable solutions.

Case Medical

Case Medical has been an industry leader in sustainability and safer chemistry, since our inception in 1992. Our workplace is sustainable, and we participate in the Chemical Footprint Project and are recognized nationally as a Front Runner. Case Medical is a seven-time U.S. EPA Safer Choice Partner of the Year for Manufacturer/Formulator. Most recently we received this award in 2024. We not only manufacture reusable products for healthcare that address

the goal of Reuse, Recycle and Repurpose, but share our information through educational presentations, white papers and peer reviewed journals. We uniquely manufacture environmentally preferred instrument chemistries for healthcare that meet the highest standards for infection prevention, safety and environmental preference. Our new product, BIOGONE, designed for infection control is a significant innovation and environmentally preferred. Case Medical utilizes only the safest ingredients in their class for product development. Case Medical met the standards for the Green Building Project in NJ.

Tanya Sulikowski

Director of Education

New Jersey School of Conservation

I am pleased to nominate Tanya Sulikowski, Director of Education at the New Jersey School of Conservation (NJSOC). Tanya's sixth grade field trip to the NJSOC inspired her career path as a field ecologist and classroom teacher. Her work in ecology research and science education has inspired her to create educational experiences for pre-K to adult learners, including field-based teacher professional development trainings. She has been awarded several grants from National Geographic to implement workshops based on geographic literacy, biodiversity and field ecology. In 2016, Tanya earned the Women in Wildlife Award for Education by the Conserve Wildlife Foundation of NJ. She is a National Geographic Grosvenor Teaching Fellow and has worked with a team of Nat Geo Explorers to launch their MacroBlitz initiative. She is leading new initiatives at the NJSOC to connect onsite climate change and ecology research with students and educator field experiences.

Continued



Rey Montalvo, President, CEO, Consolidated Energy Design



Tanya Sulikowski, Director of Education
New Jersey School of Conservation

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Connell Foley LLP, Environmental Law Practice Group

Host to the CIANJ Environmental Business Council's bi-monthly Roundtable, Connell Foley LLP's Environmental Law Group is at the forefront of environmental issues facing stakeholders in New Jersey and throughout the nation. With attorneys who have relevant technical and scientific backgrounds – as well as decades of experience navigating environmental regulations – the group is uniquely situated to advise clients on environmental best practices, and expertly guide businesses facing regulatory challenges, intricate litigation, and transactional due diligence issues, as well as spills and other environmental catastrophes. In the last year the group has advised on matters including “Dirty Dirt Law,” flood-risk reduction projects, and contaminated-property remediations costing hundreds of millions of dollars. Recognized authorities on environmental law issues, the group's members have recently delivered presentations at events including the New York City Brownfield Partnership's Innovative Development Summit, and published several environmental-law-related articles in prominent publications including COMMERCE Magazine.

Michele Zolezi

General Manager
Pure Soil, A Division of Earle

Michele Zolezi has over 30 years of experience as an environmental professional in New Jersey.

She possesses extensive expertise in regulatory compliance and has dedicated her career to enhancing our communities through site remediation cleanups, brownfield redevelopment, and environmental project management.

Currently, Ms. Zolezi serves as the corporate environmental affairs executive for the Earle Companies and is responsible for the management and operations of Pure Soil, a Division of Earle, one of New Jersey's leading recycling firms. In this capacity, she champions Earle's commitment to environmental responsibility by promoting recycling,

clinging, waste minimization, lowering resource burden, and reducing environmental impacts.

Michele is actively involved in various environmental and legislative committees for industry and professional groups, providing insight on legislation, regulations, and policies that affect recycling, waste management, pollution prevention, and more.

She represents local municipalities and the state through her appointment to the USEPA Small Community Advisory Subcommittee, advocating for all small communities in America to have access to clean air, drinking water, waste disposal, and related services that protect public health in a sustainable environment. In this role, she contributes to discussions on emergent contaminants, proposed regulations, strategies for pollution reduction, while enhancing community engagement on climate change issues. Additionally, she advocates for federal funding and programs to assist states and local governments nationwide.

In her local community, Ms. Zolezi serves as an elected official addressing environmental challenges such as PFAS in drinking water, alternatives for water use reduction, pollution prevention, and waste reduction initiatives. She is a strong proponent of environmental sustainability and stewardship, working with her local environmental commission to provide insight, education, and support to residents.

Through her professional experience, education, service, and advocacy, Michele is dedicated to promoting sustainable environmental best practices in all facets of her work.

LPS Industries

1. A project to conserve water resulted in finding leaks and inefficient use of water facility-wide, saving \$40,000/year in water and sewer charges.
2. A project to upgrade factory and office lighting from more than 1,100 metal halide and fluorescent light fixtures to LED lighting saving over \$60,000/year in electricity charges.
3. Continued use of a solar panel system and a TPO membrane roof over their 200,000-square-foot roof. The TPO roof saves approximately 20% on their cooling costs and the solar panel system provides 25% of their facility and process electricity.
4. Continued use of recycling for pallets, corrugated cardboard, and metals.

FOR Solutions, LLC

FOR Solutions is a leader in implementing sustainable environmental best practices through its innovative food recycling systems. By utilizing state-of-the-art aerobic in-vessel rotary drum composting biotechnology, it helps institutions and businesses divert organic waste from landfills, significantly reducing environmental issues/problems. Its composting systems efficiently convert uneaten food into high-quality, nutrient-dense compost that pro-



Michele Zolezi, General Manager, Pure Soil, A Division of Earle

moting soil health and regenerative agriculture. By integrating waste reduction strategies with operational efficiency, FOR Solutions supports sustainability efforts at colleges/universities/school districts, corporate campuses, and municipalities. Its approach minimizes waste transportation emissions, reduces disposal costs, and encourages sustainable materials management. Through education and outreach, FOR Solutions help organizations adopt long-term sustainability strategies. FOR Solutions' commitment to best practices in waste reduction ensures that institutions can meet their environmental goals without compromising efficiency. Its work exemplifies a scalable, eco-friendly solution that aligns with global sustainability targets, proving that practical innovation can drive meaningful and lasting environmental change.

William Paterson University

William Paterson University has implemented a variety of innovative environmental sustainability best practices. Our fully electric shuttle bus fleet, the first among New Jersey's colleges and universities, reduces greenhouse gas emissions and sets a new standard for sustainable transportation in higher education. To conserve water, we have installed waterless urinals, reflecting a shift toward more sustainable facility management, and provided bottle filler water stations to reduce single-use plastic waste and encourage use of reusable water bottles among students and staff. Our comprehensive recycling programs, including solid waste, organic waste composting, and waste-to-energy recycling, divert significant waste from landfills. Educational campaigns encourage a campus culture of sustainability. These practices have reduced campus greenhouse gas emissions by 30%, diverted over 20% of waste from landfills, and saved an estimated 500,000 gallons of water annually, demonstrating our impact and commitment to environmental stewardship and leadership in promoting green initiatives. ♻️

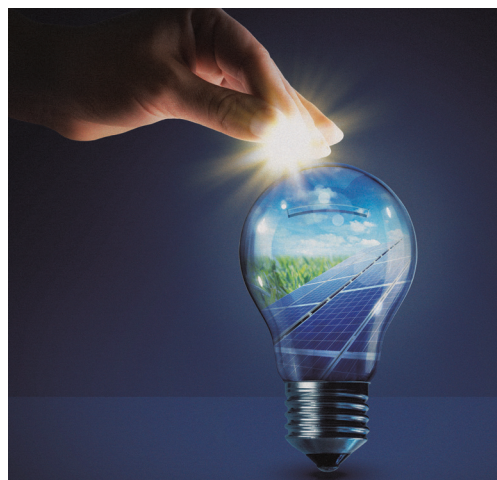


Photo: Getty Images/Stockphoto/RomoloTavani

The Environmental Innovation Award winners will be announced on April 22 at a breakfast ceremony at Nanina's In The Park, Belleville, NJ.



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CIANJ and Commerce Celebrate Women

By Jamie Grill-Goodman

If I had to define what a great mentor is, I'd say a great mentor listens, a great mentor encourages, and great mentors lead by example," noted Natasha Hemmings, CEO of Girl Scouts Heart of New Jersey. "They don't just talk the talk – they walk the walk."

Hemmings kicked off last month's "Mentoring the Next Generation" event with an inspiring keynote speech delivered to a packed purple-clad room of businesswomen, students, and Commerce and Industry Association of NJ (CIANJ) members. The CIANJ and COMMERCE hosted the event at the Glen Ridge Country Club in Glen Ridge, NJ, and featured mentorship in COMMERCE's [March cover story](#) in honor of Women's History Month.

Hemmings shared that Girl Scouts Heart of New Jersey has been reimagining how mentorship actually happens with groundbreaking initiatives. For example, The Girl Scouts Heart of New Jersey Leadership Center in Newark is expected to open in April and become a 5,436-square-foot community hub. Also, the Girl Scouts on the Go! Mobile Classroom, powered by Kean University, allows the ability to drive Girl Scout programming to anywhere in the state. "That's what it's called to break models," said Hemmings. "It's innovations like this ensure that mentorship isn't limited by location or circumstance."

Hemmings went on to share lessons from her own mentors. One of the most influential mentors in her career, she noted, was Violet Apple, former CEO of Girl Scouts of Central Maryland. "She taught me what it means to lead with strength in the face of adversity and with empathy. Her bold, purpose-driven leadership showed me that true leadership is built on integrity, on authenticity, is vulnerably shared. And she taught me the power of making every single voice count."

She shared that Dr. Agenia Clark, President of Fisk University, who was also a CEO for the Girl Scouts of Middle Tennessee, taught her that "leadership isn't about being the loudest voice in the room; it's about making sure that every voice in the room is heard."

She noted that Laurel Richie, former President of the WNBA, reminded Hemmings that women – especially women of color – must walk into every room like they own it. "With confidence, knowing that I belong in this space."

These lessons have shaped how Hemmings mentors others, she said, ensuring young leaders recognize their worth, embrace their potential, and step boldly into their future.

"And as business leaders, and community influencers, all of you should do the same," she urged. "Understand that your impact expands far beyond your professional successes. Your willingness to



Left to right: Mentorship panelists Debbie Barnett, Principal/Creative Director, Barnett Design; Heidi Minicelli, CEO and Executive Director, NJCPA; Helen Archontou, CEO, YWCA Northern New Jersey;



Keynote speaker Natasha Hemmings, CEO of Girl Scouts Heart of New Jersey.



Michele Zolezi, General Manager, Pure Soil, A Division of Earle, moderated a panel on mentorship challenges and strategies at the event.

Women's History Month at Mentoring Event



Minuskin, Partner, Schenck, Price, Smith & King, LLP; Brielle Freda Seminerio, President, Brewster Washers; and panel moderator Michele Zolezi, General Manager, Pure Soil, A Division of Earle.



Natalie Maniscalco and Irene Zervoudis of Wonder Girls, a non-profit empowerment program for middle, high school, and college girls.



"I get as much as I give," said Helen Archontou, CEO, YWCA Northern New Jersey, of her mentoring experiences.

mentor and to even have the conversation, is going to create a ripple effect that shapes communities, that drives innovation, and that opens doors and windows for the next generation."

Then she encouraged the audience to reflect on their own mentoring journey.

"Now, I want you to imagine for a moment the impact that you can have offering the same support to someone who's just starting out on their path," she said. Hemmings left the audience with a challenge: "Embrace the power of mentorship and ask yourself, 'who can I lift up?'"

Mentorship Panel

The positivity in the audience was palpable throughout the networking breakfast and continued as Michele Zolezi, General Manager, Pure Soil, A Division of Earle, took the stage to moderate a panel on mentoring experiences.

"We really are a mosaic of everyone who has poured into us," Helen Archontou, CEO, YWCA Northern New Jersey, noted during the panel. "You're never too old for a mentor and you're never too young to be one."

Zolezi asked the panelists how one can find a mentor, to which Heidi Minuskin, Partner, Schenck, Price, Smith & King, LLP, advised "it's important to seek out people who speak your language. It's not helpful to have someone willing to spend time with you if they're teaching you in a way that's not understandable and absorbable to you. Does that mentor have a style that fits your personality?"

Brielle Freda Seminerio, President, Brewster Washers, noted to "reflect and write down goals and what you really want to achieve. Whether it's personal development, life skills – a mentor can be for anything."

"I would just encourage everyone to think of that person – one or two people – how can you start to build your own personal board of directors," advised Aiysha Johnson, CEO and Executive Director, NJCPA. She also noted to "keep moving forward, because if one door closes there are always a ton of people out there who are willing to give back."

Debbie Barnett, Principal/Creative Director, Barnett Design, reminded the crowd that you may never stop needing mentors, especially if you own your own business. "Building a business is fun, it's exciting, and it's hard. Growth tends to be upward but there are bumps along the way. We've had a few of them and mentors absolutely helped us so very much."

Note: The next Women in Commerce event will be the "Enterprising Women in Commerce 2025 Awards" on August 13th. Nominate a deserving female executive here: <https://bit.ly/4hv18qi>

BNBMC, CentraState, RWJBarnabas, Valley, and ALA

By Jamie Grill-Goodman

BNBMC Opens New LGBTQ+ Health & Wellness Center Location

Bergen New Bridge Medical Center (BNBMC) recently cut the ribbon for the new location of its LGBTQ+ Health & Wellness Center in Bergenfield.

"Today, we officially open the doors to the new home for our LGBTQ+ Health and Wellness Center, a place designed to provide affirmative care in a safe, welcoming, and compassionate environment," said Deborah Visconi, President & CEO, Bergen New Bridge Medical Center. "This represents not just progress for our Medical Center, but also another step forward in promoting equity and inclusion in healthcare."

The LGBTQ+ Health and Wellness Center provides primary and preventative care as well as gender-affirming hormone therapy, HIV care, injectable PrEP, and more. The Center was established by members of the LGBTQ+ community to deliver essential, culturally competent, high-quality mental health and healthcare services.

"We have been working to shape the way that healthcare is provided to LGBTQ+ patients," said Dr. Christopher Awwad, Medical Director, LGBTQ+ Health & Wellness Center. "Our team not only has extensive professional experience in LGBTQ+ health management but also lived experiences of accessing gender-affirming care and other LGBTQ+ health services."

For information about the LGBTQ+ Health & Wellness Center email LGBTQ@newbridge-health.org.

CentraState Medical Center Unveils Hersh Pediatric Center

CentraState Medical Center in Freehold, NJ, part of Atlantic Health System, unveiled the Hersh Pediatric Center at CentraState in March, a new facility that combines advanced pediatric emergency and inpatient services in one location.

The nearly 6,000 square-foot center combines the renovated Star and Barry Tobias Pediatric Emergency Department and a new inpatient/observation pediatric unit to streamline the transition of care and dramatically reduce the time between emergency department visits to inpatient admission. The center is designed to offer direct access to an environment that focuses solely on the needs of pediatric patients ranging from infants to young adults.

"We are proud to provide young patients and their families with high quality pediatric care in a dedicated space, thoughtfully designed for their unique needs," said Thomas W. Scott, FACHE, FABC, president and CEO of CentraState Medical Center. "The focus of the Hersh Pediatric Center is not just treating young patients but also ensuring that families feel supported and confident throughout the process. From advanced diagnostics to prompt treatment in a nurturing atmosphere, the center sets a new standard for pediatric care in the community."

The upgraded pediatric emergency department at CentraState is fully equipped with state-of-the-art diagnostic technology to handle the full range of pediatric conditions. A separate pediatric entrance from the adult emergency area ensures a more child-focused experience for families.

For patients who require a hospital stay, the new inpatient unit offers comforting special touches such as bright private rooms with en suite bathrooms, a family lounge, and a children's play area.

In addition, the Hersh Pediatric Center at CentraState includes six inpatient/observation rooms, including one isolation room for children with potentially contagious infections, and a behavioral health room staffed by a dedicated team of pediatric hospitalists. Four emergency department rooms are staffed by pediatricians and pediatric nurses. There are in-room accommodations for parents to stay the night with their children and structural and design elements to enhance safety, comfort, and security for patients and families. To learn more about pediatric services at CentraState, visit centra-state.com/pediatrics.

The Rutgers Health Cleft Clinic at RWJBarnabas Health Earns Approval From ACPA

The Rutgers Health Cleft Clinic at RWJBarnabas Health, led by faculty from Rutgers Robert Wood Johnson Medical

Continued



BNBMC recently cut the rainbow ribbon for the new location of its LGBTQ+ Health & Wellness Center in Bergenfield.



The Hersh Pediatric Center at CentraState offers in-room accommodations for parents to stay the night with their children.



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Healthcare Checkup

School (RWJMS) and the Bristol-Myers Squibb Children's Hospital (BMSCH), has been approved by the American Cleft Palate and Craniofacial Association (ACPA). The approval spans a five-year period beginning in January 2025, recognizing programmatic excellence for multidisciplinary care for children and families afflicted by this condition at birth.

A cleft palate is a birth defect that occurs when the roof of the mouth doesn't close completely during fetal development. This leaves an opening that can extend from the front of the mouth (hard palate) to the throat (soft palate). Remediating cleft palate is an extended process that includes multiple surgical interventions and ongoing outpatient therapy.

ACPA advocates for the highest standards of care for patients with cleft and craniofacial conditions. Achieving ACPA approval means that the Rutgers Health Cleft Clinic at RWJBH is recognized for its dedication to providing comprehensive, multidisciplinary treatment. As an ACPA-approved team, the clinic also has access to valuable ACPA resources and is listed on its website as an option for patients and families to consider when seeking care.

BMSCH is part of the Children's Health Network of RWJBarnabas Health and the hub of NJ's only academic pediatric medical campus alongside Rutgers Child Health Institute and the PSE&G Children's Specialized Hospital for Rehabilitation.

In addition to BMSCH's program, other RWJBarnabas Health Children's Health Network facilities offering cleft palate surgery include Cooperman Barnabas Medical Center's Regional Craniofacial Center and Monmouth Medical Center's Regional Cleft Palate Center.

"We're proud that our team and program have achieved this approval," says Aditi

Kanth, MD, a craniofacial surgeon and pediatric plastic surgeon with BMSCH, Director of Pediatric Plastic Surgery, and Assistant Professor of Surgery at RWJMS. "Our program, specifically our Cleft Palate Team, focuses on the physical, emotional, and social aspects of care, which can significantly improve the overall quality of life for patients and their families."

Valley Health's Multidisciplinary Cardiovascular Office Recognized

Valley Health System announces the construction of the multidisciplinary cardiovascular offices, located on the sixth and seventh floor at 140 East Ridgewood Avenue in Paramus, NJ, was recently recognized by the Association of Medical Facility Professionals (AMFP).

This project was recognized during AMFP's North/Central New Jersey: First Annual Awards Gala as part of the Under \$50 million Ambulatory Locations category.

"The new cardiac outpatient facility consolidates services from The Valley Hospital and other Valley Health System locations, offering a seamless and comprehensive cardiac care experience for patients," said Joseph Lorino, Vice President of Facilities Management at Valley Health System. "This consolidation improves operational efficiency and enhances accessibility, ensuring patients have a streamlined journey from diagnosis to treatment in one centralized location."

The teams that worked on this cardiovascular office project include ZGF Architects; JFK&M Consulting Group, LLC; FMG General Contracting, Inc; Gilsanz Murray Steficek, LLP; and Batska Consulting Group. For more information about heart care services at Valley, please visit ValleyHealth.com/Heart.

American Lung Association Report Examines Nitrogen Dioxide Hotspots

Essex County, NJ, is one of four counties used as examples in the American Lung Association's new report, "[Something in the Air: Nitrogen Dioxide and Community Health](#)," which examines the use of satellite data to evaluate the health impact of nitrogen dioxide (NO₂).

NO₂ is a widespread but under-monitored and under-regulated air pollutant. The report finds that stronger monitoring and protections are needed, particularly in communities near major highways, industrial facilities and other high-emission sources where NO₂ pollution is most concentrated.

The new ALA report highlights how NO₂ pollution disproportionately impacts certain populations, particularly low-income communities and communities of color, and how satellite-derived data can provide a more detailed, neighborhood-level view of NO₂ exposure disparities.

The report maps out exposure disparities in four counties used as examples, including Essex County, NJ, demonstrating how emerging technology can provide a more localized perspective on air quality.

"Nitrogen dioxide is a dangerous pollutant and a particularly difficult one to monitor. Through this new report, we are finding that people in one neighborhood may have little exposure to NO₂, while families in a neighboring community may be significantly impacted by NO₂ pollution," said Harold Wimmer, President and CEO of the American Lung Association. "This is why the use of satellite data is critical because it provides a more detailed picture of who may be impacted. This is also an important tool to highlight the urgent need for stronger air quality standards and more comprehensive monitoring to protect families across the U.S." 📌



Aditi Kanth, MD, with The Bristol-Myers Squibb Children's Hospital (BMSCH) at Robert Wood Johnson University Hospital (left), and Joseph Vella, MD, PhD, BMSCH, lead the Rutgers Health Cleft Clinic at RWJBarnabas Health.



Valley Health System's multidisciplinary cardiovascular office was recognized during an Association of Medical Facility Professionals Awards Gala.

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LESSONS IN LEADERSHIP

Leading a Negotiation



By Steve
Aduato, PhD

Freelance Contributor

Everyone negotiates. However, too often, we negotiate without a clear communication game plan or strategy. We don't practice or consider the techniques

and tools necessary to be effective in the negotiation game. With this in mind, consider some tips and tools before you attempt to lead a negotiation:

- Do your research. Prepare by doing a deep dive into the relevant details of the negotiation, so you that you understand your counterpart's needs. Preparation also involves defining goals and priorities. Ask yourself what you want to achieve and what is non-negotiable.
- Practice. Sit down with a colleague or friend to work through what the

negotiation may look like. Have the other person challenge you with some anticipated questions or objections so you can practice your prepared responses while managing your emotions.

- Think relationships, not transactions. In a negotiation, we often get caught up in the moment and lose sight of the bigger picture. Effective negotiators are constantly working at building good relationships by adding value to the other party.
- Focus on the "why". Prepare three open-ended questions that start with "why". If you know you are not going to be able to give the other party exactly what they want (which is the norm), ask them WHY it is so important to them. And then LISTEN to the answer.
- Communicate clearly, concisely, and respectfully. Be intentional with your words. Never allow a negotiation to get so personal that the other party frustrates you until you lose your cool. No matter what happens in a negotiation, remain calm at all times. Present your points concisely and assertively without

being aggressive. To truly build trust with others, we must maintain our composure while empathizing and remaining open-minded to other points of view. 📌



Steve Aduato, PhD, is the author of five books including, *"Lessons in Leadership."* His sixth book, *"Lessons in Leadership 2.0: The Tough Stuff,"* will be released in summer 2023. He is an Emmy® Award-winning anchor with programs airing on Thirteen/WNET (PBS) and NJ PBS. He has also appeared on CNN, NPR and NBC's *Today Show*. Steve Aduato's *"Lessons in Leadership"* video podcast with co-host Mary Gamba airs **Sundays at 10:00 a.m. on News 12+**. For more information visit www.Stand-Deliver.com

Appointments at Denholtz, SAX, Spencer, and Saint Peter's

By Jamie Grill-Goodman

Denholtz

Privately held investment management firm Denholtz has hired Jennifer McCool as Executive Vice President and Head of Capital Markets.

McCool brings over 20 years of commercial real estate investment experience to her new role with Denholtz. As Executive Vice President and Head of Capital Markets, she will work closely with CEO Katie Kurtz to grow and scale the firm's capital formation strategy.

McCool joins Denholtz from Kushner where she led the day-to-day strategy and execution of Kushner's investment management platform as Executive Vice President. Prior to her role at Kushner, she was the Chief Operating Officer at WatermanCLARK, a vertically integrated real estate investment and operating company. She also served as EVP and Chief Legal Officer at Related Companies, overseeing corporate and transaction-related legal matters in major global developments and notably, during her tenure at Related Companies, playing a key role in launching and executing on the firm's private fund management business.



Jennifer McCool, EVP and Head of Capital Markets, Denholtz.

McCool holds a BS in Business and Corporate Communications from the University of Delaware and a JD from New York Law School.

SAX

Accounting and advisory firm SAX LLP has added Allison Kirchhofer, CPA, MBA as Director of Cannabis and internally promoted Mathew Giordano, CPA, MST to Head of Tax Controversy.

Bringing extensive experience in cannabis taxation, regulatory compliance, and advisory services, Kirchhofer will be overseeing the cannabis accounting and advisory practice. As the industry continues to grow amid complex state and federal regulations, she will provide critical insights to help businesses navigate financial, tax, and operational challenges.

Kirchhofer will also be leading the firm's Accounting by Design for Cannabis, a comprehensive advisory service that evaluates and optimizes financial operations, ensuring compliance, efficiency, and long-term growth. Through this process, Kirchhofer will be able to provide a structured, results-driven approach to financial transformation.

Mathew Giordano, a seasoned tax expert with over 10 years at SAX, has been promoted



Allison Kirchhofer, CPA, MBA, Director of Cannabis, SAX, and Mathew Giordano, CPA, MST, Head of Tax Controversy, SAX.

to Head of Tax Controversy. In this role, he will lead the firm's efforts in representing clients facing IRS audits, disputes, and other complex tax matters. Giordano's expertise in tax resolution strategies and advocacy will be instrumental in supporting businesses and individuals.

Spencer Savings Bank

Spencer Savings Bank has appointed Silvia D'Onofrio as Vice President, Corporate Services and Security Officer.

D'Onofrio is a seasoned workplace operations professional with over 21 years of expertise in managing dynamic environments and driving operational efficiency. Her background includes a strong focus on business operations, budget management, vendor relations and leading high-performing teams to achieve organizational objectives. D'Onofrio has held senior roles, including Global Workplace Lead and Operations Director for the Americas Workplace.

In her new role at Spencer Savings Bank, D'Onofrio will oversee the strategic direction and management of the bank's corporate services, including purchasing, mailroom, facilities, security operations and construction projects.

Continued



Spencer Savings Bank has appointed Silvia D'Onofrio as Vice President, Corporate Services

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Member Moves

Saint Peter's Healthcare System

Saint Peter's Healthcare System, the parent company of Saint Peter's University Hospital, has appointed June-Ann Garafano, MS, SPHR, SHRM-SCP, as vice president and chief human resources officer. Garafano has 25 years of extensive strategic experience with an emphasis on employee engagement, recruitment, and retention.

Prior to joining Saint Peter's, Garafano served as ministry chief human resources officer for Trinity Health of New England's physician enterprise medical group and St. Mary's Hospital in Connecticut. Trinity Health, based in the Midwest, is one of the largest Catholic health systems in the country, spanning across 27 states. She previously held human resources leadership roles at All in Behavioral Health with locations in New Jersey, Florida, and Pennsylvania as well as Virtua Health System and the former Kennedy Health System, both in South Jersey. Garafano has also enjoyed a successful career in industries outside of health care such as consulting, banking, and insurance.

"We are thrilled to welcome June-Ann Garafano to Saint Peter's. Her extensive experience leading human resources in health care, coupled with her deep understanding of Catholic-based institutions, will be invaluable as we continue our mission to provide compassionate, high-quality care to the communities we serve," said Leslie D. Hirsch,



June-Ann Garafano, MS, SPHR, SHRM-SCP, Vice President and Chief Human Resources Officer, Saint Peter's Healthcare System.

FACHE, president and CEO of Saint Peter's Healthcare System. "June-Ann's leadership and strategic vision will help strengthen our organization and further enhance the experience of our employees and the patients who depend on our services."

Garafano earned a Bachelor of Arts degree in psychology and business administration from Muhlenberg College in Allentown, PA, and a Master of Science degree in human resource management from Villanova University in Pennsylvania. She is a Senior Certified Professional from the Society for Human Resource Management and the Human Resource Certification Institute.

"I am excited to join Saint Peter's Healthcare System at such a pivotal time in its growth," said Garafano. "Saint Peter's values of compassion, integrity, and service to the community deeply resonate with my personal principles. I look forward to working alongside the talented team here to support our Catholic mission. Together, we can continue to make a meaningful difference in the lives of our employees and those we serve." 📌

Member Moves encompasses the latest appointments, promotions, mergers and moves across the NJ business community. Reach out to Editor Jamie Grill-Goodman at jgoodman@cianj.org to submit your news for a future issue.

STEVE ADUBATO'S LESSONS IN LEADERSHIP

with co-host Mary Gamba

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Commercial Solar Panel Recycling Poised for Grand Opening

By Jamie Grill-Goodman

Before founding Commercial Solar Panel Recycling (CSPR), Glenn Laga was the founder and CEO of Guardian Data Destruction, a New Jersey-based company that transformed onsite e-data destruction. As part of the e-waste industry, Glenn recognized another pressing e-waste challenge: solar panels.

Commercial Solar Panel Recycling (CSPR) officially launched after securing an NJDEP RD&D permit, marking a major step in New Jersey's push toward solar panel recycling innovation. Its headquarters and primary processing facility are in Phillipsburg, NJ, with a second facility in Central California.

CSPR's mission is to establish a cost-effective, single-source circular economy solution for end-of-life (EOL) solar panels and accessories. CSPR serves installers, utilities, municipalities, manufacturers, PV de-installers, repowering companies, ITADs, e-waste recyclers, facility managers, waste management departments, environmental planning organizations, and property owners/operators.

To learn more about how CSPR is leading the way in solar panel recycling and driving industry-wide change, COMMERCE sat down with Glenn Laga, President/Co-Founder, Commercial Solar Panel Recycling.

Tell us about the first-ever RD&D permit for solar panel recycling that was issued by The New Jersey Department of Environmental Protection (NJDEP)?

Glenn Laga: In New Jersey, DEP restrictions initially prevented a viable recycling path for PV panels. To address this, we were able to utilize NJDEP's RD&D provision to demonstrate that monocrystalline and polycrystalline (non-cadmium technology) photovoltaics can be recycled in an environmentally responsible manner.

At our Atwater, CA, and Phillipsburg, NJ, facilities, we use deframing equipment to separate aluminum frames from the glass. The aluminum is reintegrated into the manufacturing stream, while our proprietary process repurposes the crushed glass panels (cullet) into new products, ensuring sustainable reuse.

How is CSPR contributing to a circular economy?

Laga: According to the Solar Energy Industries Association (SEIA) and Wood Mackenzie U.S. Solar Market Insight Report (Q3 2024), the U.S.

is projected to reach 440 GW of installed solar capacity by 2030 – generating approximately 55 billion pounds of e-waste that states and municipalities must address.

CSPR, headquartered in Phillipsburg, NJ, provides a nationwide solution to prevent solar panels from ending up in landfills. Our approach prioritizes reuse, repurposing, and innovative recycling, transforming a growing environmental challenge into sustainable opportunities and new product development.

As an active member of SEIA, CSPR is committed to responsible recycling practices that align with regulatory requirements and industry sustainability goals. By ensuring transparency and environmental responsibility, we help drive the growth of solar panel recycling without compromising ecological integrity.

Tell us about New Jersey State Senator Bob Smith's New Jersey Senate Bill 3399, which mandates end-of-life recycling for solar and photovoltaic energy facilities and structures.

Laga: When Senator Smith's SB 3399 passes, it will eliminate the dumping of green power solar energy into landfills and ensure a full circularity solution for New Jersey. Additionally, New Jersey will be the first state in the nation to ensure this specific type of e-waste does not end up needlessly filling landfills but is also part of a reharvesting and repurposing initiative.

How is CSPR helping in NJ's sustainability journey?

Laga: As a supporter of Senator Smith's initiative and innovator in the solar panel recycling industry, CSPR is providing an environmentally sound solution so that solar panels, a leading source of green energy, no longer end up in New Jersey's landfills.

Why did you choose Phillipsburg, NJ, for your headquarters?

Laga: Phillipsburg offers a unique combination of advantages that made it an ideal location for our headquarters. As part of an Urban Enterprise Zone (UEZ), our facility benefits from programs designed to stimulate local economic growth and support business expansion. Additionally, Phillipsburg's abundant labor force, strategic proximity to Midwestern, Northeast and Mid-Atlantic markets, and strong manufacturing history creates the perfect environment for our operations. These factors position us to drive innovation, sustainability, and



Glenn Laga, President/Co-Founder, Commercial Solar Panel Recycling, has been a Commerce & Industry Association of NJ member for more than 15 years.

economic development while contributing to the local community.

Tell us about the Grand Opening.

Laga: CSPR's official grand opening and ribbon-cutting ceremony in Phillipsburg is set for Tuesday, April 29 – just days after Earth Day, reinforcing our commitment to sustainability. Celebrated with support from CIANJ, this milestone follows months of preparation to establish our facility and bring innovative solar panel recycling solutions to the region.

We're excited to welcome businesses and individuals interested in seeing our process firsthand, exploring sustainability options for photovoltaics, and learning about green business growth in Phillipsburg and New Jersey.

If you'd like to attend or if your Phillipsburg-area sustainable business would like to be part of our showcase, please contact Sarah Damaskos at sarahd@commercialsolarpanelrecycling.com or 201-407-8211. We look forward to celebrating this important step toward a more sustainable future! 🌱



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Brown Moskowitz & Kallen, P.C. Shares Advice for Business Owners

By Jamie Grill-Goodman

For more than 25 years, Brown Moskowitz & Kallen, P.C. (BMK) has brought business acumen to legal representation, leading complex commercial transactions and litigations for privately held clients with business interests from local to international. BMK lawyers offer decades of prior experience as both in-house counsel and as practicing attorneys at some of the most prominent law firms in New Jersey and New York. Their business experience is a key asset enabling BMK to discern its clients' challenges through the lens of a business owner.

COMMERCE spoke with four BMK Partners to glean their advice for New Jersey business owners and uncover how BMK serves various business industries throughout the state.

Stuart M. Brown, Co-Founder and Managing Partner, serves as a corporate attorney providing general business and legal advice to owners of closely held businesses. "My practice is heavily transactional in nature, focusing on middle-market mergers and acquisitions – frequently representing sellers in these deals."

Brown says his best advice for business owners this year is to "breathe deeply, hold it to the count of four, then exhale."

"Repeat this exercise as often as needed during the course of the day," he says. "Each of us needs a physical and emotional break given

the turbulence and uncertainty we all face, and the increasing difficulty of doing business generally. Also, I suggest surrounding yourself with competent advisors such as a business-oriented accountant, attorney, banker, and financial planner. A strong team will help you objectively face each challenge."

Norman D. Kallen, Partner, is a business transactions and mergers and acquisitions attorney.

"I advise clients on inter-owner matters such as shareholder agreements, operating agreements and succession planning – whether in the form of family succession planning or the process for owner exit planning," he shares.

Kallen also provides counsel on business-to-business matters including all inter-company agreements such as master service agreements, manufacturing and distribution agreements, licensing agreements, and the like, as well as mergers and acquisitions.

"My goal is to provide a proper balance of legal insight and business acumen, culled from many years working with businesses and business owners, including several years as in-house counsel, to best serve and protect every client's interests and enable each client to move forward and grow."

His advice to avoid conflict (as best as you can), is to make sure every business relationship is properly and accurately documented as soon as possible, especially when the people involved are in a positive frame of mind. "To be

successful in this process, it is essential to always begin with the end in mind, no matter the stage of your business life cycle."

Keith E. Marlowe, Partner, is a real estate attorney providing advice to owners and operators of all types of commercial real estate. Most of his time is spent working with clients on acquisitions and dispositions of property, leasing (representing both landlords and tenants), the development of new projects and the financing of various real estate transactions.

"With everything going on in the world today," Marlowe says, "the advice/reminders I have been discussing with real estate operators and owners as well as those who desire to be operators and/or owners are (i) owning and operating real estate is not easy, (ii) you need to understand your assets or the assets you desire to own and (iii) be patient. At the end of the day, we need to work through the current market uncertainty and determine the correct course of action based upon reasonable time horizons."

Kenneth L. Moskowitz, Co-Founder and Partner, is a former New York State prosecutor whose practice is business litigation. Moskowitz has been recognized as a New Jersey Super Lawyer® in that field and represents BMK clients in diverse business disputes litigated in Federal and State courts, as well as in arbitration and other alternative dispute resolution forums.

"My experience and current caseload includes a wide variety of contract disputes encompassing numerous industries, defending and asserting fraud claims, construction litigation, 'corporate divorce' and shareholder oppression matters, trust and estate disputes, commercial real estate disputes, insurance coverage claims and enforcement of judgments," Moskowitz notes. "Given my forty years of practice, I have vast experience not only in litigating these matters, but in practically evaluating these cases to assess whether and at what point they can be resolved equitably, and in a cost-effective manner."

Moskowitz's best advice to clients is to consider carefully the old adage "an ounce of prevention is worth a pound of cure."

"While there are times that litigation is necessary and/or cannot be avoided, business owners can often substantially reduce the risk of litigation and/or enhance their litigation position by completing their 'due diligence' before contracting, insisting on the negotiation and execution of fair contracts, and not merely diligently discharging their contract obligations, but maintaining complete and accurate records relating to the parties' respective performance." ❧

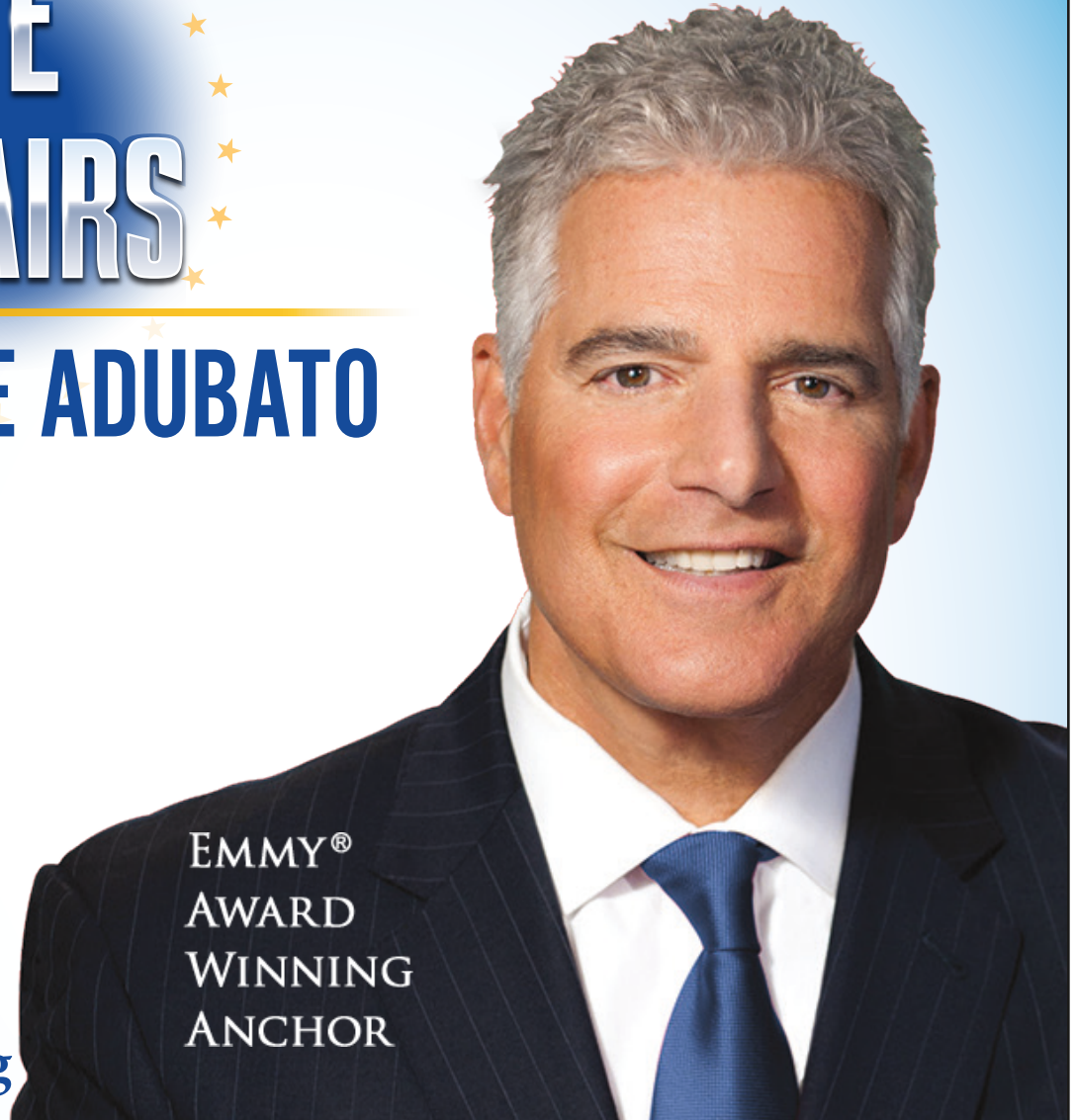


Photo: Brown Moskowitz & Kallen, P.C.

Brown Moskowitz & Kallen, P.C. partners (left to right, seated) Kenneth L. Moskowitz, Stuart M. Brown, and (standing) Norman D. Kallen. Not pictured, Keith E. Marlowe

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Organizational Leadership: Culture vs. Strategy?



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

"Culture eats strategy for breakfast" is an often-used phrase to describe an essential element of organizational success. Here's my take: you need both!

Without a comprehensive, well thought out strategy, businesses tend to operate in a state of constant randomness. And while short-term success may be found in reacting to opportunities and circumstances as they happen, there inevitably comes a time when that doesn't work anymore. Competition, technology, and other factors combine to offer an ever-increasing range of choices for clients and customers. Determining a strategic direction rises to the


top of the list for organizations determined to plan for sustainable success.

In his seminal article "What is Strategy", Michael Porter points to one essential element of a fully functioning strategy: differentiation. From a planning perspective, that difference should focus on three key stakeholder groups: customers, employees, and investors. In each case, the differentiation strategy centers on the same idea. Why should they choose you and your organization? How is it different (better!) as compared with their best alternatives?

While strategy matters, it is impossible to overstate the need for an effective organizational culture. This too, is a key element of a solid business strategy. Being the employer of choice, attention to recruiting, onboarding, training, developing and retaining the best talent is a form of differentiation. In much the same way that customers choose your organization, "A" players will prefer to work in your organization as opposed to other choices (and remember, "A" players always have choices). Understanding

the essential elements of a high-performing culture in a way that is fully felt and supported throughout the organization is a strategic choice and a C-Suite imperative. Yet, it is largely misunderstood. Here's a hint: There's much more to it than "Pizza Friday".

In working with senior leadership teams on strategy and planning, each of these items are put on the table for in-depth discussion, dialogue and debate. Taking the view of three key stakeholder groups; employees, customers and investors, strategic issues are centered on the same essential question: why us? That is, why would employees, customers, and investors choose us when they have other options? What is our compelling advantage, and how does it compare with other choices? How will we move resources in the direction of our chosen strategic aim?

For more information on making the most of your organization's strategy and planning, contact me at joe@ajstrategy.com. 

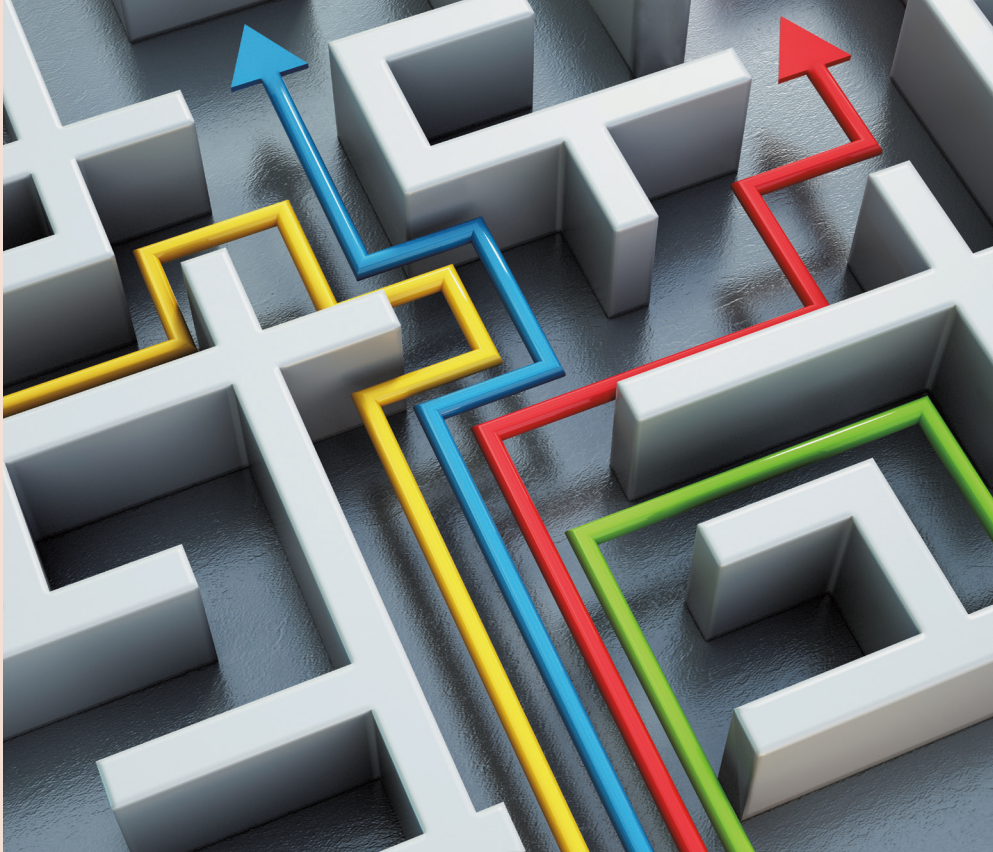


Photo: Getty Images/Stockphoto/advertent

While strategy matters, it is impossible to overstate the need for an effective organizational culture.

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.



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