

# **New Jersey CEOs Predict 2025 - and Beyond**



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### CIANJ's Holiday Networking Reception

December 3

6:00 p.m. – 8:00 p.m.

The Madison Hotel

Morristown, NJ



### Experience AriZonaLand: CIANJ's Immersive Arizona Iced Tea Tour & Networking Event

January 14th

2:00 p.m.

1 Arizona Way

Keasbey, NJ



### CIANJ & Fortuna Cigars Networking Event

January 22

7:00 p.m. – 10:00 p.m.

The Metropolitan Society

Fairfield, NJ



### 2025 Real Estate Forecast and Legislative Update

January 31

8:30 a.m. – 10:30 a.m.

Bergen Community College

Lyndhurst, NJ

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

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# New Jersey Governor's Race Heats Up

By Anthony Russo  
*President, CIANJ*

**N**ow that the federal elections are over, New Jerseyans will pivot to next year's gubernatorial election and what is certain is that the field has gotten very crowded for both Democrats and Republicans.

On the Democrat side, both Congressman Josh Gottheimer and Congresswoman Mikie Sherrill recently announced their run for governor. They are joined by former Senate President Steve Sweeney, current Jersey City Mayor Steve Fulop, NJEA President Sean Spiller and current Newark Mayor Ras Baraka. On the Republican side, Jack Ciattarelli is in along with State Senator Jon Bramnick and radio host Bill Spadea.

What does this mean for the candidates and New Jersey? Well, the first race to win will be the June primaries, and we all know that is not an easy task when there is competition and money needs to be raised. Then it will be on to the general election in November where even more money will need to be raised.

So what is at stake? New Jersey and Virginia are the only two States in the country where an election for governor follows a presidential election, and what that means is all eyes will be on us. How will voters react to any federal policies enacted? What will our financial situation be like a year from now? What issues will rise to the top during the primary and general election debates?

Voter turnout in New Jersey for the presidential election was disappointingly low (approximately 62%) and that is a drop from four years ago. Historically, voter turnout goes down in a non-presidential election but hopefully New Jerseyans will prove that trend wrong in 2025. 🇺🇸

## COMMERCE MAGAZINE

### PUBLISHER/CEO

ANTHONY RUSSO  
[arusso@cianj.org](mailto:arusso@cianj.org)

### EDITOR

JAMIE GRILL-GOODMAN  
[jgoodman@cianj.org](mailto:jgoodman@cianj.org)

### CONTRIBUTING EDITORS

JULIA PANGBURN  
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### ADVERTISING SALES

RICH WALTMAN (646) 808-5114  
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TOM WORLEY (917)-733-5135  
[tworley@cianj.org](mailto:tworley@cianj.org)

### LAYOUT AND DESIGN

MARJORIE CAMPOLONGO  
Art Director,  
[mjcampolongo@gmail.com](mailto:mjcampolongo@gmail.com)

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# New Jersey CEOs Predict 2025

Compiled by Jamie Grill-Goodman

**C**OMMERCE is once again highlighting predictions as we head into 2025. We asked New Jersey CEOs, business owners, managing partners, and presidents to give us their predictions on how NJ business will fare in the coming year. In addition, we are pleased to present a deep dive into the manufacturing industry from Dax Strohmeyer, the new Chairman of the Board for the Commerce and Industry Association of New Jersey (CIANJ).

**By Dax Strohmeyer**

*President and CEO*

Triangle Manufacturing Company

To say the past few years have been turbulent for the manufacturing sector would be an understatement. As we've all learned on the heels of the pandemic, supply chains do not just instantaneously turn off and then on again. Returning to the new normal of manufacturing, companies were faced with many challenges; raw material shortages, reduced labor forces, and increased regulation all caused a slower than expected return to full production for many firms.

In response to the shortage of goods, many companies and consumers took the mindset of "just get it on order," and in many cases, placed orders above and beyond the new, slower, post-pandemic demand. In the second half of 2022 and into 2023, many manufacturers struggled to keep up with the artificial spike in demand but were happy to be busy once again.

As 2023 came to a close, many companies came to the realization that they had overordered and were now carrying more inventory than was desirable. With cashflow being tied up, another industry overreaction took place. After

being forced to shut their doors, and with many having to lay off workers during COVID followed by an almost instantaneous return of demand for goods, manufacturers were asked to expeditiously ramp production back up. Now, the pendulum was once again swinging back, and manufacturers were being asked to delay and even cancel orders for 2024.

It has been quite a rollercoaster ride for manufacturers, but after facing these challenges, the industry is stronger than ever. In 2025, with inventory levels normalizing, we should see a return to normal pre-pandemic demand for production. Having dealt with the highs and the lows, the manufacturing sector is back on its feet and poised to meet these demands. If interest rates continue to come down, the appetite for manufacturers to begin investing in new facilities, capital equipment, and automation should follow.

In addition to a more favorable economic environment, regulations should also become more favorable in the coming year(s). In his first term, President Trump passed legislation which created a positive environment for domestic manufacturing and created growth within the sector. All indicators are pointing in the same direction again for his second term. Instability around the globe means it is more important than ever to have a strong domestic manufacturing presence and a robust supply chain. The exportation of goods should also be stronger under the new administration. More United States friendly trade deals will help the flow of goods outside the U.S.

The New Jersey Manufacturing Extension Program is another resource helping to create a conducive environment for manufacturing within the state. NJMEP, a not-for-profit organization, improves the profitability and competitiveness of New Jersey's manufacturers. Backed by the



Dax Strohmeyer, President and CEO of Triangle Manufacturing Company, is the new Chairman of the Board for the Commerce and Industry Association of New Jersey (CIANJ).

National Institute of Standards and Technology (NIST), NJMEP enables organizations to enhance their productivity and efficiencies, reduce costs, and improve employee performance.

The nearly 9,000 manufacturers which employ nearly 236,000 people in New Jersey (NJDOL) are well positioned to be a driving force of our economic strength in the coming year. Greater stability and a more favorable environment for economic growth within the manufacturing sector should lead to higher employment rates helping to further stimulate New Jersey's economy.



## ACCOUNTING



**Goldstein Lieberman & Company LLC**

Phillip E. Goldstein, CPA  
Chief Executive Officer

It's business as un-usual in 2025! In the new year, it may take a while for the dust to settle from a political perspective, but professionally, the outlook remains somewhat constant. We will continue to have a shortage of CPAs to meet the increasing demand. Taxes will require a well-versed eye, but colleges and universities will still struggle to turn out a sufficient number of

*Continued*



"It has been quite a rollercoaster ride for manufacturers, but after facing these challenges, the industry is stronger than ever," says Dax Strohmeyer, CIANJ Chairman of the Board.



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## ■ Business Forecast

graduates. Forward-thinking firms will need to be creative to survive the sea-change. Some will be acquired by larger companies. Others will join forces in order to remain competitive. Still more will realize that Artificial Intelligence (AI), once a seeming threat, will be business as un-usual and harness the infinite capabilities of this new technology.



**Smolin, Lupin & Co., LLC**  
Paul Fried, CPA  
Chief Executive Officer

In 2025, unless Congress extends some or all of the provisions, the sunset of the Tax Cuts and Jobs Act (TCJA) is expected to lead to higher taxes for many, impacting disposable income. Combined with persistent inflation, this will strain household budgets and reduce consumer spending. Global instability further exacerbates economic uncertainty, disrupting supply chains and trade. Meanwhile, advances in AI continue to reshape industries, boosting efficiency but also raising concerns about job displacement. Together, these factors create a complex economic landscape, challenging policymakers, and businesses to navigate the new realities.



### CONSTRUCTION & CONTRACTING



**DPR Construction**  
Amir Nekoumand  
Business Unit Leader

New Jersey's commercial construction market will grow in healthcare, life sciences, and advanced technology in 2025. Healthcare spending is expected to rise by 4%, driven by demand for modernized facilities. Life sciences will expand lab spaces and manufacturing to attract biotech firms. Advanced technology investments will focus on innovation hubs and data centers. Leveraging prefabricated solutions and technology for design, collaboration, real-time tracking, and resource management will ensure timely delivery and optimized workforce use, meeting each sector's complex, technical requirements. New Jersey remains strong, supported by both private investment and state initiatives aimed at fostering a dynamic environment for innovation and growth.



**Mikula Contracting, Inc.**  
Dennis Mikula, Jr.  
President

In 2025, the land improvement industry in New Jersey is expected to be greatly influenced by an increasing demand for environmentally sustainable practices. Con-



Photo: Getty Images/Stockphoto/fotofotograf

"Look for more regulatory involvement and public participation in addressing the emerging per- and polyfluoroalkyl substances (PFAS) being discovered in our drinking water systems," says Craig Durand of TTI Environmental, Inc.

tractors must adopt eco-friendly solutions as regulations regarding stormwater management, erosion control, and soil health become stricter. New technologies such as permeable paving, advanced drainage systems, and soil stabilization techniques are anticipated to gain popularity. Additionally, the push for greener infrastructure — driven by regulatory pressures and consumer demand — will encourage companies to prioritize sustainability in site development, grading, and excavation projects. This focus on sustainability will help ensure long-term environmental compliance and provide a competitive advantage in the market.



### CONSULTING



**Impact Consulting, LLC**  
Lucy Sorrentini  
Founder & CEO

As we approach 2025, CEOs will increasingly prioritize the training and development of leadership talent to navigate a rapidly changing business landscape. With digital transformation and evolving market dynamics, companies will require adaptable leaders who can inspire teams and drive innovation. Projections suggest that organizations investing in leadership development will enhance employee engagement and retention, gaining a significant competitive edge. By embracing mentorship, continuous learning, and inclusive strategies that promote diverse talent, CEOs are set to build a robust pipeline of future leaders capable of steering their companies toward sustainable success.



### ENGINEERING & ENVIRONMENTAL SERVICES



**Commercial Solar Panel Recycling.com**  
Glenn Laga  
President and Co-Founder

We anticipate that the New Jersey Department of Environmental Protection (NJDEP) will grant the Certificate of Authority to Operate (CAO) Project for Commercial Solar Panel Recycling by the end of 2024. This groundbreaking project, housed in a historic Phillipsburg manufacturing building, positions New Jersey as a pioneer in end-of-life (EOL) solar panel recycling. By creating jobs, reducing landfill waste, and promoting sustainability, this initiative aligns with the state's broader environmental goals. Commercial Solar Panel Recycling is proud to be at the forefront of this innovative development, contributing to New Jersey's leadership in the circular economy.



**TTI Environmental, Inc.**  
Craig Durand, LSRP, CHMM  
President

New Jersey will continue to be shaped by environmental challenges and opportunities. Look for more regulatory involvement and public participation in addressing the emerging per- and polyfluoroalkyl substances (PFAS) being discovered in our drinking water systems. Construction of PFAS treatment systems at public and private potable water suppliers will steadily increase. New Jersey's landmark Environmental Justice Law will continue to

*Continued*



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## Business Forecast

deliver beneficial results in addressing environmental and health stressors found in low-income communities by requiring developers to mitigate sources of pollution and actively engage public participation. Continued pressure for multi-family development, particularly in the historically industrial North Jersey metro area will remain a driving force in brownfield site remediation under NJ's comprehensive Licensed Site Remediation Professional (LSRP) program. Lastly, bond referendums for local and state capital initiatives will continue to generate construction and environmentally related improvement projects.



**T&M Associates**  
Gary Dahms  
*President and CEO*

As we continue to see major infrastructure investments throughout the state, including updates to our power grid that will advance New Jersey's renewable energy goals, there will be an increased demand for engineering labor. But with more Baby Boomers retiring and companies in the technology sector aggressively hiring new STEM graduates, we have an ongoing labor shortage. Technical services and construction management firms will need to embrace new technologies like AI and identify ways to be creative with the resources we have, to compensate for the smaller pool of engineers while still getting important work done throughout the industry.



"Telehealth will become more integrated, improving access to care," predicts Deborah Visconi of Bergen New Bridge Medical Center.



## FUNERAL SERVICES



**Scanlan's**  
Kiera Scanlan Wespestad  
*Managing Director*

Our industry is moving toward celebrating life rather than mourning death. When we focus on celebration, funeral events become uplifting, rather than the solemn events many experience. We're helping families incorporate meaningful, personalized memorialization aspects into their services. The food, music, decor, and more are reflective of what made a person meaningful in this world. Additionally, we've updated our celebration rooms to allow more light and the natural world inside, creating an uplifting space. Many of our staff have completed "Certified Celebrant" training to meet this growing need, helping to provide families with meaningful services reflective of their loved ones.



## HEALTHCARE



**Bergen New Bridge Medical Center**  
Deborah Visconi  
*President and CEO*

As we look to 2025 and beyond, healthcare trends to note include the continued expansion of telemedicine, AI-driven diagnostics, and personalized medicine. Telehealth will become more integrated, improving access to care. AI and machine learning will enhance predictive analytics, allowing for earlier disease detection and personalized treatment plans, especially for underserved populations. A focus on value-based care will help reduce hospital readmissions by driving innovations in patient experience and expanding the use of preventive care. Cybersecurity will also be critical, as increased digitalization will continue to demand stronger data protection.



**Delta Dental of New Jersey and Connecticut**  
Paul Di Maio  
*President and CEO (effective 2025)*

Successful businesses anticipate and embrace change. That will be even more critical in the coming year with accelerated market, financial and political changes coming. We view new market dynamics as opportunities, not challenges. Since the pandemic, for example, health has become a priority for employers and consumers. This

fits perfectly into our mission, providing dental and vision benefits, emphasizing their connection to overall health. By responding with innovation – such as small business products, individual plans and special needs benefits – we capitalized on change to grow our business.

We now look forward to accelerating our ability to meet the needs in our markets.



**Gastroenterology Associates of NJ**  
George Pavlou, MD  
*CEO*

Gastroenterology is at a crossroad as we see an increased number of younger patients presenting with colon cancer and though colon cancer is preventable, only 60% of the population is being properly screened. New Jersey has the 5th worst record of any state in the country. Alternative screening methods to colonoscopy have made early detection more challenging than necessary, with additional patient education needed. The lack of centralized medical records makes tracking patients difficult. Fortunately, there's been more cooperation between gastroenterologists and health systems and a focus on improving data systems and data collection will eventually be the solution.



**Holy Name**  
Michael Maron  
*President and CEO*

Hospitals and health systems will continue prioritizing digital health solutions for patients and clinicians, making strategic investments in portals and mobile apps to engage key stakeholders. Mobile adoption will accelerate as clinicians seek flexible, on-the-go tools for enhanced collaboration and patient care. At Holy Name, we are expanding our proprietary EHR system and developing a state-of-the-art mobile app—a real-time communication hub for patients and providers. This evolution moves beyond traditional billing functions, focusing on improving communication and clinical outcomes to deliver more personalized care.



**St. Joseph's Health**  
Dustin M. Riccio, MD  
*President and CEO*

At St. Joseph's Health, we are using our 155-year legacy of service to our community as a launch pad for targeted growth to meet unmet needs throughout our region. From the common to complex, our patients' healthcare needs continue to rise. We are investing in expanding our primary and ambulatory care services to answer this call, and to deliver exceptional care where and when they need it most. As always,

*Continued On Page 14*

# Experts who treat gynecologic cancer.



## A team who treats you as more than a patient.

**Everything medicine can do.  
A few things medicine can't.**

What makes our gynecologic cancer care exceptional? Is it world-class expertise in surgery and care for all gynecologic cancers? Is it a full suite of advanced cancer treatment therapies and access to clinical trials? Or is it that we treat our patients like sisters, daughters, and mothers? Yes, yes, and yes.



**COMPREHENSIVE CANCER CARE**

**201-634-5401**

**[ValleyHealth.com/GYNCancer](http://ValleyHealth.com/GYNCancer)**

# Scenes From CIANJ's 97th Annual Meeting

**T**he Commerce and Industry Association of New Jersey (CIANJ) packed the house on October 24 at its 97th Annual Meeting & Luncheon. More than 500 CIANJ members and attendees came together to hear Keynote speaker Steve Forbes, Chairman & Editor-In-Chief, Forbes Media, and celebrate CIANJ's nine-plus decades serving as the voice of New Jersey's business community.

Business leaders networked during the opening cocktail hour at the Hilton Meadowlands in East Rutherford, NJ, before sitting down for lunch. Robert Chatfield, President and CEO of Free To Choose Network®, a global media organization, introduced Forbes, who spoke to the crowd about the [Steve Forbes On Achievement](#) series. The series, produced by izzit.org®, the educational affiliate of Free To Choose Network®, presents inspirational stories and lessons from history's greatest innovators.

"If commerce and industry flourish, we all flourish. If commerce and industry are in trouble, we're all in trouble," opened Forbes.

Creating an environment where entrepreneurship can flourish and people can be creative is key, he explained. However, the way we bring the abstract concepts of "entrepreneurship" and "free enterprise" to life is through stories.

"Stories about real people, doing real things," he said. "Overcoming real obstacles to achieve the world that we live in today." To this end, each Steve Forbes On Achievement video has a lesson about entrepreneurship, done in a way to excite people, and excite students. "The reason we want to excite students is because we want them to be here in the years ahead as they become entrepreneurs," he said.

After sharing several examples of entrepreneurship from the series, such the [video on Margaret Rudkin](#), whose quest for healthier bread gave rise to baking giant Pepperidge Farm, Forbes touched on the election and other topics. He noted that he hopes the next president will do a hard examination of the operations of the Federal Reserve. "Unfortunately, their models are wrong," he said. "They believe you fight inflation by depressing or slowing down the economy."

"You don't cure inflation by repressing the economy," he continued. "People doing well is not bad." His latest book, [Inflation: What It Is, Why It's Bad, and How to Fix It](#), co-authored by Nathan Lewis and Elizabeth Ames, answers questions surrounding inflation.

He then took audience questions and ended noting, "once upon a time this state was just about the best-performing economic state in the country...and today we are a laggard." He advised, "we should see ourselves as top drawer, rather than lagging everyone else and doing things that harm rather than help future entrepreneurs, if we want to help create a better life." 📌



Top left to right: Steve Forbes delivers his Keynote address; Trevor Prince of Archer & Greiner P.C.; Joseph Chatfield of Free To Choose Network. Middle left to right: More than 500 people attended; CIANJ member Phillip Goldstein of Goldstein Lieberman & Company; Audrey Murphy of Hackensack Meridian Health was

# Meeting & Luncheon



DiFiglia of izzit.org, Joy Stoddard of Free To Choose Network, Steve Forbes of Forbes Media, Anthony Russo of CIAMJ, author Elizabeth Ames, and Robert [unclear] network during cocktail hour; Steve Forbes presenting. Bottom left to right: Vernon O'Loughlin of New York Life Insurance Company, Steve Forbes, [unclear] is honored for serving as CIAMJ Board Chairwoman; many connections were made during cocktail hour.

Photo: Russ DeSantis Photography and Video

# Business Forecast

Continued From Page 10

our focus throughout 2025 is our patients – with growth, excellence and culture at our core.



**Saint Peter's Healthcare System**  
Leslie D. Hirsch, FACHE  
President and CEO

We anticipate completing the process of ensuring Saint Peter's future and Catholic mission by merging with Atlantic Health System in mid-2025 and benefitting from shared technologies, innovation, and capital and programmatic investments to continue serving our community's needs. Expanding and modernizing our perioperative area and adult and pediatric ICUs and expanding our cancer program, providing the latest state-of-art technology, will significantly benefit our community with comprehensive, skilled care close to home. As AI continues to impact our industry, we'll continue to add technology that can extend our human resources to enhance quality and clinical outcomes, patient safety, and service excellence.



**Valley Health System**  
Robert Brenner, MD, MMM, FACHE  
President and CEO

In 2025, the healthcare staffing shortage will persist, and at Valley Health System, we are committed to remaining the employer of choice in healthcare. We will continue to highlight what sets Valley apart – our positive culture, exceptional workplace environment, commitment to rewarding staff, and dedication to growth opportunities. We want every new team member to feel confident they made the right choice, joining a health system focused on delivering a fulfilling career and driving growth, innovation, and success.



## HIGHER EDUCATION



**Felician University**  
Mildred Mihlon, Ph.D.  
President

One trend that will not change is the decline of 18-year-olds. To skirt the “cliff,” institutions must shift their focus to populations that remain robust. For instance, at Felician, efforts to recruit the “Some college, no degree” (SCND) student pool, which represents over thirty-six million nationwide, has become a focus of our enrollment growth strategy. With the launch of The Felician Advantage that offers professionals the opportunity to upskill with



Photo: Getty Images/Stockphotosuperizer

“Approximately 790,000 NJ adults have some college credit but no college degree,” says Dr. Richard J. Helldobler of William Paterson University. Unlocking this potential will become increasingly important.

micro-credentials, certificates, and fully online degree-completion programs, Felician is better positioned to serve the ever-evolving needs of the adult learner.



**Ramapo College of New Jersey**  
Cindy R. Jebb  
President

Immense technological advances in 2025 such as AI and quantum computing have immeasurable potential to positively impact the way we experience work, education, civics, healthcare, leisure, etc. However, with these technologies there are sure to also be many gray areas to navigate and new complex challenges to overcome. As partners with industry, government, K-12, and community-based organizations, public institutions like Ramapo College of New Jersey are uniquely positioned to equip our students, businesses, households, and communities with the research, education, and training that will help them discern, problem-solve, lead, and thrive during this upcoming year of unprecedented technological acceleration.



**William Paterson University**  
Dr. Richard J. Helldobler  
President

Approximately 790,000 New Jersey adults have some college credit but no college degree. In 2025, unlocking the tremendous potential of this population will become increasingly important for our state and its colleges and universities, as well as these individuals, their families, and communities. At William Paterson, we have had great success extending our WP Online platform to also serve the unique needs of this population. By providing

flexible credit transfer policies, program schedules that work for working adults, and customized support systems, we are putting degrees into the hands of more New Jersey residents and building a stronger state.



## INFORMATION TECHNOLOGY



**AnythingIT, LLC.**  
David Bernstein  
Managing Director

Microsoft release of Windows 11 will have a significant impact on IT refreshes, reuse, e-waste services as it accelerates hardware refresh cycles. Many older devices are incompatible with Windows 11 due to stringent system requirements. This leads to increased demand for IT e-waste processing, secure data destruction, and recycling. As businesses upgrade their IT hardware to meet the new Operating System's specifications, the need for responsible disposition of legacy devices will demand compliance with stricter environmental regulations.



**Guardian Data**  
Rob Alston  
CEO

I foresee a significant trend in the IT asset disposition (ITAD) industry: the increasing importance of strategic partnerships to deliver improved solutions. The complex landscape of data security, compliance and sustainability demands a collaborative approach to address the challenges and opportunities ahead. At Guardian, we believe that by work-

*Continued*

# 3 in a row!



**Saint Peter's University Hospital has done it again.  
For three years in a row, we've been named  
one of America's Best Maternity Hospitals by Newsweek.**

From a hospital-based, midwifery-led birth center to a state-designated Regional Perinatal Center with a Level IV Neonatal Intensive Care Unit for high-risk births, our experienced team delivers exceptional care.

**To learn more about maternity services, visit [saintpetershcs.com/maternity](https://saintpetershcs.com/maternity)**



*That's treating you better...for life.*

Sponsored by the Roman Catholic Diocese of Metuchen.

Saint Peter's University Hospital has earned Advanced Certification in Perinatal Care and is verified as a Level IV Maternal Care facility by The Joint Commission.



AI technology will help nonprofits analyze data more effectively, personalize communications with donors, and automate routine tasks, says John J Corcoran of Merritt Walsh Associates, Inc.

ing together with our partners, we can create even greater value and achieve more impactful results. We are excited to be at the forefront of this transformation, leveraging our expertise and experience to help our clients navigate the evolving IT equipment landscape – whether it's laptops, desktops, data centers, IoT, mobile devices or networks. Our channel partner solutions are designed to drive innovation, boost efficiency and enhance data security practices across industries that are focused on safeguarding company and client data privacy.

## INVESTMENT BANKING



**The DAK Group**  
Alan Scharfstein  
President & CEO

In 2025, we expect middle market M&A to build on the robust momentum from late 2024. We see strategic buyers continuing to prioritize acquisitions for growth, particularly in technology, healthcare, and industrials. We expect private equity will accelerate add-on acquisitions to strengthen existing platforms but anticipate slower growth in the private equity's appetite for new platforms. Increased levels of diligence from acquirers and their financing

sources will continue to challenge Sellers' desires for quick deal closings.

## LAW



**CSG Law**  
Patricia K. Costello  
Managing Member

Two of the biggest issues facing the New Jersey business community in 2025 are the growth of AI and DEI. AI is coming faster than most predictions and will be more expensive, at least at the start, than expected. The anticipated savings will come later. With respect to DEI, leaders should expect this movement to continue to make inroads and gain traction. There was some controversy and confusion and some small "p" politics at the outset, but DEI policies have gained greater acceptance and enthusiasm among lawyers and bar associations as well as domestic and international clients who have put these policies to the forefront.



**Connell Foley LLP**  
Timothy Corriston  
Managing Partner

Economic incentives provided by government agencies like the New Jersey Economic Development Authority are making the Garden State – long considered a tech hub thanks to its skilled labor force and proximity to Manhattan's financial markets – more attractive than ever to start-up companies such as fintech and energy firms. As those companies build-out, I foresee an increase in demand for legal services from this emerging market. Our firm is poised to serve these companies through all stages of their growth, serving as business advisors and drawing on our core strengths as litigators.



**Sills Cummis & Gross P.C.**  
Max Crane  
Managing Partner

Having a client-centric approach to the delivery of legal services and working alongside clients to achieve their business goals is always Sills Cummis' top priority, no matter the year. I expect that law firms like Sills Cummis will continue to see increased demand for legal services, so talent acquisition and retention will be key. Because Sills Cummis has always been a welcoming landing spot for successful laterals, I would expect that those considering making a change will find great opportunities with us in 2025. I also expect that embracing the adoption of technologies, including AI, will continue to be a focus.



## NON-PROFIT ORGANIZATIONS



**Merritt Walsh Associates, Inc.**  
John J Corcoran  
Managing Director

It shouldn't be a surprise that I would pick Artificial Intelligence, known as the buzzword AI. It will have a significant impact on nonprofit organizations next year by streamlining operations, improving efficiency, and enhancing donor engagement. This technology can help nonprofits analyze data more effectively, personalize communications with donors, and automate routine tasks. Organizations will focus more on their mission and increase their impact. Additionally, AI can help nonprofits identify trends and patterns in their data, enabling them to make more informed decisions and better allocate resources. Overall, AI has the potential to revolutionize the way nonprofits operate and be one of the ways to achieve their goals in the coming year.



## PUBLIC RELATIONS & MARKETING



**Amy Delman PR**  
Amy Delman  
Owner

According to everything I am seeing for 2025, the use of AI is going to heavily impact public relations. Equally important, will be the need for public relations practitioners to be super vigilant regarding the accuracy and ethical complications that are sure to spring up. Tik Tok and other micro influencers are also going to be more commonly used in our industry.



**Barnett Design, Inc.**  
Debbie Barnett Sagurton  
Founder and Creative Director

With the acceleration of digital media touch points and constant bombardment of information, AI-generated content, and automated messaging, it's becoming increasingly challenging for businesses to "stand out from the noise." Our audiences are overstimulated and tired. "Louder and bolder" isn't necessarily better and can lead to vague messaging and overall weakening of your brand. Now more than ever, we must focus on the importance of personalization and authenticity in branding and marketing. What have you got to say? How can you communicate in a fresh, compelling way? How does that resonate with your audi-

*Continued*



**AMY DELMAN**  
**PUBLIC RELATIONS LLC**  
"KEEPING YOU IN THE NEWS"

Everybody in business has a story to tell. A public relations professional is an objective set of eyes who knows how to drill down and find the thread of what makes your company, service or product unique.

### What Exactly Is Public Relations?

It is an invaluable tool in creating favorable public opinion. It differs from advertising in that it is an unpaid endorsement of a company, a person, a product or a service, and that fact alone, lends tremendous credibility.

### How Does Public Relations Pay Back Big?

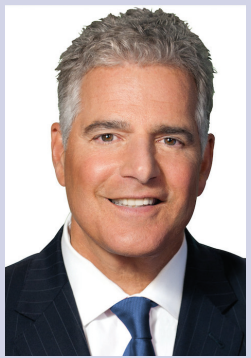
Your uniqueness, your story is what differentiates you from everyone else in your field. Being quoted in newspaper and business publications as well as appearing on broadcast media brands you as an 'expert'. This type of credibility creates a 'buzz' or publicity that associates you and your firm with excellence. Publicity builds on itself and opens doors where entrée was never previously anticipated or envisioned.

*Make sure your story is told.*

Contact **Amy Delman**  
**amydelmanpr@verizon.net** or **201.563.4614**  
**[www.amydelmanpr.com](http://www.amydelmanpr.com)**

## LESSONS IN LEADERSHIP

# Leaders Let Others Step Up



By Steve Adubato,  
PhD

*Freelance Contributor*

**G**reat team leaders promote leadership from within the group so that each team member can have the opportunity to reach their potential. This requires that other people on the team step up and lead in various situations. Consider the following keys to successfully letting others step up:

- Strategically micromanage. Just because you assign someone to run a meeting, doesn't mean that they know what that means. Ask to see the agenda before the meeting and then ask for a follow-up e-mail after the meeting with what was agreed to.
- Let them fail. Failure helps us improve and avoid repeating the same mistakes over again. As a leader, when someone on your team fails in some way, it is your job to lift them up and help them embrace the situation and learn from it.
- Put people in the right positions. This often involves awareness about the leadership and communication strengths of team members as well as taking the time to understand what they are passionate about.
- Explain the "why." Too often we give employees a responsibility in the organization without explaining the "why." As a leader, to ensure complete "buy in" and get the most out of your team, make sure your employees understand the

purpose of their work and why you've selected them for a particular task. 📌



**Steve Adubato, 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 Adubato'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](http://www.Stand-Deliver.com)**

# Business Forecast

ence? Why will they care? Is there a reason to value your brand? Is your message relevant, useful, meaningful and clear? Is your point thought-provoking? Does it inspire a response? Those who take the time to clearly define what their business/product/service means to their audience, and develop and implement a unique, personalized strategic plan will experience greater engagement, satisfaction, and success.



**R&J Strategic Communications**  
Scott Marion  
President

The biggest single factor that will shape 2025 for R&J and our clients is the outcome of the presidential election. Not every presidential election is particularly consequential, but this one certainly is. The candidates obviously have very different positions on most topics, from fiscal policy to regulation to environmental and social issues. As such, the outcome will have profound and lasting effects on the opportunities available to businesses in every industry and the resources allocated to help address a broad range of societal challenges such as mental health, addiction and social determinants of health.

## REAL ESTATE AND DEVELOPMENT



**Atkins Companies**  
Bob Atkins  
Principal

With the Federal Reserve's rate cut in September and several additional cuts anticipated for 2025, we're expecting to see a steady increase in commercial real estate deal flow in the year ahead. Beyond the broader market, our company is deeply rooted in the health-

care real estate sector and partners closely with many regional healthcare networks. A more favorable rate environment should also help bolster their strategic capital-intensive expansion plans that will stimulate stronger demand for medical office space across the region.



**Levin Management Corporation**  
Matthew K. Harding  
Chief Executive Officer

Retail properties in densely populated, infill markets like New Jersey are seeing more development than regions with land available to support new construction. Well-capitalized landlords, who have service providers with the expertise to navigate what can be a complicated approval process and the construction management capabilities to execute a redesign/rebuild on any scale, are taking advantage of the industry's momentum. They are transforming legacy properties into next-generation spaces to attract best-in-class, growing retail brands – and it's working. This is a great time in open-air retail real estate and exciting to see existing shopping centers redeveloped and improved.



**NAI James E. Hanson**  
William C. Hanson, SIOR  
President

The Fed's recent rate cut has brought optimism to New Jersey's commercial real estate market, but uncertainty will remain a key theme in 2025. The office market's continued challenges have created a difficult capital markets environment for financial institutions and investors alike. However, the multifamily and industrial sectors remain strong, and redeveloping the state's surplus of obsolete office space could present new opportunities for both. As 2025 progresses, unresolved geopolitical and economic risks will stay top of mind, but

improving capital market conditions and the promise of untapped development and redevelopment opportunities should gradually attract investors back to the market.



**NAIOP New Jersey**  
Dan Kennedy  
Chief Executive Officer

Access to capital and shifting environmental regulations will continue to be the key drivers impacting commercial real estate development in New Jersey. Interest rates remain high, making conventional loans a costly option for financing new projects. State legislators and various agencies continue to consider high-profile recommendations on land use and the decarbonization of buildings – and even the smallest change in regulations could have a profound effect. Coupled with the unknowns surrounding the 2025 gubernatorial election and renewal of expiring federal tax codes that are critical for CRE, to say our industry is facing a great deal of uncertainty is an understatement.



**Prism Capital Partners**  
Eugene Diaz  
Principal Partner

'Geography is Destiny,' and New Jersey reinforces this mantra. Housing continues to be the lodestar of asset classes and should continue to lead going forward. This is due, in large part, to over a decade of systemic under-building, which has only reinforced the supply and demand imbalance. Given our home rule politics and constant NIMBYism, it will be nearly impossible to catch up anytime soon. Our best hope for advancement will be found in municipalities that can be housing- and business-friendly, with zoning flexibility to create the balanced live/work/play downtowns and suburban mixed-use environments necessary to nurture growth.



**Terrie O'Connor Realtors**  
Terrie O'Connor  
Broker President

After more than two years of double digit declines, the real estate market may have reached its bottom, according to economists, and is on a road to recovery. The Fed has cut rates, resulting in mortgage interest rate drops. The impact nationally? Increasing housing inventory and home price reductions, especially in the states that had experienced a COVID "work from anywhere" migration. Locally, inventory remains constricted with an unquenchable buyer demand that should see some softening in 2025 as mortgage interest rates drop into the 5% range, but true recovery will only come with increased home building and development. Simply put, we need more homes. 🏡



"The office market's continued challenges have created a difficult capital markets environment for financial institutions and investors alike," says William C. Hanson of NAI James E. Hanson.

# Personalizing Retail: 6 Questions With Birdzi CEO Shekar Raman

By Jamie Grill-Goodman

It began with an idea his 11-year-old daughter had about locating items in a supermarket. But what started out in 2014 as a prototype, like many businesses, morphed into something else.

After being inspired while helping his daughter with her Invention Day project for school, CEO and Co-founder [Shekar Raman](#) formed [Birdzi](#), a grocery retail solutions company that taps artificial intelligence (AI) for data-driven results. The Bridgewater, New Jersey-based company began when he and his co-workers spent weekends meeting at Panera Bread ideating and building a prototype for a store mapping and indoor navigation platform. But in a few years, they realized they were solving a consumer problem with no business backing. Enter the pivot.

"We started building out an entire platform that would allow retailers to gain insights into shopper behavior, trends and preferences," says Raman. "That's kind of how we got into the personalization side of things. And then we realized that you could do a lot of things in terms of giving people relevant offers and promotions at the right time to drive their purchase behavior. And what we of course learned in that whole exercise is, doing that makes people want to come back to your store more because they get the feeling that 'this retailer really understands us.'"

Today, Birdzi is a customer intelligence and engagement platform for grocers that leverages AI to provide retail and consumer goods companies with offers personalized specifically to each individual customer.

To learn more, COMMERCE Magazine sat down with Raman to talk about Birdzi's journey and newest offerings.

**Jamie Grill-Goodman:** Can you give me an example of something the Birdzi platform does?

**Shekar Raman:** One of our clients is Weis Markets, and they have several stores in New Jersey. So, for instance, we would get data from Weis markets – we license the first party data, data at the point of sale – and we're mining that data to understand a shopper's behavior and preferences. What is her next trip going to look like and how can I incentivize her to go back to the store and spend some more money?

[The shopper] would typically get an email with six or eight offers based on their specific history. So, let's say they buy Tide once in 30 days, and now it's been 40 days

and they haven't come back to the store. We would send a coupon for Tide and some other products [the shopper] would like in the store. And then we try to grow spending in departments or categories that we think they're not spending.

Let's say [the shopper] doesn't buy paper from [that particular store]. We know they buy paper somewhere. The question is, can we get you as a buyer for paper goods in our store? This email essentially contains offers that drive purchase behavior based on existing purchase history, and then tries to expand it by trying to get [the shopper] into new categories that they're not shopping much in.

**Grill-Goodman:** Tell us how you're incorporating AI into Birdzi's solutions?

**Raman:** There are many types of AI. What we use in our systems is a lot of what I would call data-centric models, as opposed to generative AI, which revolves around natural language models, which are really processing data and

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*What we use AI for is really for trying to understand and predict shopper behavior and the likelihood that if you buy bagels, what's the likelihood that you are also going to buy chips and salsa?*

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trying to come up with predictions and forecasting, and looking at your purchase history and understanding, 'Hey, what kind of products are you likely to buy in your next trip to the store?'

What we use AI for is really for trying to understand and predict shopper behavior and the likelihood that if you buy bagels, what's the likelihood that you are also going to buy chips and salsa? Essentially, we're training our models to try to predict the relevance of a certain product to a shopper.

The second thing we're using AI for is to forecast sales for the retailer, where they're asking 'I want to put this on the front page of my weekly ad. How do you think it's going to perform?' We're able to use these models to do some prediction of how their weekly ad they're going to put out four weeks from now is likely to perform, so they can make any changes based on forecast.



Shekar Raman, CEO and Co-founder, Birdzi

The third place where we're using AI, and growing fast, is to ask questions of your data in plain English. People are typically used to building dashboards and reports. We're also building out systems which allows users to just ask questions in plain English and get answers back.

**Grill-Goodman:** Can you tell us about VISPER Live, the new solution you just launched?

**Raman:** [VISPER Live](#) is basically a platform that generates unique offers for each shopper that are customized to their specific shopping behavior. Consumer packaged goods (CPGs) companies sell most of their products in the center store, not the perimeter of the store. And what's happened historically is they have decided what products to promote, and the retailers have taken those set of promotions and then tried to target it to shoppers that those promotions match up to. But what we've done with VISPER is, we flipped that equation and said, 'let's start with the shopper to understand what the shopper wants. Forget about what the CPGs are willing to sell you.'

VISPER is a mechanism to create these bespoke promotions for each shopper that are tailored to grow their behavior and loyalty. But it does it at scale where, if you give it a million shoppers, it can potentially generate six million unique offers. So every shopper is getting

*Continued On Page 22*

# 2025 Outlook: What's Ahead for Banking and the Economy

Compiled by Jamie Grill-Goodman

**W**ith the presidential election in the rearview, many may be pontificating what's ahead for New Jersey's economic future.

COMMERCE reached out to leaders in New Jersey's banking community to ask "what economic factors are most influential in shaping the coming year for the state and the industry?" Among the opinions, we heard that if the Federal Reserve continues cutting interest rates as expected, the banking industry will experience both challenges and opportunities in 2025. Meanwhile business owners remain focused on planning for sustainable, long-term growth while also carefully paying attention to how they confront their immediate needs. Additionally, more consumer and business clients are waiting on the sidelines until they have a clearer picture of the potential impacts of the next administration.

Read on to learn what's ahead for the banking industry and economy.



**Columbia Bank**  
Thomas J. Kemly  
President and CEO

We expect that potential policy changes and Federal Reserve action will lead to a stronger economic climate in 2025. New Jersey businesses have been both resilient, and

cautious over the past year. With the election behind us and the Fed actively managing the interest rate environment, we anticipate that business investments will accelerate, and lending demand will rise.



**ConnectOne Bank**  
Frank Sorrentino  
CEO & Founder

Several economic factors are shaping the landscape for both New Jersey and the banking industry in 2025. With recent interest rate cuts, we're transitioning into a more favorable rate environment, gradually reaching a new normal that fosters economic stability and growth. This shift is expected to stimulate borrowing and investment activity, creating opportunities for strategic growth, while supporting a balanced pace of economic activity.

In New Jersey, the housing market remains a critical driver, fueled by low inventory that spurs robust construction and real estate lending. This shortage provides openings for developers and lenders to address housing needs with strategic projects that benefit local communities. Additionally, New Jersey businesses are adjusting to a normalized environment by prioritizing efficiency and profitability over rapid expansion, a trend that positions them well for sustainable growth.

As the economy evolves, relationship banking becomes more essential than ever. At Connect-

One, we are uniquely positioned to guide clients through these economic shifts with a tailored, relationship-based approach that supports long-term stability. This commitment helps local businesses and individuals capitalize on new opportunities in a thoughtful, resilient manner.

As we move into the new year, ConnectOne sees ample opportunity for growth in a more balanced economy, where strategic investments in technology, housing, and local partnerships drive meaningful growth and opportunity across New Jersey.



**New Jersey Bankers Association**  
Michael Affuso, Esq.  
President & CEO

If the Federal Reserve continues cutting interest rates as expected, the banking industry will experience both challenges and opportunities in 2025. Lower rates typically compress net interest margins, the difference between what banks earn on loans and pay on deposits. This will reduce profitability, especially for smaller banks that rely heavily on traditional lending. Banks may respond by increasing fees, tightening lending standards, or seeking higher-risk lending opportunities, which could elevate credit risks.

However, lower rates could also stimulate loan demand, particularly in sectors like mortgages, auto loans, and business credit. Banks with strong non-interest revenue streams – such as wealth management, investment banking, and payment services – may better navigate the environment. Additionally, lower rates may reduce funding costs, especially if deposit rates drop in tandem, helping banks manage liquidity more efficiently.

A prolonged period of rate cuts could also push banks to accelerate digital transformation and reduce operational costs to maintain profitability. Mergers and acquisitions may increase as smaller or struggling banks look for strategic partners.



**TD Bank**  
Don Buckley  
Commercial Market President  
of Northern NJ

Our state economy is poised to pick up the pace in 2025 as lower interest rates begin to stabilize overarching economic growth. As a fur-

*Continued*



Interest rates are falling. On Nov. 7 the Federal Reserve lowered interest rates by a quarter percentage point in the second cut of the year.

# Convenience You Can Count On

Our business banking solutions are tailored to meet your goals.

**Competitive Deposit Products<sup>[1]</sup>:**

- Operating accounts with competitive earnings credit rates
- Specialty products for non-profits
- Access to expanded FDIC Insurance
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Contact a business banker:

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**Christopher Heath**  
SVP, Commercial Real Estate  
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1st SVP, Commercial & Industrial,  
Middle Market & Specialized Industries  
lvandam@columbiabankonline.com

**Central and Southern New Jersey**

**Andrew Zalescic**  
SVP, Commercial Market Manager  
azalescic@columbiabankonline.com

19-01 Route 208 North • Fair Lawn, NJ 07410

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## ■ Banking

ther push in the right direction, New Jersey's unemployment rate should begin a gradual downward trend as we enter 2025, according to a recent report by TD Economics, the research arm of TD Bank. Further, a TD Bank survey of approximately 1,000 small businesses found that, despite ongoing market shifts and macroeconomic volatility, small business owners in New Jersey and across the country are exceedingly positive, with 90% stating they



A TD Bank survey of approximately 1,000 small businesses found that 90% feel optimistic about their business performance into 2025.

feel optimistic about their business performance into 2025 – certainly a promising light at the end of the tunnel following prolonged economic turbulence.

Still, the need to support and guide our small business community remains, as 58% cited increasing costs of supplies, materials and equipment as reasons to be cautious as the new year approaches. Along those lines, persisting supply constraints are expected to keep prices elevated in the short-term, although there could be some relief as the year progresses.

Overall, it is clear business owners remain focused on planning for sustainable, long-term growth while also carefully paying attention to how they confront their immediate needs. It all goes to illustrate how heavily small businesses will continue to rely on financial institutions to help them navigate economic uncertainties as well as growth opportunities.



### Valley National Bank

Tom Iadanza  
President

As we look ahead to 2025, several key factors will have a major impact not only on the banking industry but on New Jersey's economic landscape as well. But maybe the most important factor we need to consider is the election.

Historically, elections often bring a sense of uncertainty as consumers and businesses grapple with potential changes in policies, regulations, interest rates and taxes – all of which will have a profound impact on our economy at both the national and state levels.

Financial markets tend to react to political uncertainty with increased volatility and we're seeing more consumer and business clients waiting on the sidelines until they have a clearer picture of the potential impacts of the next administration. While this volatility can influence everything from consumer confidence to corporate earnings, we've seen resiliency and cautious optimism from our clients, regardless of which party comes out on top.

Our role, as relationship bankers, remains unchanged. We continue to partner closely with our business clients to understand the sources of potential volatility, communicate the implications of this uncertainty and offer proactive solutions and services to help them navigate turbulent times.

The strength of our local and national economies is built on the foundations of a robust banking industry, resilient labor market and commitment to innovation and entrepreneurship. Regardless of the outcomes of the new administration, these fundamental factors ensure that our economy will remain strong in the coming months and will not only endure but thrive well into the coming year. 📈

## ■ Information Technology

*Continued From Page 19*

unique offers based on their specific purchase behavior and history.

**Grill-Goodman:** The company also has an offering called ECHO on the horizon that will be able to connect Birdzi's network of retailers and their customer data to translate customer behavior to CPG brands. Can you tell me more about that?

**Raman:** VISPER is purely for the retailer to grow shopper behavior. ECHO is a platform where I could essentially create an audience based on some rules. I could set up a journey which says, 'anybody who buys my Lemonade for the first time, send them a \$2 off coupon so they can buy another bottle within the next two weeks.' But it's targeted to specific people based on specific behavior. It's not just blasting everybody. The difference with the Echo platform is you can think of it this morning and execute it before noon.

**Grill-Goodman:** There's historically been issues with retailers not wanting to share consumer data with CPG companies. How is ECHO helping to bridge that gap?

**Raman:** We're essentially becoming the intermediary, we're kind of like that in between layer. It masks the retailer's data directly, because all the CPGs really interested in is understanding

behavior and targeting specific types of behavior. We're essentially becoming that data security layer between the retailer's first party data and the CPG.

**Grill-Goodman:** Before we part, what are your thoughts on running a technology company in New Jersey?

**Raman:** I think the ecosystem around here is pretty strong and exciting. I think the talent

pool is great. You've got New York City, lots of people, lots of great companies based out of the city. I think there is a growing tech hub in the area. In our early days we certainly got a lot of access to resources through programs that were run by the NJ Economic Development Authority (NJEDA). I think the government is stepping up, trying to provide a lot of incentives for people to invest in New Jersey companies. It has worked out good for us. 📈



Bridgewater, New Jersey-based Birdzi, a grocery retail solutions company, taps artificial intelligence for data-driven personalization.

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# Energy Policies Will Be a Top Priority in 2025

By Commerce Staff

Whether you are home, working or traveling, one thing is for certain: energy is being used and it has become a focal point in the political and social debates around us. How we power our homes, vehicles, and our economy will be a contentious issue in the upcoming New Jersey gubernatorial elections in 2025.

Governor Murphy's 2019 Energy Master Plan (EMP), which set an ambitious goal for New Jersey to reach 100% clean energy by 2050 (and was later advanced to 2035), calls for less reliance on fossil fuels and more reliance on renewable energy sources like wind and solar. He later signed Executive Order No. 100 in 2020, which directed the Department of Environmental Protection (DEP) to make sweeping regulatory reforms, branded as Protecting Against Climate Threats (PACT).

"Successfully implementing the strategies outlined in the EMP will drastically reduce New Jersey's demand for fossil fuels, reduce our carbon emissions, greatly improve local air quality, and related health impacts," Governor Murphy said in a statement at the time. "The EMP, together with PACT – the most sweeping set of climate regulations in the country – represents a seismic shift in our energy policy."

With the timeline set forth, how exactly to achieve clean energy goals has remained a debate for many NJ residents and businesses.

## Offshore Wind Update

While Governor Murphy supports offshore wind development, the future of development

in the state remains in question. President-elect Donald Trump is recorded as being against offshore wind and the Ørsted proposal to bring wind energy to New Jersey ceased last year when Ørsted ended development of its U.S. offshore wind projects Ocean Wind 1 and 2.

Looking ahead, all eyes are on Atlantic Shores Offshore Wind (Atlantic Shores), which recently received federal approval to start construction on its offshore wind projects set for southern New Jersey, dubbed Atlantic Shores Projects 1 and 2. The two projects together represent 2,800 megawatts (MW) of renewable power. Atlantic Shores is a fifty-fifty partnership between Shell New Energies US LLC and EDF-RE Offshore Development, LLC (a subsidiary of EDF Renewables North America).

"Securing these critical approvals enables New Jersey's first offshore wind project to start construction next year and represents meaningful progress in New Jersey achieving 100% clean energy by 2035," Atlantic Shores CEO Joris Veldhoven said in a statement.

A recent Stockton University survey found just over half (52%) of voters somewhat (24%) or strongly (29%) support the installation of offshore wind turbines off the coast of New Jersey, while 9% somewhat oppose and 24% strongly oppose. Surveyed voters who oppose wind turbines cited environmental concerns for marine life or the ocean ecosystem (51%) as their top reason for opposition, followed by costs (8%). However, the survey found a majority of NJ voters (54%) felt expanding the production of renewable energy should take priority over expanding the production of fossil fuels.

## NJ Energy Infrastructure

New Jersey has also seen legislation, regulations, and incentive programs pushing for the electrification of buildings and vehicle fleets, but the question always comes up on whether the state has the infrastructure to support such mandates.

As of March, \$10.7 billion in Bipartisan Infrastructure Law funding has been announced and New Jersey has over 253 specific projects identified for funding from the investment in the nation's infrastructure. In August, Congressman Frank Pallone, Jr. announced \$2.4 million in federal funding under the Bipartisan Infrastructure Law to establish a new revolving loan fund that will advance energy efficiency and transform public buildings across the state.

In October, the U.S. Environmental Protection Agency (EPA) awarded \$250 million to the Clean Corridor Coalition (funded through the Climate Pollution Reduction Grant program). The grant will fund the electric vehicle charging infrastructure for commercial zero-emission medium- and heavy-duty vehicles along the Interstate-95 freight corridor in NJ. The project will establish 24 freight truck charging sites, equipping them with 450 charging ports across four states.

Funding is flowing into the state and clean energy projects are underway, but the volume of infrastructure needs required to reach clean energy goals remains in question, and businesses and residents are concerned with costs associated with energy policies.

The debate will likely continue in the coming months, and it is important that all viewpoints are heard and that informed decisions are made based on what is best for New Jersey's economy and residents. 📌



The EPA recently awarded \$250 million to the Clean Corridor Coalition to fund the electric vehicle charging infrastructure for commercial zero-emission vehicles along NJ's Interstate-95 freight corridor.

Photo: Getty Images/Stockphotocharismab

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# TRANSPORTATION

## Light at the End of the Tunnel

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And who better than Local 825 of the International Union of Operating Engineers, who recently bored the 3.5-mile Delaware Aqueduct water tunnel beneath the Hudson 70 miles up river, to handle the challenging work ahead.



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