

New Jersey's Business Challenges and Opportunities for a New Year

New Jersey's top CEOs offer their insights and predictions for 2017.



COMPILED BY MILES Z. EPSTEIN
EDITOR, COMMERCE

LOOKING TO THE FUTURE IS ESSENTIAL for companies that want to plan for long-term success, and *COMMERCE* asked many of New Jersey top CEOs to offer their predictions for 2017. Here are their insights, observations and analyses. Are you ready for 2017?

ACCOUNTING



Baker Tilly

By Christine Anderson, CPA, CITP, Managing Partner of Assurance and Firm Financial Services Industry Leader

The financial services industry will continue experiencing significant change, with new opportunities and threats. Technology and infrastructure investments will evolve how business is transacted and streamline how we work. While some of this change is fueled by compliance requirements, competitive advantage will be won by organizations leveraging data to provide additional services and enhance the customer experience.



BDO USA, LLP

By Mark Giamo, CPA, NJ Office Managing Partner-Assurance, Co-Leader—NY Metro Technology Industry Practice

Our firm's most recent Technology Update indicates that as demand for

hardware continues to contract, organizations are looking to capture recurring revenue through SaaS and cloud-based services. Tech companies are also focusing on making smart cloud investments to fill the software and service gaps introduced by the Internet of Things, virtual reality, etc., and we expect continued M&A activity.



Bederson LLP

By Matthew Schwartz, CPA, CFF, CFE, CIRA, Partner

On Oct. 4, 2016, CNBC reported that Richmond Federal Reserve President Jeffrey Lacker said there was a strong case for raising interest rates, arguing that borrowing costs might need to rise significantly to keep inflation under control. My conclusion is that if the Fed does indeed raise interest rates, defaults will rise and the insolvency practice will be busy in 2017.



Deloitte & Touche LLP

By Chris Cooper, Partner, U.S. Audit Leader, Life Sciences and Health Care

2017 will be a busy year for accounting and finance professionals with the focus on complying with the latest FASB accounting standards. The revenue recognition standard takes effect for public companies in 2018 and the leasing standard in 2019. The SEC's interest in non-GAAP measures will also continue to be a major focus for businesses across all industries.



EisnerAmper LLP

By Anthony Minnefor, Partner, Financial Services Assurance Practice Leader—NJ, PA

We believe private equity and venture capital firms will continue raising new funds that invest in companies that create new industries or disrupt old ones. We expect innovative and growing financial technology, space and robotics companies to receive capital. The wildcard in this is if the Fed starts raising rates.



GKG CPAs

By Donald Karlewicz, CPA, CGMA, Managing Partner

With a new administration taking office in Washington, there is renewed hope for positive change. This will drive the economy, which I predict will continue its recent pattern of steady growth. A strong economic climate is good for accounting firms, so I predict that 2017 will be another growth year for our firm and for our industry.



Goldstein Lieberman & Company LLC

By Phillip E. Goldstein, CPA, Co-Founder, Managing Partner

2017 will be a good year for our firm and the accounting industry. CPA mergers and acquisitions are no longer a

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passing trend; they are the new normal. Fortunately, we have become very adept at facilitating the melding together of different entities for our clients and ourselves. The future is bright for businesses that develop this skill as well.



Grant Thornton LLP

*By Mike Bernstein, NJ Audit
Partner-in-Charge (Iselin)*

The accounting industry must continue to stay relevant in a rapidly-changing business environment by making use of new technologies and recruiting excellent talent. Grant Thornton LLP is poised for continued growth with the firm's "people-first" culture and an unparalleled emphasis on quality. We help clients move confidently into the future through a broad range of advisory, audit and tax services.



KPMG LLP

*By Mark Drozdowski, National Audit
Leader-Life Sciences*

Pharmaceutical and biotech companies will see a greater proportion of their revenues coming from a strong pipeline of specialty drugs. Congress will continue to scrutinize drug prices, but any legal or regulatory action will depend upon the future legislative elections.



PKF O'Connor Davies, LLP

By Kevin J. Keane, Managing Partner

With many changes in New Jersey's tax environment, accounting firms will be counted on for advice and advisory services to help clients navigate this new paradigm. We expect more consolidation as niche players join larger firms to gain access to the resources and international reach needed to compete today. We see New Jersey as a continued growth market for our business.



Sobel & Co., LLC

*By Mike LaForge, CPA, CGMA,
Member of the Firm, Practice Leader,
Manufacturing/Distribution Practice Group*

The recently proposed changes to IRS regulations (if adopted) would eliminate discounts on the valuation of family businesses. As a result and in anticipation of this rule passing, the timeline for a family business to engage in succession planning and asset transfer to the next generation may be accelerated. We recommend early, thoughtful strategic planning under any scenario.

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WeiserMazars LLP

By Michael Rofman, CPA, Partner

A low-growth economy seems likely to continue for 2017, giving rise to continued industry consolidation and PE investments. Logistics companies should focus on reducing overhead to maintain operating margins and look to automate billing processes with electronic data interchanges. The most successful logistics companies use IT systems to differentiate themselves from their competition, which will improve profitability and efficiency.



Wilkin & Guttenplan, PC

By Sefi Silverstein, CPA, Shareholder and Real Estate Practice Leader

I have observed that back offices (providing day-to-day bookkeeping and accounting functions) within

the older, generational real estate firms are often quite understaffed. Resulting errors and time constraints can have negative consequences. I foresee that as the next generation takes over, they are more likely to hire additional support, or outsource these tasks, which will minimize inaccuracies and lost opportunities.

BANKING



Atlantic Stewardship Bank

By Paul Van Ostenbridge, President and CEO

Consumers are increasingly migrating towards Apple products, including Apple iPay, as they become more comfortable conducting business through their mobile devices. We continue to invest in technology so that we can properly service our customers' individual needs and banking preferences. Millennials want to be associated with banks that are



committed to their community and, based on our Tithing Program, we remain faithful to giving back and serving a greater purpose.



Bank of New Jersey

By Nancy E. Graves, President and CEO

Our outlook for 2017 is positive. Interest rates will increase slightly. Commercial mortgages will be an area of growth, while lending for construction projects will be more moderate. Deposit pricing will become more competitive with money market and CD rates rising. To support our

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growth, we will continue to invest resources in our employees to support our customer relationship focus.



M&T Bank
By Paula Mandell,
Area Executive

After years of accommodative monetary policy, it's reasonable to expect the Federal Reserve Bank will look closely at an interest rate increase either in December 2016 or in 2017. With rates potentially



trending upward, we see a number of our commercial customers beginning to think about accelerating capital expenditures to move projects forward while the cost of funds remains relatively low in historic terms. This could result in increased business investment within New Jersey in 2017.



Peapack-Gladstone Bank
By Doug Kennedy,
President and CEO

As a community bank, we will experience strong growth as people reconsider working with mega banks. Interest rates will remain low, pressuring margins. Luxury multifamily construction will chill as projects fail to attract tenants. Construction lending will lessen, potentially causing a real estate slowdown; \$2.5 million homes will decline 20 percent to 30 percent in value. Underwriting at the upper end of the market will tighten.



Valley National Bank
By Gerald H. Lipkin,
Chairman, President
and CEO

Our industry will continue to be shaped by emerging technologies. As cross-generational customer demands continue to evolve, we will continue to diversify and enhance our digital delivery channels, while offering top-of-the-class personal service. To support this digital banking experience, we have committed significant resources to modernizing our technology infrastructure, which will increase connectivity between our customers and the bank.

ENGINEERING



Boswell Engineering
By Stephen T. Boswell, P.E.,
President and CEO

With resolution of the Transportation Trust Fund

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financing, we anticipate a robust 2017 in the economy's infrastructure segment. Boswell Engineering, as a leading provider of consulting engineering services to towns, counties and state agencies, anticipates a 5 percent to 10 percent increase in overall revenues. The engineering industry must remain vigilant in assuring that the selection of engineers is based on qualifications.

ENVIRONMENTAL BUSINESS



EWMA
By Michael Sylvester,
Executive VP

EWMA is optimistic as we continue to expect moderate growth for 2017. EWMA is on target to outperform corporate goals and projected trends in 2016. We are confident in a continued uptick in services for the real estate and environmental sectors. EWMA forecasts opportunities to

expand services and staff to support our clients' needs, as well as labor demands.



GEI Consultants, Inc.
By Ray Hart, CEO

New Jersey remains a key environmental and engineering services market as we continue to grow and serve its diverse industrial and commercial client



base. With the success of the LSRP program quickening the pace of real estate transactions, we see New Jersey's ongoing and strengthening economic recovery reflected in expanding opportunities in brownfields and renewed interest in urban core redevelopment properties.

HEALTHCARE



Atlantic Health System
By Brian A. Gragnolati,
FACHE, President and CEO

The pace of change for healthcare providers will escalate as patients struggle with rising out-of-pocket costs and physicians, hospitals and health systems adapt to new payment models. Inventive partnerships will emerge to tackle affordability and access. At Atlantic Health System, we'll continue to work to deliver the best possible experience to every patient and remain indispensable to our communities.

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Capital Health

By Al Maghazeh, Ph.D., FACHE, President and CEO

I have no doubt that in 2017 our Capital Institute for Neurosciences will further elevate the level of care patients in New Jersey can expect to receive at an advanced neuroscience center like the one we opened eight years ago. When it comes to caring for neurologic issues, we're continually raising the bar in terms of talent and technology, and striving to exceed patient expectations.



Hackensack Meridian Health

By Robert C. Garrett, FACHE, Co-CEO and John K. Lloyd, FACHE, Co-CEO

In 2017, Hackensack Meridian Health will continue to grow the strategic services offered across our network, with a focus on



innovation and hardwiring the patient experience. We will continue our plans to develop the Seton Hall-Hackensack Meridian School of Medicine, which will establish the only private medical school in the state. We are truly changing health care at the speed of life.



Holy Name Medical Center

By Michael Maron, President and CEO

In 2017, Holy Name will continue to set a new standard for personalized care by working with insurers, our medical partners and our community to develop patient-dri-

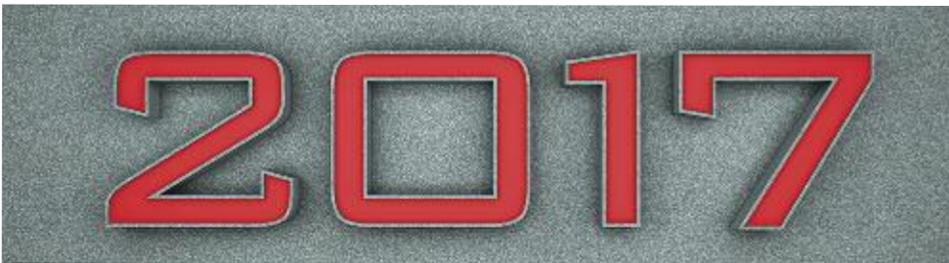
ven services. We recently appointed New Jersey's first VP of Patient Engagement/Chief Experience Officer and opened a state-of-the-art Breast Center. In 2017, we will complete an expansion to our Institute for Simulation Learning, which provides clinical education within an immersive environment.



RWJBarnabas Health

By Barry H. Ostrowsky, President and CEO

We will remain committed to advancing the overall health of our populations and to con-



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tinuously improve the quality of care we provide. We will focus on the well-being of the diverse communities we serve with a continued commitment to high-quality, culturally competent care. We will foster and support a mission of academic excellence, including a commitment to research and medical education.



Saint Peter's Healthcare System

By Leslie Hirsch, FACHE, President

Healthcare will continue to be driven by heightened competition, a reshaping of the industry that is in large part a direct result of the Affordable Care Act. We will also see ongoing questions about the growth of tiered health insurance networks and how participation among hospitals and physicians is determined. Saint Peter's expects to see rapid growth in volume and new services in 2017.



The Valley Hospital, Valley Health System

By Audrey Meyers, President and CEO

Enhancing the health of the population we serve will continue to be a top priority. We are committed to providing the right care at the right time in the right setting. New initiatives include opening a new health and wellness center, additional multi-specialty medical practices and urgent care centers. Our goal is to offer quality, convenient care close to home and work.



Trinitas Regional Medical Center

By Gary S. Horan, FACHE, President and CEO

I believe we will see a further expansion in medical technology, such as the 128-slice CT scanner that is part of an \$18 million expansion of Trinitas' ER, due for completion in 2017.



Our emergency treatment beds will nearly double to 45, there will be separate areas for children and seniors, and three beds will be added to the Intensive Care Unit.



University Hospital

By John N. Kastanis, MBA, FACHE, President and CEO

The state's healthcare system will remain in a "high change mode" with most providers experiencing significant transformations. Nevertheless, with University Hospital being the only Academic Medical Center in our region, affiliated with a university-based health sciences program such as Rutgers Health, and formidable Medical School, our academic mission and vision has the potential to thrive during this transformational time.

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HEALTH INSURANCE



QualCare Alliance Networks, Inc.
By Annette Catino,
President and CEO

While affordability remains a key focus for business owners in New Jersey and nationally, the shift toward accountability for healthcare



outcomes is altering the healthcare and insurance landscape, making the tools QualCare provides to businesses, insurers and providers even more valuable. This has led to significant growth in our national business during 2016 and we anticipate 2017 will be even better.

HIGHER EDUCATION



Bergen Community College
By Dr. B. Kaye Walter,
President

Given the presidential election and the continued discourse on access to higher education, 2017 could stand as a landmark year—especially for community colleges, if government leaders take some action in this long-simmering debate. Regardless, even in the absence of legislation, one prediction remains certain: community colleges will serve the needs of their communities and approximately half of all U.S. undergraduates.



Berkeley College
By Michael J. Smith,
President

Affordability, college preparedness and completion are the major challenges facing colleges and universities throughout the nation. At Berkeley College, we are proactively looking to make college more affordable, lower student debt and drive student outcomes. Schools must focus on preparing our future workforces to meet the needs of New Jersey employers, particularly in the healthcare, technology and service industries.



College of Saint Elizabeth
By Dr. Helen J. Streubert,
President

The College of Saint Elizabeth plans to continue its recent record-setting enrollment growth well into 2017 and beyond. With a fully coeducational campus, new pro-

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Medical Grants for Children

The UnitedHealthcare Children's Foundation (UHCCF) is a 501(c)(3) charity that provides medical grants, up to \$5,000, to children who have medical needs not covered, or not fully covered, by a commercial health insurance plan. Grants help families pay for medical services and equipment such as physical, occupational and speech therapy, counseling services, surgeries, prescriptions, wheelchairs, orthotics, eyeglasses and hearing aids.

Parents or legal guardians may apply for grants at www.uhccf.org, and there is no application deadline.



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grams in planning, broadcasting, social work, actuarial science and upgraded campus facilities, we will meet the needs of our students for an individually, yet community-focused education.



Fairleigh Dickinson University
By Dr. Christopher A. Capuano, President

Competition for high school graduates in New Jersey will continue to rise, given that the number of high school graduates will continue to decline and the marketplace in New Jersey has become very crowded. Students have many choices in New Jersey, and institutions whose degrees have high perceived value and have

taken steps to improve access and affordability will fare best.



Felician University
By Dr. Anne M. Prisco, President

New Jersey's strong job market will fuel continued demand for college graduates with both hard and soft skills. Felician University's programs in growing fields such as cybersecurity, computer science and business—coupled with its technologically advanced learning environment—will provide its graduates with the skills they need to succeed in the increasingly complex workplace.



Georgian Court University
By Dr. Joseph R. Marbach, President

In 2017, we will begin new partnerships, such as guaranteed admission agreements with

Catholic high schools; transfer-friendly agreements with community colleges; and professional development arrangements with corporate partners designed to make a GCU education more accessible, affordable and applicable. These partnerships will help GCU grow, even as higher education faces increasing pressure to contain costs and meet student needs.



Kean University
By Dr. Dawood Farahi, President

Today's marketplace is more global and interconnected than ever before. Kean University helps our students compete by promoting innovation, creativity and entrepreneurship. I believe colleges in New Jersey and across the country will continue to see the value of partnerships like Wenzhou-Kean University that offer unique educational opportunities and provide students with immersive exposure to different cultures and ideas.

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Montclair State University
By Dr. Susan Cole, President

With its recent classification as a research doctoral university, Montclair State University's national rankings will continue to rise, with increased educational and research opportunities in new science, business, communication and media, and nursing facilities. Our historic high enrollment of 21,000 will also grow in both New Jersey and out-of-state students.



New Jersey Institute of Technology
By Dr. Joel S. Bloom, President

NJIT will continue to see record highs for enrollment and measures of student quality (as we did this year) because, as one of only 32 polytechnic universities nationwide, we are the right place at the right time. America has 1.3 million available jobs in STEM fields



each year and only 600,000 new grads in those disciplines, so our graduates are highly sought after.



Ramapo College of New Jersey
By Dr. Peter P. Mercer, President

Demand for jobs in nursing and social work will increase by 20 percent during the next decade. Ramapo College is prepared to meet this demand by offering an award-winning Social Work Bachelor's degree, Master's of Social Work and two new MSN tracks: Family Nurse Practitioner and Nursing Administration. We are committed to

small class sizes, faculty mentorship and a rigorous hands-on curriculum.



Seton Hall University
By Dr. A. Gabriel Esteban, President

Universities everywhere need to diversify their academic offerings to attract the most qualified students. At Seton Hall, we've been fortunate to attract and retain the best New Jersey students by expanding our array of academic programs, including the university's new school of medicine. As one of the nation's leading Catholic universities, we continually pursue academic excellence as we develop new programs.

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Stockton University

By Dr. Harvey Kesselman,
President

Our new residential campus in Atlantic City and two new academic buildings in Galloway will be rising in 2017, expanding access to classes in 2018 and beyond, as we respond to record enrollment demand. Students and faculty will be investigating brain development and designing experiments to be tested on the International Space Station, examples of our commitment to faculty-mentored student research.



Thomas Edison State University

By Dr. George A. Pruitt,
President

It's been said that the best way to predict the future is to invent it. As a national leader in adult education, we intend to invent the future by creating new opportunities for our students to transform their lives. Having launched our first doctoral program, we will create more innovative academic programs that respond to the aspirations of our students.

Increased regulations, election concerns and economic growth uncertainty are just some of the causes. The result has been protracted due diligence/ approval periods and increased pressure on all to close quickly after approval. Our commercial lending department must be prepared to proceed rapidly and economically from commitment to closing.



Gibbons P.C.

By Patrick C. Dunican Jr.,
Esq., Chairman, Managing
Director

Because companies large and small, representing the range of industries critical to the regional economy, will continue to face the threat of damaging data breaches in 2017, law firms need to significantly enhance their cybersecurity services to help clients minimize security risk, but also respond thoroughly and appropriately to any breaches that do occur.

LAW



Connell Foley LLP

By Thomas M. Scuderi, Esq.,
Chair of Banking Law
Group

As 2017 approaches, commercial lenders are expected to remain cautious and conservative.

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ENVIRONMENTAL BUSINESS

**Organic Crops = Sustainability,
Higher Net Income
for Farms**



BY ANDRÉ LEU

INTERNATIONAL FEDERATION OF
ORGANIC AGRICULTURAL MOVEMENTS

AVIABLE INCOME IS an essential part of farm sustainability.

The most recent study by Noémi Nemes from the United Nations Food and Agriculture Organization (FAO) analyzed more than 50 economic studies. She stated that the data "demonstrates that, in the majority of cases, organic systems are more profitable than non-organic



"Having a thriving organic farming industry in New Jersey satisfies the demands of our state's highly diversified marketplace," explains New Jersey Secretary of Agriculture Douglas H. Fisher.

systems. Higher market prices and premiums, or lower production costs, or a combination of the two generally result in higher relative profits from organic agriculture in developed countries. The same conclusion can be drawn from studies in developing countries, but there, higher yields combined with high premiums are the underlying causes of their relatively greater profitability."

The 2012 Census of Agriculture showed there were 72 organic farms in New Jersey with more than \$3.04 million in product sales. Of the farm operators, 49 said their primary occupation was farming. Atlantic County had the most organic farms with 11 and Hunterdon and Morris counties each had eight. The New Jersey Department of Agriculture is an accredited certifying agent for the

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NPZ Law Group P.C.

By David H. Nachman, Esq.,
Managing Attorney (U.S.)

Immigration law practices will be busy as ever in 2017, and the prediction is independent of who is elected president. The number of employment-based visa applications will remain steady, possibly rise, because economics dictates immigration policy. Highly skilled foreign-born workers boost the economy by complementing American talents, creating new jobs, and enriching businesses in the science, technology and mathematical fields.



Riker Danzig Scherer Hyland & Perretti LLP

By Jason D. Navarino, Esq.,
Partner, Corporate Practice

Interest rates will rise, which isn't ideal for fostering M&A activity. But the end of the presidential

election and the state's Transportation Trust Fund crisis, and continued consolidation in key New Jersey industries (e.g., energy and transportation), may offset interest rate effects. I expect to see businesses and foreign investors aggressively pursuing strategic growth opportunities in the region in 2017.



Scarinci Hollenbeck

By Ronald S. Bienstock,
Esq., Partner, Chair,
Intellectual Property Group

Intellectual property, specifically trademarks, will see a substantial growth in securing and policing as branding becomes the quintessential issue for manufacturers and consumers. Copyright issues will continue to emerge as valuable content will continue to need more protection and enforcement. Many brand owners are pushing the limits of design patent protection—as this too will be an area of growth.

REAL ESTATE



Cushman & Wakefield

By Andrew R. Judd,
Managing Principal and
New Jersey Market Leader

Office fundamentals, especially in prominent submarkets, are projected to ascend further in 2017 as quality space tightens, and as the local economy continues its upswing. Industrial, e-commerce and logistics companies should continue to fuel activity as online sales trend higher and consumer confidence remains healthy. Cushman & Wakefield is well positioned to leverage these dynamics for its clients.



NAIOP New Jersey

By Michael McGuinness,
CEO

The prospect of a new administration in 2017 will re-energize key public policy

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ENVIRONMENTAL BUSINESS

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National Organic Program and currently certifies 85 organic producers and handlers. Products certified include produce, coffee, tea and cookies.

"Having a thriving organic farming industry in New Jersey satisfies the

demands of our state's highly diversified marketplace," says New Jersey Secretary of Agriculture Douglas H. Fisher. "Some of these organic operations produce strictly for wholesale, some sell directly through their own

farm stands at farmers markets or by community supported agriculture."

A report by United Nations Environmental Program and United Nations Conference on Trade and Development found that not only did organic production increase the amount of food production, it also gave farmers access to premium value markets. The LTAR project of Iowa State University found that cost wise, on average, the organic crops' revenue was twice that of conventional crops due to the savings from non-utilization of chemical fertilizers and pesticides.

A study in the United States by Dr. Rick Welsh of the Wallace Institute

New Jersey Secretary of Agriculture Douglas H. Fisher visited Chickadee Creek Farm in Pennington, New Jersey, operated by 13th generation farmer Jessica Niederer, who grows organic produce and flowers on 17 acres of her family's 80-acre hay farm.



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initiatives that have long been dormant. It will be a busy year for the commercial real estate industry, which will benefit from the advancement of issues such as liquor license reform and affordable housing solutions, as well as the replenishment of the Transportation Trust Fund.



Poskanzer Skott Architects
By Barry Poskanzer, AIA,
President and CEO

With the strengthening economy, we expect to see a continuation of 2016's robust growth in multifamily housing and healthcare-related development. In the office and industrial sectors, our firm has experienced a substantial uptick in demand from landlords and owners for re-tenanting and adaptive reuse projects. We predict this trend will gain strength well into the fast-approaching New Year.



The Berger Organization
By Miles Berger, Chairman
and CEO

The hotel industry outlook for Newark looks bright. Occupancy and Rev Par are up for 2016 over 2015. We are presently building a Tryp by Wyndham Hotel in downtown Newark set to open in Summer 2017. The Tryp hotel will establish a new benchmark for hotels in Newark. Both airport and downtown hotels in Newark will enjoy increased occupancy in 2017 and an increase in revenue per available room.

STAFFING



UNITEMP Temporary Personnel
By Ted Kissel, President and
CEO

I believe the temporary help industry will see flat to modest growth in 2017. As the labor market tightens slightly, companies are

trending toward temporary or project staffing. My concerns include the rising office vacancy rate, company departures for other states and onerous employer legislation. Staffing companies do not all succeed or fail in lock step; UNITEMP will do well in 2017.

TRANSPORTATION



Villani Bus Company
By Courtney Villani,
President

The bus business is a difficult industry that is suffocating with overregulation, heavy competition of varying quality and ever-increasing expenses. More family businesses are closing, and big businesses are leaving our state. I am working with our New Jersey School Bus Contractors Association to help improve the expensive and time-consuming process of getting CDL license endorsements to employ more New Jerseyans. ■

ENVIRONMENTAL BUSINESS

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has shown that organic farms can be more profitable. The premium paid for organic produce is not always a factor in this extra profitability. Dr. Welsh analyzed a diverse set of academic studies comparing organic and conventional cropping systems. Among the data reviewed were six university studies that compared organic and conventional systems.

The data shows that organic agriculture is one of the best sunrise industries in the world due to fast growing, high value, premium markets,

strong consumer demand and high yielding, resilient, production systems. The organic sector covers the whole value chain from the paddock to the plate—consequently it presents numerous opportunities for all types of investors from the smallest family farmers and retailers through to the largest corporations, ensuring as long as there are good management practices, all will prosper. ■

André Leu is president of the International Federation of Organic Agricultural Movements (IFOAM). This article, except for the New Jersey data, is excerpted from Leu's book, The Myths of Safe Pesticides (Acres U.S.A.).

At the 15-acre Savoie Organic Farm in Williamstown, New Jersey, Barry and Carol Savoie grow a variety of organic produce. New Jersey Agriculture Sec.

Douglas H. Fisher is pictured on the far right.