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• EL Baxter • Encon Mechanical & Encon Service • Catapult Learning  
• Campbell's Soup Company • A3 Technology • Battelle Institute • Goya  
Foods • Bayer HealthCare • McLoone's Boathouse • Dendreon • Sophion  
• LG Electronics • PIM Brands • NFL Films • Audible, Inc. • National  
Financial Services • Johnson & Johnson • Shupper-Brickle • Capital City  
Contracting • Johnston Communications Voice and Data • New York Jets  
• Watson Pharmaceutical • FAPS, Inc. • Prudential • Genesis Biotechnology  
• Carlo's Bakery • Advance Realty • NY Red Bulls • Evergreen Shipping  
Agency Corp. • Sika Corp. • L&R Manufacturing • Croda Inc. • Wyndham

# 100 Business Initiative Report

March 2012

Worldwide • Daiichi Sankyo • Solix • GE Healthcare • Guardian Drug  
• Apex Technology Group • MRP, LLC • Boehm Porcelain • Sea Box  
• Innovative Technology Solutions • Hitachi Power Systems • Viking Yacht  
• Atlantic Towers • Readington Farms • Huawei • Sanofi • Integrated  
Solutions • Ace Aluminum • Thermo Systems • Victory Refrigeration  
• PNY • Avaya • Ranbaxy • Sergio's Pizzeria • Givaudan • Durex • Bed,  
Bath, and Beyond • Argix Direct • Danfoss Hago • Air Cruisers • Limpert  
Brothers • Mannington Mills • SJ Industries • Philips Lighting • American  
Fittings • SGS • Komo Machine • Bottom Dollar Stores • Century Packaging  
• A & P Coat, Apron and Linen Supply • Engineered Precision Casting  
Co. • EPS Corporation • Church & Dwight • Crestron Electronics • K-Sea  
Transportation Partners, LLC • Metuchen Capacitors • Oncobiologics  
• Saker ShopRite • Damascus Bakery • Panasonic • Novo Nordisk • Flying  
Fish Brewery • Quantum Coatings • DAVA Pharmaceuticals • New Jersey  
Micro Electronic Testing Laboratories • Melitta • General Mills Operations  
• TATA • Puratos USA • SHI International • Switlik Parachute Company, Inc.

Submitted By  
Honorable Kim Guadagno, Lieutenant Governor



THE STATE OF NEW JERSEY



THE STATE OF NEW JERSEY



March 2012

When Governor Christie and I took office in January, 2010, we understood that we needed to do more to encourage business growth in our State. With the goal of showing as much support for business as we can, my 100 Business Initiative was inaugurated in early 2011.

Since then, I have had the distinct pleasure – indeed honor – of traveling the State to meet with our job creators – the men and women heading businesses of all sizes throughout New Jersey. I met with a national pharmaceutical conglomerate in New Brunswick, a bakery in Hoboken, a steel plant in South Plainfield, and a floor covering manufacturer in Salem, among 96 others. I had the opportunity to not only tour our State’s varied business locales, but to meet and openly discuss business realities with our State’s business people. Through those dynamic discussions with a diverse set of corporate CEOs and small business entrepreneurs, I gained a greater appreciation for the challenges New Jersey businesses face on a day-to-day basis and, more important, the potential solutions for those challenges.

This report, and the policy recommendations it outlines, are the product of those frank and open conversations. By meeting with business of all types and sizes throughout New Jersey, I learned first-hand what is working, what’s not, and where we can and must do better.

New Jersey, like the nation, faces considerable challenges. But, we are up to the task. Business leader after business leader commended the State’s efforts over the past two years to improve the economy, restore fiscal sanity, cut burdensome red tape, and foster economic growth. But one theme permeated every discussion: we must continue to act with urgency.

The solutions to New Jersey’s problems are not easy. The road to recovery may not be smooth. But together, we can continue to do the big things and position New Jersey as a leader in job creation. Through a collaborative commitment to policies geared towards prosperity, we will rediscover our strength and spirit, and position New Jersey for sustainable economic growth.

By building on our successes and implementing the policy recommendations made in this 100 Business Initiative Report, I am confident that we will be a national leader in job retention and attraction, making New Jersey a State where diverse and abundant businesses settle, grow, and thrive.

New Jersey’s comeback has begun. But our work is not done.

A handwritten signature in black ink that reads "Kim Guadagno". The signature is written in a cursive, flowing style.

Kim Guadagno  
Lt. Governor

# Table of Contents

100 Businesses Initiative	1
Business Attraction and Retention Through the Partnership for Action	2
The Business Action Center	2
Economic Development Authority	2
Choose New Jersey	3
Business Portal- <a href="http://www.NewJerseyBusiness.gov">www.NewJerseyBusiness.gov</a>	3
I. Reducing Taxes	4
Single Sales Factor for Corporation Business Tax Income	4
Alternative Business Calculation Under the Gross Income Tax	4
Corporation Business Tax Research Expense Credit	4
Minimum Corporation Business Tax	4
Phase out of the Transitional Energy Facility Assessment	5
Veto of So-Called "Millionaire's Tax"	5
Policy Recommendations	5
Reduce the Personal Income Tax	5
Hold the Line on Taxes by Controlling Spending	5
II. Energy	6
Energy Master Plan	6
Elimination of the Retail Margin Surcharge	6
Policy Recommendations	7
Manage Energy to Save Money, Stimulate the Economy, and Create Jobs	7
Enhance Incentives to Increase Energy Efficiencies	7
III. Improving Our Workforce	8
Creation and Utilization of Talent Networks	8
Policy Recommendations	8
Establish a First-Class Research University-Based Health Sciences Center	8
Develop Tomorrow's Workforce	8
Continue Delivery of Workforce Training	9
Greater Access to Affordable Healthcare	9
IV. Business Outreach And Access To Credit, Incentives, And Technical Assistance	10
New Resources to Support Small Business Lending	10
Technical Support for Entrepreneurs	10
UCEDC	10
Small Business Development Centers	11
Improvement of BRRAG Incentive Program	11
Policy Recommendations	11
Continue the Administration's Aggressive Outreach	11
Provide Technical Assistance to Entrepreneurs in Targeted Areas	11
Leverage Banking/Microlender Relationships	12
Identify and Target At-Risk Companies	12
Increase New Jersey's Global Presence	12
Support Supply Chain Policies	13

V.	Support The State Strategic Plan	14
	Policy Recommendations	14
	Develop Strategies to Support Targeted Industry	14
	Strategically Invest State Resources	15
	Align Partnerships, Particularly with Institutions of Higher Education	15
	Grow and Develop Regional Innovation Clusters	15
VI.	Cutting Red Tape and Fostering Growth	16
	Improved Deployment of Technology	17
	Greater Use of Waivers	17
	Increased Pre-Proposal Stakeholder Input	17
	Adoption of Time of Decision Rules	17
	Reduction of Needless Paperwork	18
	Uniform Application for Small Business	18
	Unification of Overtime Regulations	18
	Expansion and Replication of Licensed Site Remediation Professionals Program	19
	Policy Recommendations	19
	Accelerate and Expedite the Issuance of Business Permits	19
	Extend the Life of Permits and Licenses	19
	Accelerate and Streamline State Payment of Contracts and Incentives	20
	Consolidate Licensing and Auditing Inspections	20
	Expand the Use of General Permits and General Operating Permits	20
	Prioritize Permit Applications to Improve Efficiency	21
	Encourage Pre-Permitting for Specifically Targeted Economic Development Sites	21
	Ease Restrictions on Reinstating Licensed Professionals	21
	Provide Greater Reciprocity for Professionals Licensed by Other States	22
	Streamline and Unify Procurement and Bidding Processes	22
	Modernize Outdated Laws	22
	Improve the Accessibility of Laws and Regulations	22
	Acknowledgements	23
	Appendix A- 100 Businesses Incentive	24
	Appendix B- Partnership for Action Wins	28

•BAE Systems • Maersk Inc. • MarineMax Brick •VEP Manufacturing  
 • Princeton Fulfillment Systems • Panther Technologies • RFC Container



“We appreciate Acting Governor Guadagno’s support of Switlik Parachute Company and our products which save lives worldwide while providing jobs locally in New Jersey. We are thrilled and honored to be the 100th meeting of her 100 Businesses Initiative.”

- Stanley Switlik, President, Switlik Parachute

• Watson Pharmaceutical • FAPS, Inc. • Prudential • Genesis Biotechnology  
 • Carlo’s Bakery • Advance Realty • NY Red Bulls • Evergreen Shipping

“We were pleased and honored to host Lt. Governor Guadagno. It’s important that government and business maintain a constructive dialogue and we’re happy that the Lt. Governor took the time to do it.”

- John C. Parry Jr., Chief Executive Officer, Solix



Bath, and Beyond • Argix Direct • Danfoss Hago • Air Cruisers • Limpert Brothers • Mannington Mills • SJ Industries • Philips Lighting • American



“Our company has benefited from New Jersey’s nurturing of innovation, and we welcome the efforts of the Christie Administration in creating a supporting business environment for Life Sciences in this state.”

- Tom Giordano, General Manager, GE Healthcare Life Sciences Americas

Micro Electronic Testing Laboratories • Melitta • General Mills Operations  
 • TATA • Puratos USA • SHI International • Switlik Parachute Company, Inc.



## 100 Businesses Initiative

On February 17, 2011, Lt. Governor Kim Guadagno kicked off a statewide 100 Businesses Initiative to highlight the work of the New Jersey Partnership for Action and the Administration's on-going, hands-on approach to economic development. By continuing her outreach to business and meeting with New Jersey's job creators – the State's CEOs, executives, representatives from mid-sized companies, and small business entrepreneurs – the Lt. Governor heard directly from the State's business leaders, shared the State's business-focused resources, and promoted why companies should choose New Jersey.

The 100 Business Initiative was a collaborative effort among the Department of State's Business Action Center ("BAC") and the New Jersey Economic Development Authority ("EDA"). Crisscrossing the State, the Lt. Governor interacted with a wide spectrum of New Jersey's economy, meeting with businesses in urban and rural settings, ranging from large, international corporations to small, family-owned and operated businesses. The Lt. Governor, however, focused her initiative on industries and companies reflective of the State's unique appeal across industry sectors large and small, those that have traditionally been the foundation of New Jersey's economic growth, and those that are and will be crucial to gaining an advantage in today's highly competitive innovation economy, including the pharmaceutical, technology, and manufacturing industries. A list of the 100 businesses visited by the Lt. Governor appears at Appendix A.

At each meeting, the Lt. Governor listened to business representatives' concerns regarding New Jersey's business climate, the effect of the Administration's efforts to improve the State's economy, and ways that the Administration could continue to create jobs, retain jobs, and spur economic development. Following those productive discussions, the Lt. Governor typically toured the businesses' facilities, witnessing how the business operates on a day-to-day basis and, more important, listening to concerns regarding the direction of the State.

The 100 Businesses Initiative proved to be an invaluable resource, providing frank feedback on the Administration's efforts to make New Jersey a home for economic growth. It also demonstrated that New Jersey is back in business. Business leaders emphatically noted that the Administration's efforts have made an indelible mark on New Jersey's commercial landscape. By implementing policies geared toward improving New Jersey's business climate, cutting through burdensome red tape, exercising fiscal discipline and spending restraint, and demonstrating a commitment to economic development, the Administration has given our State and its business leaders a sense of hope.

What's more, each business meeting was a fertile ground for new ideas on improving the State's economy. In short, much has been done. More can be done. And more must be done. While the 100 Businesses Initiative confirmed the success of the Administration's efforts towards improving the economy, it also demonstrated that we must continue our focused, on-going efforts to improve New Jersey's business environment and stimulate economic growth by doing the big things.

The following represents a high-level overview of some of the primary topics raised by the business leaders who participated in the 100 Business Initiative. It recaps significant policy changes undertaken by the Administration and provides policy suggestions that, if implemented, will continue our efforts to make New Jersey a more competitive state for business.

## Business Attraction and Retention Through the Partnership for Action

A key component of New Jersey's comeback has been its ability to attract and retain businesses – and the jobs they create. By leveraging New Jersey's strengths and resources, and institutionalizing this commitment to bringing jobs to and keeping jobs in New Jersey, the Administration has promoted innovation and job creation. These efforts have been driven by the Partnership for Action.

Through its three interconnected and highly focused organizational elements (the BAC, the EDA, and Choose New Jersey), the Partnership for Action has attracted new business to the State and helps existing businesses thrive by, among other things, focusing on relationship building and person-to-person outreach, promoting the State's incentives and resources, developing pro-growth policies, and assisting businesses in navigating State government.

### The Business Action Center

The BAC, within the Department of State and reporting to the Lt. Governor, is New Jersey's "one-stop shop" for business. Dedicated to revitalizing and expanding New Jersey's business community, the BAC fosters economic vitality, grows jobs, and positions New Jersey as the nation's leader in retaining, growing, and attracting business. BAC's staff of business liaison representatives has brought a customer service approach to coordination and navigation across State and local government agencies for businesses looking to remain, expand, or locate in New Jersey. Among other things, the BAC: identifies and matches State programs and resources to business needs; provides site-selection services; assists with permitting and regulatory issues; and advances global competitiveness by providing trade assistance and support. Since its inception, the BAC has counseled more than 36,500 businesses and assisted more than 54,000 customers through its call center – or roughly 3,000 callers per month. Further, through the efforts of the Partnership for Action and the Christie Administration's pro-growth policies, 159 companies have committed to generating and retaining over 44,928 jobs, bringing more than \$5.9 billion in total public-private investment to the Garden State since January 2010.

### Economic Development Authority

The EDA is New Jersey's "Bank for Business." As the financing component for New Jersey job growth, the EDA oversees many New Jersey programs that support the business community, including various lending products that provide small business access to capital in partnership with banks throughout the State. EDA also administers incentive programs aimed at attracting new business and supporting the retention of the State's existing employers, while catalyzing major redevelopment projects that bring significant capital investment. Incentive programs include the Business Employment Incentive Program, the Business Retention and Relocation Assistance Grant, the Economic Redevelopment and Growth Program, and the Urban Transit Hub Tax Credit Program. The following summarizes the results of EDA's recent efforts:

	2011	2010
Total Projects Assisted	290	377
Total Amount Provided	\$828.1 million	\$567 million
Total Public/Private Financing	\$2.69 billion	\$1.4 billion
Estimated New Jobs	12,604	5,200



## Choose New Jersey

Choose New Jersey is a privately-funded, 501(c)(3) not-for-profit corporation that positions New Jersey as a world-class leader in the competitive global market. Led by a CEO and sixteen-member board of directors who are leaders of a broad range of New Jersey organizations, Choose New Jersey encourages economic growth and spearheads promotional activities to aggressively market New Jersey as a business destination – all at no expense to taxpayers. Choose New Jersey's Board of Directors, which consists of leaders of Fortune 500 companies and privately held enterprises, pledged nearly \$7 million to launch the organizations' efforts demonstrating that New Jersey means business.

Appendix B contains a list of the Partnership for Actions': (1) business attractions and relocations; (2) retentions and expansions; (3) foreign direct investments projects; and (4) new projects.

## Business Portal- [www.NewJerseyBusiness.gov](http://www.NewJerseyBusiness.gov)

In furtherance of Lt. Governor Guadagno's vision of a "one-stop shopping" experience for business, New Jersey's online business portal was revamped. In addition to addressing business basics, such as registration and tax filing, the Business Portal includes user-friendly features that provide networking and financing information, and a statewide clearinghouse for notices of business conferences, workshops, and training sessions.

Among other features, users can search a database for Brownfield properties, link to the Urban Enterprise Zone ("UEZ") program's online portal, obtain detailed environmental information for a select site, and use an interactive map to generate a report for a specific address that includes demographic and economic characteristics, transportation facilities, and incentive programs.

STATE OF NEW JERSEY  
BUSINESS PORTAL  
ONE-STOP SHOP FOR BUSINESS

GOVERNOR CHRIS CHRISTIE • LT. GOVERNOR KIM GUADAGNO  
NJ Home | Services A to Z | Departments/Agencies | FAQs  
Search This Site [input type="text"] [Submit]

Home Starting a Business Growing Your Existing Business Financing & Incentives Licenses and Permits Tax Center Workforce Business Registration & Records

Learn About Premier Business Services | Use Premier Business Services

Shortcuts

- Business Checklist [pdf 340KB]
- Name Search
- Industry Overview
- International Trade
- Jobs 4 Jersey
- UEZ Tax Incentives
- State Contracting

Tools

- Location Information
- Small Business Resource Tool [xls 239KB]
- NJ Small Vendor Search SmallWomen, Minority Firms
- New Jersey Contract Opportunities
- Guide to Doing Business in New Jersey [pdf 3MB]
- Networking [xls 355KB]

100 Businesses Campaign

- Clare, Agnes and Liam Supply
- AJ Technology
- Ace Aluminum
- Advance Realty
- Act Customs
- American Fittings
- Apex Technology Group
- Apex Direct
- Atlantic Towers
- Audible, Inc.
- Axtex
- BAE Systems
- Bancorp Insurance
- Beyer HealthCare
- Bell, Bell and Beyond
- Berlin Products
- Boston Dollar Stores
- Cadco Bakery
- Campbell's Soup Company
- Capital City Contracting
- Central Learning
- Century Packaging
- Church & Dwight
- Coastal Electronics
- Conda Inc.
- Creative Services
- Komo Machine
- K-Son Transportation Partners, LLC
- L&R Manufacturing
- LG Electronics
- Linger Brothers
- Maack Inc.
- Marmon Mills
- MartiniMax Brick
- McLoone's Bookbarn
- Melita
- Metuchen Capacitors
- MRZ, LLC
- National Financial Services
- New Jersey Micro Electronic Testing Laboratories
- NPL Films
- Newco Nondick
- NY Jet
- NY Red Bull
- OncoPharma
- Panason
- Panther Technology
- Pinsky Enterprises
- Pinsky Enterprises
- Princeton Engineering Systems

Lt. Governor Kim Guadagno visits Switlik Parachute Company in Trenton as part of her "100 Businesses" initiative.

Learn More About the Business Action Center Features

- Liz Mackay**... we have added user-friendly features that provide networking and financing information and ...
- Jim Fruscione**... businesses that join the Premier Services program will have one-stop access to their own business registry ...
- Andrew Rowan**... obtain detailed environmental information for a select site and use the interactive map to generate a report ...

## I. Reducing Taxes

Not surprisingly, the most common concern among New Jersey businesses is taxes. However, the most common point of praise among businesses met with on the 100 Business Initiative was the Administration's efforts to improve the State's tax climate.

Tomes could be written on the subject. But the following represents a few takeaways from the 100 Business Initiative.

### Single Sales Factor for Corporation Business Tax Income

In April, Governor Christie signed legislation modifying the corporation business tax formula. Previously, the New Jersey corporation business tax used a three-fraction formula to apportion a share of a multi-state corporation's income to New Jersey based on a weighted average. Pursuant to this new law (to be phased in over three years), the three-factor formula will be replaced with a single sales factor formula. This new law is expected to result in tax savings to affected corporations of: \$24 million in FY 2012; \$38.5 million in FY 2013; \$60.5 million in FY 2014; \$87.5 million in FY 2015; and \$98 million or more thereafter.

### Alternative Business Calculation Under the Gross Income Tax

Business leaders hailed legislation that established an alternative business calculation under the gross income tax to permit taxpayers who generate income from different types of business entities to offset gains from one type of business with losses from another, and permits taxpayers to carry forward business-related losses for up to 20 taxable years. This change is expected to result in taxpayer savings of: \$23 million in FY 2012; \$67 million in FY 2013; \$117 million in FY 2014; \$176 million in FY 2015; and \$200 million or more thereafter.

### Corporation Business Tax Research Expense Credit

The Administration eliminated the limit on the application of the corporation business tax research expense credit for periods beginning on or after January 1, 2012. Previously, the corporation business tax research expense credit was limited to 50 percent of liability otherwise due. This law effectively increases the research and development tax credit to 100 percent, thereby providing companies additional yield for their investments in New Jersey.

### Minimum Corporation Business Tax

Another business friendly tax-initiative signed into law was legislation that decreased the minimum corporation business tax on New Jersey subchapter S corporations by 25 percent for taxable periods beginning on or after January 1, 2012.



## Phase out of the Transitional Energy Facility Assessment

Originally slated to be phased out by 2003, the Legislature has repeatedly extended the Transitional Energy Facility Assessment ("TEFA"). Currently it is scheduled to be eliminated December 31, 2013. Governor Christie's budget for 2012 will allow the TEFA surcharges to be phased out as scheduled. The phase out of TEFA will reduce the average residential customer bill by about 1.5% to 2% and reduce commercial and industrial customer bills by about 1% to 2.2%.

## Veto of So-Called "Millionaire's Tax"

Countless business leaders – especially small business entrepreneurs – applauded Governor Christie's ability to say no to tax increases, most specifically the so-called "millionaire's tax." These business leaders stated unequivocally that tax increases to fund the State's out-of-control spending would punish struggling small businesses and set our economy further back from recovery. A further increase to taxes – especially one focused on businesses and highly productive taxpayers that are vital to creating jobs and growing our economy – would drive even more entrepreneurs and businesses out of New Jersey.

## Policy Recommendations

### Reduce the Personal Income Tax

In addition to proposing constitutional and balanced budgets that account for the State's financial straits, in his State of the State address, Governor Christie proposed a 10 percent reduction to personal income taxes for all New Jerseyans.

New Jersey's personal income tax is an oft cited concern of business leaders making location decisions. According to a study by New Jersey's chief economist, increased income taxes are prompting our State's residents to relocate. Indeed, according to a recent New Jersey Division of Taxation survey, the most common reason for taxpayers leaving New Jersey is the State's personal income tax. Thus, any reduction to personal income taxes would stem the out-migration of the State's business leaders, entrepreneurs, and innovators, and provide all New Jerseyans with greater disposable income that, in turn, will reinvigorate the State's economy and continue the New Jersey comeback.

### Hold the Line on Taxes by Controlling Spending

The most common refrain heard on the 100 Business Initiative was simple and direct: we can't afford tax increases. Thus, the Administration must remain committed to this basic principle and remain true to its word – to not allow the State budget to be balanced by increasing taxes. New Jersey does not have a revenue problem. It has a spending problem. And that out-of-control spending must be curtailed.

## II. Energy

Another common topic of discussion during the 100 Business Initiative was the cost of energy. Although, as detailed below, the Administration has taken bold steps to reduce those costs, the State must continue to reduce energy costs for all consumers – both business and residential alike.

### Energy Master Plan

The Energy Master Plan (“EMP”) is a strategic vision for the use, management, and development of energy in New Jersey. The EMP allows the State to manage energy in a manner that saves money, stimulates the economy, creates jobs, protects the environment, and mitigates long-term cumulative impacts. The EMP sets forth energy policy to drive the State’s economy forward, but recognizes environmental protection imperatives.

The EMP’s overarching goals are to:

- Drive down the cost of energy for all customers;
- Promote a diverse portfolio of new, clean, in-State generation;
- Reward energy efficiency and conservation and reduce peak demand;
- Capitalize on emerging technologies for transportation and power production; and
- Maintain support for the renewable energy portfolio standard of 22.5 percent of energy from renewable sources by 2021.

Business leaders from a diverse cross-section of industries praised the EMP and the Administration’s broader efforts to cut energy costs.

### Elimination of the Retail Margin Surcharge

In October 2010, the Board of Public Utilities abolished the eight-year-old Retail Margin fee that penalized larger companies that did not shop for their electricity. The elimination of the Retail Margin affected approximately 848 commercial and industrial customers with peak loads of 750 kilowatts and above, who were paying at the time approximately \$13 million annually into the Retail Margin fund and had paid in aggregate roughly \$145 million. This policy change assists these sophisticated, medium-sized and large businesses, many of which are part of regional or national chains, in reducing their energy costs.



## Policy Recommendations

### Manage Energy to Save Money, Stimulate the Economy, and Create Jobs

In accordance with the EMP, New Jersey must develop and implement energy policies that protect the environment and result in a business-friendly climate. The Administration must continue to:

- Support the development of new energy-related technologies such as fuel cells, wind, and alternatively fueled vehicles, and encourage the developers, providers, and support businesses related to these technologies to locate in the State;
- Reduce the cost of energy for all ratepayers (individuals and businesses of all sizes), thus freeing that money for other uses, such as business investment;
- Foster the development of new, efficient energy generation, which will increase reliability and reduce energy costs, while providing jobs and growing the economy;
- Improve energy efficiency at all levels (from homeowners to businesses and state government) thus reducing overall energy demand and helping reduce costs; and
- Facilitate the development of new and innovative businesses that will provide and support the next generation of energy technologies and related businesses through the New Jersey Business Incubator Network.

### Enhance Incentives to Increase Energy Efficiencies

The State currently provides energy sales tax exemptions to manufacturers in certain locations. These exemptions should, however, be accessible to manufacturers throughout the State. Moreover, as administered, the programs do not require that the company take steps to reduce its energy consumption. Any new policies advanced to enhance this existing program should require eligible companies to undertake an energy audit and advance suggested energy efficiency tactics to reduce their emissions if they utilize the State's energy sales tax exemption.



### III. Improving Our Workforce

Paramount among New Jersey's tremendous assets is our talented, educated workforce. New Jersey has long been recognized as a state rich in talent and educational opportunities, and we must remain in the vanguard of investing in and developing our workforce and refining our labor laws.

#### Creation and Utilization of Talent Networks

In 2011, the Department of Labor and Workforce Development launched a Talent Network initiative. Talent Networks are best thought of as conduits – or resources that organize businesses, educational institutions, government, and civic groups to ensure that job-seekers obtain the necessary training to link with employers in key industries and to ensure that those industries have the talent they need to prosper and grow. The Department established Talent Networks in six key industries: Transportation, Logistics, and Distribution; Life Sciences; Advanced Manufacturing; Financial Services; Health Care; and Technology and Entrepreneurship. Those six industries account for more than half of New Jersey's workers and pay more than two-thirds of all wages paid in the State.

Through these Talent Networks, employers in key industries communicate to educational institutions and workforce development professionals exactly what skills and training businesses need in employees. It is a symbiotic relationship that allows the workforce to attain the skills needed for profitable and long-lasting careers, while allowing industry to thrive. The State must continue to support and foster these Talent Networks.

#### Policy Recommendations

##### Establish a First-Class Research University-Based Health Sciences Center

As recommended by the UMDNJ Advisory Committee, New Jersey should endeavor to establish a first-class comprehensive research university-based health sciences center. New Jersey's diverse, talented, and well-educated workforce has been cultivated by our long-standing commitment to educational opportunities. That commitment must continue, and the Administration should foster such educational endeavors and continue to support our thriving intellectual community. Indeed, it is these educational institutions, through their applied research and training, that often drive innovation in business clusters.

##### Develop Tomorrow's Workforce

By the end of this decade, New Jersey's workforce will require more bachelor's degrees than that of any other state but Massachusetts. To make sure New Jersey has the educated workers our economy will demand, we must make progress in two critical areas: preparing students for college and keeping more New Jersey students here to attend college. Accordingly, a common refrain among business leaders was their need for employees who are better prepared for full participation in our increasingly demanding and competitive economy. To be sure, business and jobs will not remain in, nor be attracted to, New Jersey unless we can ensure a globally competitive workforce. But, ensuring such requires every segment of the educational system – from preschool to graduate school and beyond – to provide students with the skills needed for success.



## Continue Delivery of Workforce Training

Since taking office, the Administration has awarded more than \$22.8 million to train more than 60,000 workers at over 400 businesses. Moreover, on November 1, 2011, the Administration announced a nearly \$3.6 million investment in the Department of Labor and Workforce Development's Partnership Program to train workers in the State's most viable and promising industries to ensure that New Jersey businesses remain productive and competitive.

Throughout the 100 Business Initiative, business leaders stressed the importance of workforce training. Accordingly, the provision of workforce training in an efficient manner must remain an Administration priority. The State must constantly endeavor to improve and streamline the delivery of workforce training, while leveraging partnerships with institutions of higher education and community colleges.

## Greater Access to Affordable Healthcare

Businesses and employees alike often noted the seemingly ever-increasing costs of healthcare. The State must continue to explore opportunities to increase competition among health care providers to allow consumers greater choice at lower costs. The problems associated with providing employees with affordable healthcare were most often discussed by small businesses. Accordingly, policymakers must think outside the box for solutions that will increase New Jerseyans access to affordable healthcare.



## IV. Business Outreach And Access To Credit, Incentives, And Technical Assistance

Small businesses repeatedly complimented the Partnership for Action's outreach and improved access to credit, incentives, and technical assistance, but asked for more to be done. The Lt. Governor heard that message. In 2012 and beyond, the Partnership for Action will continue to leverage the full resources of the State to provide greater assistance to businesses of all sizes, but particularly the small businesses that serve as the engine of our recovering economy.

### New Resources to Support Small Business Lending

In October 2011, the State was allocated \$33.8 million in funding through the Federal Jobs Act to strengthen the EDA's existing lending programs and meet the needs of the small business community – a sector still struggling to access capital due to the tight credit market. This injection of funding will allow the State to amplify its efforts and create new opportunities to help small businesses reach their job-creating potential.

This funding will also be used to support an enhanced "Loans to Lenders" component of the EDA's Fund for Community Economic Development, which will benefit microlenders, Community Development Financial Institutions, and UEZs that have a successful lending track record. The program enhancements increase the amount of available funding, improve loan terms, and expand the use of funds to include lines of credit. Under the enhanced parameters, organizations with a successful EDA history will now be able to qualify for up to \$750,000 (a \$250,000 increase) and new borrowers may qualify for up to \$500,000. The loan term has also been extended to 15 years, with interest-only payments for up to five years.

### Technical Support for Entrepreneurs

#### UCEDC

EDA also partners with UCEDC, a statewide not-for-profit economic development corporation that helps New Jersey's businesses start, grow, and thrive through innovative procurement, technical assistance, and lending programs, with an emphasis on under-served people and communities.

UCEDC offers various training workshops in English and Spanish, including: a series of courses that develops financial and business literacy for business owners at all stages of maturation; a comprehensive program that walks entrepreneurs through all aspects of starting a business; and a year-long quality management systems training program that makes businesses more competitive globally. All UCEDC clients receive one-on-one business mentoring customized to meet the specific needs of their businesses. Through its microloan program and business growth fund, UCEDC also offers a range of financing vehicles to address business needs at every stage of growth.



## Small Business Development Centers

The BAC also supports the Small Business Development Centers (“SBDCs”) through a \$250,000 budget allocation. The SBDCs are sponsored by the federal Small Business Administration (“SBA”). In New Jersey, there are 11 regional locations that cover the state. The local SBDCs offer training and counseling to small business owners on topics such as types of businesses, bookkeeping, and loan package preparation. Each local SBDC has expertise in a broad breadth of business types through access to experts throughout the state as well as SBA’s national system.



## Improvement of BRRAG Incentive Program

In 2011, Governor Christie signed legislation revising the State’s Business Retention and Relocation Assistance Grant (“BRRAG”) program, which, administered by the EDA, helps businesses preserve jobs, expand operations, and reinvest in New Jersey. This new legislation expanded and brought BRRAG in line with comparable programs from other states to ensure New Jersey’s competitiveness. Specifically, the previous one-time \$1,500 tax credit per retained job was expanded to provide a maximum tax credit of \$2,250 per year for six years per retained job. That expansion will keep 10,000 jobs in New Jersey.

## Policy Recommendations

### Continue the Administration’s Aggressive Outreach

The Administration’s successful efforts to attract and retain business have been the result of the Partnership for Action’s tireless efforts. Those coordinated efforts must continue and continue with urgency. Countless business leaders encouraged the Lt. Governor to maintain her aggressive, personal outreach towards the business community and to remain available and receptive to their concerns.

### Provide Technical Assistance to Entrepreneurs in Targeted Areas

The State must encourage entrepreneurship and innovation through the delivery of quality technical assistance. Moreover, such assistance must be delivered through a customer-focused approach through various and integrated delivery methods.

Despite the Partnership for Action’s efforts to improve service delivery and access to financial support to small businesses, more can be done. The State must increase its support of business – specifically small businesses – recognizing that such efforts reap job maintenance and creation dividends. To such ends, the EDA will target its efforts in 2012 to provide technical assistance to entrepreneurs in urban and distressed communities, with a focus on low-to-moderate income, small, women- and minority-owned businesses.

## Leverage Banking/Microlender Relationships

The State must continue to leverage partnerships with banks, micro-lenders, and other intermediaries, to provide access to financing for small businesses. In 2011, the EDA began an aggressive outreach to the banking community to increase utilization of EDA programs for existing and potential clients, which included the creation of “microsites” or web-landing pages designed exclusively for key audience segments including bankers, small business owners, manufacturers, and not-for-profit organizations. Through these landing pages, the EDA provides updates on innovative financing products, speaks directly to key partners about financing, and demonstrates the different ways that businesses and not-for-profits are using bank and EDA financing to support their growth. The EDA will continue to work closely with its banking partners to market its lending products in coordination, as well as advancing new “affinity” programs, building on the success achieved through the EDA/PNC Bank Business Growth Fund, to which PNC Bank recently committed an additional \$25 million.

## Identify and Target At-Risk Companies

The Partnership for Action’s aggressive outreach has been critical to retaining thousands of New Jersey jobs. By engaging with business leaders contemplating out-of-state moves during early stages of their deliberations, the Partnership for Action retained numerous New Jersey companies such as Panasonic, Church & Dwight, UPS, Bayer Healthcare, Realogy, Pearson PLC, UBS, and many more. To continue this success, the Partnership for Action must continue to identify – at the earliest possible time – at-risk companies and industries, identify solutions, and keep New Jersey working.

## Increase New Jersey’s Global Presence

New Jersey must continue to engage globally. The BAC must implement an international business development strategy to strengthen the State’s economic position, increase its capacity for economic development, and promote statewide job creation. Specifically, the BAC must focus on increasing foreign direct investment into New Jersey, with a secondary focus on expanding exports for New Jersey companies. Accordingly, the BAC – in conjunction with the Partnership for Action – should:

- Actively monitor and articulate New Jersey’s interest in international trade policies and agreements, and make recommendations regarding the management of New Jersey’s Foreign Trade Zones;
- Expand New Jersey’s partner networks that will attract foreign direct investment and facilitate greater exports;
- Develop and implement an outreach program aimed at foreign firms in targeted industries to attract foreign direct investment. This strategy should, among other things, include the hosting and support of inbound diplomatic and trade missions, research and determine the need for New Jersey representation in foreign trade offices in key geographic markets, and facilitate overseas investment-focused meetings led by the highest levels of State policymakers; and
- Promote New Jersey export services by enhancing awareness of the BAC’s role as a facilitator to state and federal government export programs and services, promoting export services to our small and mid-sized business, and marketing the State by participating in trade shows in key sectors.



## Support Supply Chain Policies

Steps should be taken to foster supply chain economic development by increasing communication and coordination among industry stakeholders and identifying areas of potential partnership and growth. One example of successful supply chain activity that evidences New Jersey's potential is occurring within the clean energy sector and should be replicated in other sectors when possible.

The example involves MX Solar USA, which manufactures and distributes solar panels. They have teamed up with Princeton Power Systems (a PV inverter manufacturer) and Renewable Energy Holdings (a PV mounting manufacturer) to create the NJ Triple Play consortium, which spotlights renewable products manufactured in New Jersey, stressing the importance of keeping those dollars in New Jersey.

MX Solar also formed a partnership with Natcore Technology, a New Jersey solar startup. Under a joint venture, the two firms will explore how to make efficient cells in the most cost-effective manner. The deal is expected to create up to 65 new jobs in the coming months.

Finally, MX Solar recently formed a partnership with another New Jersey company, Glocon, the manufacturer of Swifter Industrial Fans. Glocon has introduced its Solar Hybrid Industrial Ceiling Fan to the market and ordered the first 50 solar panels from MX Solar in connection with the purchase orders it has received to date.

It was no accident that these companies came together. They met in May at a solar energy event organized by the BAC – a forum designed to introduce members of New Jersey's solar supply chain. It worked. And the Partnership for Action must continue to bring together New Jersey businesses to support supply chain policies.



## V. Support The State Strategic Plan

An outgrowth of the Red Tape Review Commission's Findings and Recommendations, the Office for Planning Advocacy within the Department of State issued the "State Strategic Plan: New Jersey's State Development and Redevelopment Plan." This transformative document delivers on the Administration's commitment to sustainable economic growth – economic prosperity properly balanced with natural resource preservation and personal satisfaction with one's physical surroundings. Under the State Strategic Plan, New Jersey will focus its policies and investments on vibrant regions by fostering targeted job growth, supporting effective regional planning, and preserving the State's critical resources. These policies will make New Jersey the national leader in private and public investment towards sustainable communities that attract and provide strong economic opportunities, preserve our State's natural and environmental resources, and create healthier communities to work, reside, and recreate. Released in October, businesses' reaction to the State Strategic Plan was overwhelmingly complimentary.

The State Strategic Plan is a paradigm shift that provides practical goals to strengthen the State's job creation efforts in a long-term, sustainable manner. The goals are:

- Targeted Economic Growth: Enhance opportunities for attraction and growth of industries of statewide and regional importance;
- Effective Planning for Vibrant Regions: Guide and inform regional planning so that each region of the State can experience appropriate growth according to the desires and assets of that region;
- Preservation and Enhancement of Critical State Resources: Ensure that strategies for growth include preservation of our State's critical natural, agricultural, scenic, recreation, and historic resources, recognizing the role they play in sustaining and improving the quality of life for New Jersey residents and attracting economic growth; and
- Tactical Alignment of Government: Enable effective resource allocation, coordination, cooperation and communication among those who play a role in meeting the mission of the State Strategic Plan.

Overseeing this implementation will be a State Strategic Plan Steering Committee, chaired by Lt. Governor Guadagno, and consisting of representation from those departments and agencies with the most significant role in job creation and economic growth. This Steering Committee will provide support and guidance for the creation, development, and implementation of Department Strategic Plans, identify State funding available to support priority government actions, and serve as an inter-agency venue for the resolution of department-level conflicts impacting the State Strategic Plan.

### Policy Recommendations

#### Develop Strategies to Support Targeted Industry

The Partnership for Action should build on Choose New Jersey's efforts to craft tailored strategies for each industry sector outlined in the State Strategic Plan. Market research and industry stakeholder meetings should be conducted to ensure the State is providing the support necessary to meet the specific needs of those industries of Statewide importance.



## Strategically Invest State Resources

The State must spend its limited resources in a strategic manner, with a focus on return on investment. A top priority of the State Strategic Plan Steering Committee will be to identify existing funding sources from across State government and pool such resources under the “Garden State Fund.” Through a statewide scorecard or other prioritization method, the State Strategic Plan Steering Committee will connect this funding to priority projects of Statewide and regional importance and to jurisdictions that demonstrate a connection to the Garden State Values enumerated in the State Strategic Plan.

### Align Partnerships, Particularly with Institutions of Higher Education

Government leaders should proactively cooperate with regional partnerships that can help foster economic growth, such as leadership of key industry sectors, institutions of higher education, and regional growth and economic development commissions, among others.

Such partnerships are particularly important with institutions of higher education. As made abundantly clear in both the Report of the Governor’s Task Force on Higher Education and the State Strategic Plan, the correlation between institutions of higher education and economic growth is undeniable. Collaboration between institutions of higher education and industry, such as the pharma and biotech industries, are a necessary foundation for robust economic development in New Jersey. By allowing business to be more involved in curriculum development at our institutions of higher education, we can demonstrate that workforce development is economic development. Accordingly, the State should encourage greater collaboration between our colleges and universities, and the myriad industries that call New Jersey home.

### Grow and Develop Regional Innovation Clusters

Numerous business leaders encouraged New Jersey to nurture regional and cluster-based economic development. Regional Innovation Clusters, or RICs, are defined by the Brookings Institute as “regional assemblage[s] of firms along with suppliers, trade associations, educational institutions and related coordinating organizations working in the same field.” Properly designed, RICs are a low-cost way to stimulate innovation, new firm start-ups, and job creation by linking and aligning the many factors that influence firm and regional growth. Specifically, access to major research universities helps determine the location of innovation activity. This symbiotic relationship fosters research, innovation, and investment.

One potential opportunity is an Aviation Cluster. New Jersey’s centralized location, diverse range of industries, highly-skilled workforce, and long, rich history of aviation make the State an attractive destination for the industry. A high-technology, integrated, dynamic aviation facility that provides the infrastructure for national and international leadership in aviation research and technologies would be perfectly situated in New Jersey, which is centrally located among the Federal Aviation Administration’s partners performing research, development, testing, integration, and verification of technologies, concepts, and procedures.

## VI. Cutting Red Tape and Fostering Growth

A common theme from the 100 Businesses Initiative was the Administration's commitment to reducing overly burdensome red tape and restoring sanity to a regulatory system previously regarded as unpredictable and overly-complex.

A series of Executive Orders has cultivated a new approach to administrative rule-making. Executive Order No. 1 suspended or "froze" 128 proposed administrative regulations (16 of which were ultimately withdrawn) and prohibited the promulgation of new regulations for 90 days, absent compelling rationales. Executive Order No. 2 established "Common Sense Principles" for rule-making designed to make the regulatory process understandable, consistent, and predictable. Executive Order No. 2 also required a departmental review of existing regulations for compliance with the "Common Sense Principles" to be conducted over the following 180 days. As a result, six chapters of the Administrative Code were abolished, 99 regulations amended, and 31 regulations repealed. With Executive Order No. 3, Governor Christie established a bi-partisan Red Tape Review Group, chaired by Lt. Governor Guadagno, to oversee the regulatory reviews and to offer recommendations on changing New Jersey's approach to regulation. Then, on September 23, 2010, Acting Governor Guadagno signed Executive Order No. 41 to create a permanent, bi-partisan Red Tape Review Commission.

Chaired by Lt. Governor Guadagno, the bi-partisan Red Tape Review Commission seeks to help create a business climate in New Jersey that facilitates economic growth and job creation. By targeting burdensome regulations, the Red Tape Review Commission seeks to improve business-to-government interaction, while protecting the public health, safety, and the environment. The Administration's efforts and the Red Tape Review Commission have become a model, being replicated across the country by other states.



## Improved Deployment of Technology

Technology is the enemy of bureaucracy. And, to such ends, the State has greatly improved its use of information technology to streamline government. For example, prompted by testimony to the Red Tape Review Commission, the Division of Consumer Affairs is transforming its once paper-driven licensure and re-licensure procedures to an electronic system. Currently, all license renewals for professional boards within the Division are online, as are all license searches. With respect to initial licensure, pharmacy technicians are completely online, with plans in place to migrate pharmacist, nursing, and cosmetologist licenses online.

Similarly, the UEZ program at the Department of Community Affairs is completely online, from the initial application to tax payments to reports once the business is established. In the old, paper-based process, applicants for the UEZ program were required to submit copies of their documents of formation and business registration in addition to the application. Now business certification is automatic and applicants need to only complete their applications online. The reduction in red tape equals a reduction in staff requirements, paper forms, postage costs, storage costs, transcription errors, and turnaround times.

All departments and agencies must continue their efforts to improve their information technology and migrate services online, be it for permitting, licensing, bidding, or any other government service. By providing businesses with faster, cost efficient interaction with government, we ensure that shovels get in the ground quicker and people back to work sooner.

## Greater Use of Waivers

Recognizing that there will be circumstances that require an exception to a given regulation, Executive Order No. 2 encouraged State departments to adopt regulations to permit waivers from strict compliance. The Department of Environmental Protection (“DEP”) and the Division of Consumer Affairs have both proposed regulations describing limited and appropriate use of waivers. Business leaders sounded a resounding chorus in favor of the expansion and continued use of waivers.

## Increased Pre-Proposal Stakeholder Input

Many departments and agencies now routinely engage the regulated community in advance of proposing new or amended regulations to preclude the creation of burdensome rules. DEP’s pre-proposal outreach is particularly noteworthy as it was cited as critical to uncovering thorny issues in complex rule proposals concerning regulations governing a variety of areas. Indeed, DEP’s website has pages devoted to “Stakeholder Workgroup and Public Meeting Schedule” and “Opportunities for Public Comment/Participation Prior to Formal Rulemaking,” two more efforts toward seeking input from the regulated community.

## Adoption of Time of Decision Rules

According to the “time of decision” principle in Executive Order No. 2, every permit or approval is governed by the administrative rules, regulations, and standards in effect at the time of filing (unless explicitly provided otherwise). While Executive Order No. 2 required all State departments and agencies to implement a time of decision rule, Governor Christie also signed legislation modifying

the Municipal Land Use Law to require adherence to time of decision principles (subject to narrow exceptions for health and public safety). These actions provide businesses with greater certainty; State departments and municipal governments can no longer “move the goal posts” on economic development projects.

### Reduction of Needless Paperwork

In accordance with Executive Order No. 2, departments and agencies have endeavored to reduce burdens on the regulated community by requiring only the minimum amount of paperwork and information necessary to regulate. A few examples from the Department of Banking and Insurance prove the point. For example, the Department adopted amendments to reduce the data required to be reported in excess profits reports to what is strictly essential. In addition, the Department repealed a regulation that required property/casualty and life insurers to report semi-annually to the Office of the Insurance Claims Ombudsman about utilization of the insurer’s internal appeals process. Moreover, the Department relaxed signature requirements to facilitate insurance transactions via the Internet. These are but a small, representative smattering of the Department’s efforts to minimize the regulatory costs and burdens of doing business in New Jersey – efforts being replicated across State government.

### Uniform Application for Small Business

The Department of State, in conjunction with the EDA, will establish and maintain a program to assist small businesses in identifying financial assistance programs offered by any State agency and will create a uniform application for the purpose of gathering basic operational and financial information from small businesses seeking assistance under this program.

### Unification of Overtime Regulations

The Department of Labor and Workforce Development repealed regulations regarding exemptions from overtime for bona fide executive, administrative, professional and outside sales employees, and, consistent with the Common Sense Principles articulated in Executive Order No. 2, replaced those rules with analogous Federal overtime exemption regulations. This repeal eliminated confusion for businesses complying with overtime law and prevented businesses from inadvertently incurring administrative penalties. According to a commenter, the amendment made New Jersey “more attractive and acceptable to new investment by multi-state, national and even global enterprises.”



## Expansion and Replication of Licensed Site Remediation Professionals Program

Under the old, outdated remediation paradigm, a developer was required to await approval from DEP prior to implementing any phase of remediation. While the developer awaited DEP approval to continue remediation, the contamination remained unaddressed and the site undeveloped or blighted. Under the new paradigm, created by the Site Remediation Reform Act and swiftly implemented by the Administration's proposal and adoption of rules governing licensed site remediation professionals ("LSRPs"), such professionals can make decisions on remediation without prior approval from DEP, thereby eliminating the waiting associated with DEP approval and expediting remediation and development.



Buoyed by the success of the LSRP model, DEP and other departments and agencies, including the Department of Community Affairs, should endeavor to replicate the program outside of the site remediation context. By empowering licensed professionals – not government bureaucrats – to use their professional judgment in a variety of contexts, economic development can be streamlined.

### Policy Recommendations

#### Accelerate and Expedite the Issuance of Business Permits

Business leaders are awaiting the Department of State's yearlong review of business permits, pursuant to N.J.S.A. § 52:14B-27. That report, to be issued by March 1, 2012, will be the culmination of a consolidated and contemporaneous review of State and local agency-issued business permits, that, among other things, identifies permits that could be issued in an accelerated or expedited fashion, that could be eliminated as redundant among different levels of State and local government, that are obsolete, no longer necessary, or cost more to administer than the benefits they provide, and that could be issued in a more consistent manner.

#### Extend the Life of Permits and Licenses

When licensed entities are required to renew their licensure, businesses of all sizes are required to expend substantial resources in submitting their renewal applications by, among other things, devoting staff time to collecting relevant materials, completing forms, and/or preparing for and hosting site inspections. Accordingly, all departments and agencies are encouraged to review the length of their licensure and permit processes and, where appropriate, take action to extend the terms of permits to lengths that impose the least burden on New Jersey's regulated community, while not endangering the public's health, safety, or well-being.

## Accelerate and Streamline State Payment of Contracts and Incentives

Cash flow is the life blood of many businesses. To such ends, the State must ensure that all State payments to businesses – be it in the form of reimbursement for services or goods on State contracts, or in the form of payment of incentives – be done in the most expeditious manner possible. One specific area of focus should be the timely payment of Business Employment Incentive Program to qualifying businesses. By ensuring that these businesses receive payment in an expedient fashion, we can ensure that those funds are reinvested in the economy in the form of job growth and business expansion.

## Consolidate Licensing and Auditing Inspections

The regulated community is often stymied by the lack of coordination among licensing entities with respect to licensing and audit visits. These compliance requirements are labor intensive, require substantial staff time, and redirect staff resources away from the business' core mission. Therefore, licensing entities are encouraged to synchronize their site visits, audits, and other requirements to minimize business disruption. Such efforts are now being implemented by the Department of Human Services and the Department of Children and Families pursuant to recently enacted N.J.S.A. § 30:1-1.2 which requires those departments to collaborate to establish uniform contracting requirements that include uniform reporting procedures and uniform audit schedules, as well as centralized licensing review and licensing issuance procedures. That model should be replicated.

## Expand the Use of General Permits and General Operating Permits

General permits and general operating permits are pre-approved permits to construct and certificates to operate that cover minor activities and do not require extensive submittal of data. DEP has made notable progress in this regard. For example, DEP developed a new general permit to make it faster for small and moderate-size facilities to more easily tap into the cogeneration market. The new general permit covers new combined heat and power facilities up to about five megawatts. This new permit will make it easier for a wide range of facilities such as small- to moderate-size manufacturers, office complexes, apartment complexes, hospitals, and schools to turn energy used for heating into electricity.

But, DEP, as well as all other permit issuing departments and agencies, should expand the use of such permits. By doing so, the departments and agencies will allow their staff to focus greater attention on individual permits, which encompass more complex activities, thereby creating a more efficient permitting and approval process.



## Prioritize Permit Applications to Improve Efficiency

To improve the efficiency of permit issuance, specifically for projects of statewide and regional importance, departments and agencies should prioritize permit applications with substantial economic impacts. A step in the right direction was taken in March 2011 when N.J.S.A. § 52:14B-29 was enacted. Pursuant to that law, the Secretary of State may designate a contact person responsible for “any large, complex project having a significant potential employment or investment impact.” That contact person is then responsible for assisting and guiding the developer throughout the process of applying for and receiving any business permit or approval from multiple State and local agencies by, among other things, developing a checklist of permits to which the applicable agencies agree, establishing a detailed course of actions and milestones for the permitting process, reporting any impediments to the Secretary of State for prompt evaluation, and coordinating, as needed, with the EDA.

N.J.S.A. § 52:14B-29 is but one way of expediting and prioritizing business permits, and departments and agencies are encouraged to take action to prioritize other permit and approval applications with significant economic impacts.

## Encourage Pre-Permitting for Specifically Targeted Economic Development Sites

Businesses that recently expanded their operations or were considering expanding their New Jersey footprint recommended that New Jersey foster “shovel ready” development sites. Because the time delays associated with obtaining site development permits can, at times, be lengthy and because those time delays cost business money, expanding businesses sought a pre-permitting process that would allow local developers and municipalities to address major permitting issues before a business expressed interest in a site. Such a pre-permitting process would provide valuable savings to the business and would be an appealing incentive for municipalities and the State to attract substantial private sector investment and jobs.



Other States have implemented this approach to attracting industries, companies, and jobs. New Jersey should consider its own program to identify so-called “Plug and Play” enterprise zones.

## Ease Restrictions on Reinstating Licensed Professionals

Pursuant to N.J.S.A. § 45:1-7.1(d), any licensee subject to the Division of Consumer Affairs’ purview who allows his or license to lapse for more than five years must successfully retake an examination required for initial licensure. Defying common sense, however, the rule applies even to professional licensees who continue to practice their profession in another state and maintain a license in good standing in that state. That paradox should be corrected.

## Provide Greater Reciprocity for Professionals Licensed by Other States

In an effort to protect the public health, safety, and welfare, licensure has increased dramatically in New Jersey. Unfortunately, this growth has not been uniform, as diversely worded statutes and regulations govern various professions. This lack of uniformity is particularly noteworthy in the context of reciprocity and licensure by credentials. Accordingly, opportunities to provide full, streamlined licensure for out-of-state licensees should be explored. A simplified process stands to put out-of-state professionals to work faster in New Jersey. Because such licensure would only apply to states or territories with substantially similar requirements, this streamlining can be accomplished at little to no risk to the public's health, safety, and welfare. Like relaxing the restrictions on reinstatement for professionals who have maintained a license in good standing, streamlined reciprocity and licensure by credentials will allow professionals to get back to work quicker, with less red tape standing in the way.

## Streamline and Unify Procurement and Bidding Processes

Small businesses across the State expressed their frustrations with the, at times, confusing and inconsistent nature of procurement and bidding processes. Currently, a variety of laws and regulations govern bidding and procurement across State departments and agencies that, often times, vary in procedural and substantive ways. These variations cause businesses untold compliance costs in their attempts to navigate this system, while, on occasion, leading to procedural missteps that bar otherwise competitive bids. To such ends, the State should strive to cut the red tape and unify its bidding and procurement statutes, rules, and regulations to make them as user-friendly as possible. The Red Tape Review Commission plans to focus its efforts in 2012 on streamlining and unifying the State's bidding and procurement procedures.

## Modernize Outdated Laws

As technology and business realities continue to change, the State must ensure that its laws and regulations keep pace. For example, the Motor Vehicle and Traffic Regulations laws and regulations should be examined with a careful eye towards the ever-expanding internet sales business. Another area for modernization may be New Jersey's Limited Liability Company Act, which, enacted in 1994, has not kept pace with business realities and is now replete with pitfalls for businesses and entrepreneurs seeking to form an LLC – the most popular business association for new businesses in the State. These are but two examples of arguably outdated statutes that should be studied.

## Improve the Accessibility of Laws and Regulations

A common recommendation from businesses – particularly small businesses lacking their own legal departments – was for the State to improve access to governing statutes and regulations, as well as proposed regulations. Many of these small businesses pointed to DEP's website as a model. (<http://www.nj.gov/dep/rules/>).

As a result, the Department of State is working towards making all governing statutes, regulations, and proposed regulations accessible on its website and, to the extent not done so already, encourages other departments to follow suit.



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The 100 Businesses who welcomed the Lt. Governor to their factories, offices, campuses, and premises. This report could not have been possible without your thoughtful comments and suggestions. Thank you for your graciousness and, more important, thank you for choosing New Jersey!



## Appendix A- 100 Businesses Incentive

Mtg. Count	Company	Town/City	Industry
1	BAE Systems	Wayne	Manufacturing - Navigational Instruments
2	Maersk Inc.	Madison	Transportation - Specialized freight trucking
3	MarineMax Brick	Brick	Transportation - Marina
4	VEP Manufacturing	Jackson	Manufacturing - Machine shops
5	Princeton Fulfillment Systems	Robbinsville	Services - Administrative support
6	Panther Technologies	Medford	Life Sciences - Biotechnology
7	RFC Container	Vineland	Manufacturing - Paperboard box
8	EL Baxter	Long Branch	Wholesale trade - Industrial paper
9	Encon Mechanical & Encon Service	Ocean	Construction - Plumbing and HVAC
10	Catapult Learning	Camden	Educational Services
11	Campbell's Soup Company	Camden	Food manufacturing
12	A3 Technology	Galloway Twp.	Engineering services
13	Battelle Institute	Egg Harbor Twp.	Services - Professional, scientific, and technical
14	Goya Foods	Secaucus	Food manufacturing
15	Bayer HealthCare	Wayne	Life Sciences - Medical Technology
16	McLoone's Boathouse	West Orange	Accommodation and food service - Restaurants
17	Dendreon	Hanover Twp.	Life Sciences - Pharmaceuticals
18	Sophion	North Brunswick	Wholesale trade - Medical equipment
19	LG Electronics	Englewood Cliffs	Manufacturing - Electronic components
20	PIM Brands	Somerset	Food manufacturing/Wholesale trade - Confectionery
21	NFL Films	Mt. Laurel	Television production and post-production services
22	Audible, Inc.	Newark	Audio production and post production services
23	National Financial Services	Jersey City	Finance
24	Johnson & Johnson	New Brunswick	Life Sciences - Pharmaceuticals
25	Shupper Brickle	Millstone	Wholesale trade - Construction equipment

<b>Mtg. Count</b>	<b>Company</b>	<b>Town/City</b>	<b>Industry</b>
26	Capital City Contracting	Trenton	Construction - Building exteriors
27	Johnston Communications Voice and Data	North Arlington	Telecommunications - Equipment repair
28	NY Jets	Florham Park	Arts, entertainment, and recreation - Professional sports team
29	Watson Pharmaceutical	Parsippany	Life Sciences - Pharmaceuticals
30	FAPS, Inc.	Newark	Trade - Port side automotive pre-delivery service
31	Prudential	Newark	Finance
32	Genesis Biotechnology	Hamilton	Life Sciences - Biotechnology
33	Carlo's Bakery	Hoboken	Food manufacturing
34	Advance Realty	Newark	Real Estate
35	NY Red Bulls	Harrison	Arts, entertainment, and recreation - Professional sports team
36	Evergreen Shipping Agency Corp.	Jersey City	Transportation - Shipping and logistics
37	Sika Corp.	Lyndhurst	Wholesale trade - Chemicals
38	L&R Manufacturing	Kearny	Manufacturing - Cleaning compounds
39	Croda Inc.	Edison	Manufacturing - Chemicals
40	Wyndham Worldwide	Parsippany	Hotels and motels
41	Daiichi Sankyo	Parsippany	Life Sciences - Pharmaceuticals
42	Solix	Parsippany	Services - Administrative and support
43	GE Healthcare	Piscataway	Life Sciences - Medical Technology
44	Guardian Drug	Dayton	Life Sciences - Pharmaceuticals
45	Apex Technology Group	Edison	Services - Professional, scientific, and technical
46	MRP, LLC	South Plainfield	Manufacturing - Steel
47	Boehm Porcelain	Trenton	Retail trade - Porcelain
48	Sea Box	Cinnaminson	Transportation - Packing and crating
49	Innovative Technology Solutions	Manalapan	Services - Professional, scientific, and technical
50	Hitachi Power Systems	Bernards Twp.	Manufacturing - Electric power and transformers

<b>Mtg. Count</b>	<b>Company</b>	<b>Town/City</b>	<b>Industry</b>
51	Viking Yacht	Bass River	Manufacturing- Ship building
52	Atlantic Towers	Bayville	Manufacturing - Boat towers
53	Readington Farms	Readington	Food manufacturing
54	Huawei	Bridgewater	Telecommunications - Resellers
55	Sanofi	Bridgewater	Life Sciences - Pharmaceuticals
56	Integrated Solutions	Hazlet	Services - Professional, scientific, and technical
57	Ace Aluminum	Manalapan	Retail trade - Building materials
58	Thermo Systems	East Windsor	Services - Professional, scientific, and technical
59	Victory Refrigeration	Cherry Hill	Manufacturing - Refrigeration equipment
60	PNY	Parsippany	Manufacturing - Computer peripherals
61	Avaya	Basking Ridge	Telecommunications
62	Ranbaxy	New Brunswick	Life Sciences - Pharmaceuticals
63	Sergio's Pizzeria	Denville	Retail trade - Food
64	Givaudan	Mt. Olive	Manufacturing - Fragrances
65	Durex	Union	Manufacturing - Metal stamping
66	Bed, Bath, and Beyond	Union	Retail - Home furnishings
67	Argix Direct	Jamesburg	Transportation - Shipping and logistics
68	Danfoss Hago	Mountainside	Manufacturing - Steel nozzles
69	Air Cruisers	Wall	Manufacturing - Aviation safety products
70	Limpert Brothers	Vineland	Food manufacturing
71	Mannington Mills	Salem	Manufacturing - Plastics and rubber products
72	SJ Industries	Hammonton	Utility - Natural gas distribution
73	Philips Lighting	Somerset	Manufacturing - Electric lighting
74	American Fittings	Fair Lawn	Manufacturing - Electrical conduit fittings
75	SGS	Rutherford	Services - Inspection for life sciences, petroleum, other industries

<b>Mtg. Count</b>	<b>Company</b>	<b>Town/City</b>	<b>Industry</b>
76	Komo Machine	Lakewood	Manufacturing- Machinery
77	Bottom Dollar Stores	Trenton	Retail- Food
78	Century Packaging	East Brunswick	Manufacturing - Custom packaging
79	A & P Coat, Apron and Linen Supply	New Brunswick	Services - Garment, uniforms, and linen for health care industry
80	Engineered Precision Casting Co.	Middletown	Manufacturing - Parts for aerospace and defense
81	EPS Corporation	Tinton Falls	Services - Engineering
82	Church and Dwight	Ewing	Manufacturing - Soaps and detergents
83	Crestron Electronics	Rockleigh	Manufacturing - Advanced control and automation systems
84	K-Sea Transportation Partners, LLC	East Brunswick	Transportation - Inland water freight
85	Metuchen Capacitors	Holmdel	Manufacturing - Electronic capacitors
86	Oncobiologics	Cranbury	Life Sciences - Biotechnology
87	Saker ShopRite	Somerville	Retail trade - Grocery store
88	Damascus Bakery	Newark	Wholesale - Bakery products
89	Panasonic	Newark	Manufacturing - Audio and video equipment
90	Novo Nordisk	Paulsboro	Life Sciences - Pharmaceuticals
91	Flying Fish Brewery	Cherry Hill	Manufacturing - Brewery
92	Quantum Coatings	Moorestown	Manufacturing - Optical instruments and lenses
93	DAVA Pharmaceuticals	Fort Lee	Life Sciences - Pharmaceuticals
94	New Jersey Micro Electronic Testing Laboratories	Clifton	Services - Professional, Scientific, and Technical Services
95	Melitta	Cherry Hill	Manufacturing - Coffee products
96	General Mills Operations	Vineland	Food manufacturing
97	TATA	Mahwah	Conglomerate
98	Puratos USA	Pennsauken	Food manufacturing
99	SHI International	Somerset	Wholesale trade- Information technology
100	Switlik Parachute Company, Inc.	Trenton	Manufacturing-Marine, aviation, and military safety products

## Appendix B- Partnership for Action Wins

Company	Relocation, Expansion or Retention	Location	New Jobs	Retained Jobs	Public/Private Investment	Year Finalized	Industry/Sector
36-54 Rector Street, LLC - Boraie Development, LLC	New Development	Newark	25	25	\$66,889,834	2010	Residential, Retail
70 Columbus Co., LLC	New Development	Jersey City	30		\$162,615,199	2012	Residential, Light Retail
810 Broad, LLC	New Development	Newark	65		\$27,486,774	2010	Hotel, Restaurant
A&P Coat, Apron & Linen Supply, Inc.	Expansion	New Brunswick	150	8	\$18,980,976	2011	Service Provider
ADJ Realty New Jersey (E&T Plastic Manufacturing Co.)	Relocation	New York to Teterboro	55		\$6,960,000	2010	Manufacturing
Aeropostale, Inc.	Expansion	Lyndhurst	75	146	\$6,766,500	2011	Retail Store/ Administrative Offices
Alice & Olivia	Relocation	New York to Secaucus	70		\$906,975	2010	Shipping/ Transportation
All Things Media, LLC	Expansion	Mahwah	50	33	\$877,656	2012	Service Provider, Multimedia Development
Allergan, Inc.	Expansion/New Facility	TBD	387	20	\$28,635,740	2011	Pharma
Amneal Pharmaceuticals LLC and Kashiv Pharma, LLC	Expansion	Piscataway	150	147	\$29,638,000	2011	Pharma
Anchor Glass Container Corporation	Expansion	Salem	52	296	\$31,332,561	2011	Glass Manufacturing
Ansmann USA	New Subsidiary (FDI)	Germany to Fairfield	28		\$395,000	2010	Manufacturing, R&D
Archimedes Pharma	New Subsidiary (FDI)	UK to Bedminster	75		\$2,492,000	2011	Pharma
Aricent US, Inc.	Relocation	New York & California to East Brunswick	100		\$3,977,636	2010	Service Provider, High Tech
Asurion Insurance Services	Relocation	Tennessee to Bridgewater	50		\$2,167,000	2010	Finance, Insurance and Real Estate
Atlantic Coast Media Group	Expansion	Jersey City	304	187	\$4,879,000	2010	Wholesale
Bayer HealthCare, LLC and Affiliates	Retention/Expansion	Hanover	500	1004	\$99,000,000	2011	Pharma
Betar, Inc.	Retention	Hillsborough		20	\$2,000,000	2012	Manufacturing
Bind-Rite/Union Graphics	Relocation	New York to Carlstadt	135		\$5,099,756	2010	Printing and Publishing
Boraie Development, LLC	New Development	New Brunswick	50		\$99,430,452	2010	Residential, Retail, Office
Bottom Dollar	Attraction	Hamilton	50		\$2,000,000	2011	Food Retail
Bracco Diagnostics, Inc.	Retention & Expansion	Monroe	75	177	\$11,326,608	2012	Wholesale, Medical Device Technology
Broadway Klear Guard Corp.	Expansion	Jamesburg	25	16	\$1,000,000	2010	Plastics
Burlington Coat Factory	Retention	Edgewater		60	\$475,000	2010	Warehouse/ Distribution
Campbell Soup Company	New Development	Camden	50	49	\$52,000,000	2011	Food Products
Carlo's Bakery	Expansion	Jersey City	30	110	\$1,624,000	2010	Food Products Manufacturing
Catapult Holdings	Relocation	Philadelphia to Camden	80		\$1,710,000	2010	Educational Services

Company	Relocation, Expansion or Retention	Location	New Jobs	Retained Jobs	Public/Private Investment	Year Finalized	Industry/Sector
CCS Materials, Inc.	Expansion	Piscataway	12	1	\$2,340,000	2010	Professional Services
Cedar Shopping Centers	New Development	Egg Harbor	829		\$102,745,616	2011	Retail
Celsion Corporation	Relocation	Maryland to Lawrence	35		\$1,322,275	2011	Biotech
Church & Dwight	Retention/Expansion	Ewing and Lakewood	133	974	\$5,176,400	2011	Other Manufacturing
Citibank, N.A., Inc.	Expansion	Jersey City	400	4,212	\$26,808,800	2011	Finance, Insurance and Real Estate
Coca Cola Enterprises	Expansion	South Brunswick and Carlstadt		1,000	\$20,000,000	2010	Other Manufacturing
Coim USA	Expansion	West Deptford	15	95	\$15,000,000	2011	Manufacturing
Conopco/Unilever	Retention	Englewood Cliffs		448	\$78,727,200	2011	Food Manufacturing
Crane Group International, LLC	Expansion	Hillside	183	6	\$5,257,964	2011	Other Manufacturing
CSPC Pharma	New Subsidiary (FDI)	China to New Brunswick		2	\$1,000,000	2010	Pharma
Daily News, L.P.	New Development	Jersey City	117	450	\$100,695,000	2010	Printing and Publishing
DGL Group Ltd.	Relocation	Brooklyn to Edison	250		\$11,581,250	2011	Other Manufacturing
Direct Success, Inc.	Expansion	Wall	125	46	\$3,784,650	2011	Distribution/Warehouse
Diversified Industries	Expansion	Woolwich	30	68	\$4,125,000	2010	Other Manufacturing
Dr. Reddy's Laboratories	Expansion	Bridgewater	52	58	\$10,650,000	2010	Pharma
Eatontown Monmouth Mall, LLC	New Development	Eatontown	57		\$24,855,075	2011	Retail
EffiSolar (Guoguan)	New Subsidiary (FDI)	China to State of New Jersey	100		\$1,400,000,000	2011	Solar, Manufacturing
Elementis Corporation	Retention & Expansion	East Windsor		121	\$5,000,000	2011	Chemicals Manufacturing
Elephant Group, dba Saveology.com	Retention	South Plainfield		150	\$415,000	2011	Service Provider
EMX, LP and Subsidiaries	Expansion	Livingston	200	380	\$3,776,350	2012	Service Provider
Evonik Degussa Corporation	Retention	Parsippany		298	\$1,017,000	2011	Chemicals Manufacturing
Exel, Inc.	Expansion	Germany to Elizabeth	60	112	\$850,000	2010	Shipping/Transportation
Ferraro Foods, Inc.	Retention & Expansion	Piscataway	50	251	\$5,072,116	2011	Wholesale, Warehouse/Distribution
Ferring International Pharmascience	Expansion (FDI)	Switzerland to Parsippany	200		\$50,000,000	2011	Pharma
Fluitek International	Attraction	Belgium to Jersey City	30		\$5,600,000	2011	Manufactures Fluid Monitors
Focus Camera	New Facility	North Brunswick	50		\$3,655,000	2011	Retail Store, Commercial Sales, Warehouse/Distribution
Fountains Applied LWAG, LLC	New Development	Long Branch	196		\$46,938,845	2012	Hotel, Mixed-Use-Retail

Company	Relocation, Expansion or Retention	Location	New Jobs	Retained Jobs	Public/Private Investment	Year Finalized	Industry/Sector
Friendwell	Expansion (FDI)	Taiwan to Newark	120	400	\$78,500,000	2011	Professional Services
Futurewei Technologies	Expansion	Bridgewater	90	35	\$2,150,050	2011	Other Manufacturing, High Tech
Global Compliance Services	Relocation	North Carolina to Red Bank	40		\$1,062,519	2010	Professional Services
Gordon International	Attraction	New York to Freehold	20		Unknown*	2011	Manufactures Furniture and Upholstery
Goya Foods	Retention	Jersey City	175	369	\$127,003,692	2011	Food Products
Grand LHN I Urban Renewal, LLC	New Development	Jersey City	50		\$140,926,699	2011	Residential, Retail, Office
Harrison Hotel 1, LLC, or affiliate	New Development	Harrison	172		\$36,254,935	2011	Hotel
hhgregg, Inc.	Attraction	Philadelphia to Swedesboro	25		\$2,000,000	2010	Retail Store, Commercial Sales, Warehouse/ Distribution
Hilliard Farber & Company, Inc	Relocation	New York to Jersey City	120		\$9,014,760	2011	Finance, Insurance and Real Estate
Hisun Pharma	New Subsidiary (FDI)	China to Princeton		6	\$3,000,000	2010	Pharma
Honeywell International	Retention	Morris Twp.		1200	Unknown*	2011	High Tech Manufacturing
Hotel Connections, Ltd.	Relocation	New York to Jersey City	40		\$600,150	2010	Business Management and Support Services
Huakai Pharma	Expansion (FDI)	China to Cranbury	40		\$10,000,000	2011	Pharma
ICUP, Inc.	Relocation	Croydon, PA to Cherry Hill	35		\$2,113,750	2011	Wholesale
IDL Techniedge	Retention	Maplewood		85	\$152,500	2010	Tool Manufacturing
Ikaria Holdings	Expansion	Hampton	75	165	\$20,000,000	2011	Biotech, Pharma
Innopharma, Inc.	Expansion	Piscataway	15	12	\$425,000	2010	Pharma
Inova Multimedia	Attraction (FDI)	Jersey City	2		\$300,000	2012	Information Technology
Intrasphere Technologies	Relocation	New York to Jersey City	300		\$13,385,000	2010	Professional Services
InventeK Colloidal Cleaners	Relocation	Mt. Laurel	40		\$5,000,000	2011	Chemicals Manufacturing
IVC	Attraction (FDI)	China to Freehold	69	287	TBD	2011	Pharma
Jefferies & Company, Inc.	Relocation & Expansion	Jersey City	66	272	\$4,980,535	2011	Finance, Insurance and Real Estate
Jersey Gardens Lodging	New Development	Elizabeth	54		\$39,806,000	2010	Hotel
JFC International	Relocation	New York to Linden	75		\$9,425,845	2010	Wholesale
JVK Operations	New Location	Washington (Gloucester)	75		\$2,671,300	2011	Service Provider
Kenco Group	Attraction	Tennessee to Robbinsville	400		Unknown*	2011	Distribution/ Warehouse, Logistics

Company	Relocation, Expansion or Retention	Location	New Jobs	Retained Jobs	Public/Private Investment	Year Finalized	Industry/Sector
Maplewood Beverage Packers, LLC	Retention & Expansion	Edison	60	158	\$67,459,116	2011	Food Products, Manufacturing
Marine Container Services, Inc.	Retention	Newark		54	\$119,400	2011	Logistics
Mars Retail Group	Relocation & Expansion	Henderson, NV to Mt. Arlington, NJ	36	12	\$1,202,900	2012	Food Products, Manufacturing
Medin Corp.	Retention	Paterson		119	\$1,392,800	2011	Manufactures Medical Devices
Mednet Healthcare Technologies	Expansion	Ewing	60	118	\$816,844	2011	Medical Technology
Medtech (FDI)	Attraction (FDI)	France to Newark	5		\$500,000	2011	Medical Technology
Merisel Americas, Inc.	Relocation, Expansion & Retention	Carlstadt; some jobs relocating from NY	120	24	\$3,536,154	2011	Printing and Publishing
Metrovision Production Group	Relocation	New York to Carlstadt	31		\$648,898	2010	Service Provider, Entertainment
Mission Solutions Engineering	Expansion	Moorestown	90	687	\$13,647,261	2011	Professional Services
MX Solar USA	New Subsidiary (FDI)	Italy to Franklin	50		\$14,500,000	2010	Solar, Manufacturing
National Financial Services	Expansion	Jersey City	240	409	\$31,534,400	2011	Finance, Insurance and Real Estate
Newark Farmer's Market	New Development	Newark	138	317	\$65,000,000	2010	Food Products, Warehouse/Distribution
Newark Screens	New Development	Newark	12		\$7,270,120	2011	Entertainment
NJ Manufacturers Insurance Group	Expansion	Hammonton		200	\$50,000,000	2010	Finance, Insurance and Real Estate
Novo Nordisk	Expansion	Plainsboro	414		\$141,000,000	2011	Pharma
Oticon	Expansion	Somerset	100	350	Unknown*	2010	Medical Technology
Otsuka America Pharmaceutical, Inc.	Relocation	Maryland to West Windsor	50		\$3,949,375	2010	Pharma
Oxford Instruments	Expansion	Carteret	75	140	\$6,100,000	2010	Manufactures Industrial and Scientific Equipment
Padtech	Attraction (FDI)	Norway to Flemington	75		Unknown*	2010	Manufacturing
Panasonic Corporation	New Development	Newark		806	\$125,828,566	2011	Consumer Electronics, Technology
PBF Holding Company, LLC	Expansion	Parsippany	50	28	\$2,323,125	2011	Petroleum Refinery
Pearson, Inc. and related entities	New Development	Hoboken		646	\$90,025,766	2011	Printing and Publishing
Performance Foods	Retention & Expansion	Swedesboro	70	70	\$5,000,000	2011	Distribution/Warehouse
Pfizer, Inc.	Relocation & Expansion	NY to Madison	225	1900	\$18,985,250	2011	Pharma
Photocure, Inc.	New Subsidiary (FDI)	Princeton	30		\$697,850	2011	Pharma
Pinnacle Foods Group	Relocation & Expansion	New York to Cherry Hill	90	260	\$5,589,800	2010	Food Products
Pitney Bowes	Expansion	Newark	25	156	Unknown*	2010	Manufacturing, Distribution/Warehouse

Company	Relocation, Expansion or Retention	Location	New Jobs	Retained Jobs	Public/Private Investment	Year Finalized	Industry/Sector
PNY Technologies	Expansion	Parsippany	100	325	\$28,580,000	2010	Manufactures Computer Equipment
Port Imperial South, LLC	New Development	Weehawken	42		\$58,598,720	2011	Logistics
Precise Corporate Printing	Relocation	New York to Harrison	39		\$479,471	2011	Printing and Publishing
Princeton Information, Ltd.	Relocation	New York to Jersey City	30		\$1,156,166	2010	Professional Services
Procura Management	Expansion	Cranford	41	20	\$270,561	2011	Finance, Insurance and Real Estate
Proximo Spirits	Relocation	New York to Jersey City	46		\$2,726,893	2010	Wholesale
Puratos	Retention	Camden			\$5,000,000	2012	Food Products, Wholesaler
Quidsi, Inc.	Expansion	Montclair	100	80	\$540,000	2010	Service Provider, Distribution/Warehouse
RBH-TRB Newark Holdings, LLC	New Development	Newark	466		\$124,260,313	2010	Residential, Office, Retail
Realogy Corporation	Retention & Expansion	Madison		953	\$25,000,000	2011	Finance, Insurance and Real Estate
Regeneron Pharmaceuticals, Inc.	Expansion	Bernards	30	25	\$2,364,100	2011	Pharma
Reliance Vitamin	Retention & Expansion to new NJ location	Edison	40	220	Unknown*	2010	Pharma
Revel Atlantic City	New Development	Atlantic City	5,500		\$1,306,820,000	2011	Hotel, Resort
Revolution Foods, Inc.	Attraction	Elizabeth	75		\$3,052,004	2011	Food Products, Manufacturing
Robertet, Inc.	Expansion (FDI)	Mount Olive	40	150	\$15,000,000	2011	Fragrance/Flavor, Manufacturing
Rollon Corporation	Retention & Expansion	Hackettstown	5	18	Unknown*	2011	Manufacturing
Rosetta Marketing Group, LLC	Retention & Expansion	Hamilton	64	165	\$2,677,026	2011	Professional Services, Marketing
Saker ShopRite	New Development	Somerville	155		\$28,100,000	2010	Food Products, Supermarket
Schar USA	New Subsidiary (FDI)	Italy to Logan	51		\$15,000,000	2010	Food Products Manufacturing
SCS Commodities	Relocation	New York to Jersey City	110		\$3,223,710	2010	Finance, Insurance and Real Estate
Shupper-Brickle Equipment	Relocation & Expansion	Millstone	10	15	\$2,000,000	2011	Manufacturing, Distribution/Warehouse
Sigma Design	Expansion	Middlesex	20		\$5,000,000	2011	Professional Services
Solar Nation, Inc., Solar Nation Development and Solar Nation New Jersey	Attraction	Edison	60		\$1,379,240	2011	Construction, Clean Tech
SSM Industries	Relocation	Philadelphia to West Deptford	70		\$2,150,000	2011	Industrial/Electrical Equipment
Standard Chartered Bank	Expansion	Newark	125	361	\$1,864,000	2010	Finance, Insurance and Real Estate
Streamline Airlines	Attraction	West Trenton	30		\$2,000,000	2011	Air Transportation
Summerhill Square, LLC	New Development	East Brunswick	400		\$15,461,207	2010	Retail

Company	Relocation, Expansion or Retention	Location	New Jobs	Retained Jobs	Public/Private Investment	Year Finalized	Industry/Sector
SYNNEX Corporation	Retention & Expansion	Jamesburg	50	90	\$2,025,000	2011	Professional Services
TDAF I Pru Hotel Urban Renewal Company, LLC	New Development	Newark	57		\$32,918,187	2010	Hotel, Commercial
Teachers Insurance and Annuity Association of America and Affiliates	Relocation	NC, NY and CO to Woodbridge	200		\$18,484,200	2011	Finance, Insurance and Real Estate
Technogym	Attraction (FDI)	Allendale	40		\$150,000	2011	Wholesale
Tercica, Inc., Ipsen S.A. (Biomeasure)	Relocation	California to Bernards	100		\$6,049,740	2011	Biotech, Pharma
Textol	Expansion	Clifton	12	22	\$2,000,000	2011	Wholesale/Distribution
The Dunn & Bradstreet Corporation	Retention & Expansion	Parsippany	30	602	\$8,689,125	2012	Business Management and Support Services
The TriZetto Group	Relocation & Expansion	New York to Union	45	255	\$1,393,307	2011	Professional Services
Thrombogenics	Attraction (FDI)	Belgium to Middlesex County	60		\$1,856,445	2011	Pharma
Torus US Services	Expansion	Jersey City	200	45	\$4,587,000	2010	Finance, Insurance and Real Estate
Transit Village	New Development	New Brunswick	250	75	\$275,500,000	2010	Residential, Retail, Office
UK Postings	New Subsidiary (FDI)	United Kingdom to Edison		3	\$300,000	2010	Printing and Publishing
United Parcel Service	Retention	Wayne		741	\$2,800,789	2010	Warehouse/Distribution
Valcrest	New Subsidiary (FDI)	France to Bridgeton		2	\$800,000	2010	Food Products Distribution
Vertellus Specialties, Inc.	Expansion	Roxbury	13	46	\$365,190	2011	Professional Services, Advanced Manufacturing
Vertis	Retention	Dayton		70	\$3,000,000	2010	Communications
Victory Refrigeration	Retention & Expansion	Cherry Hill	25	150	\$3,000,000	2011	Food Product Machinery, Manufacturing
VISH, LLC	Expansion	North Brunswick	35	10	\$4,371,012	2012	Other Manufacturing, Plastics
Vitech Systems Group, Inc.	Relocation	New York to Woodbridge	100		\$2,122,750	2011	Printing and Publishing, High Tech
Von Morris Corporation	Retention	Camden		18	\$200,000	2011	Wholesale/Distribution
Wakefern Food Corp. (I)	New Development	Newark	150		\$45,000,000	2010	Food Products, Warehouse/Distribution
Wakefern Food Corp. (II)	New Development	Elizabeth	350	345	\$89,885,000	2010	Food Products, Warehouse/Distribution
Watson Pharmaceuticals	Expansion	Parsippany	300	207	\$22,291,200	2010	Pharma
Watson Pharmaceuticals II	New Location	North Brunswick	50		\$12,459,910	2011	Pharma, R&D
Wenzhou New Focus	Expansion (FDI)	China to Livingston	15		\$7,600,000	2011	Manufacturing
<b>Total number of assisted companies:</b> 159			<b>19,660</b>	<b>25,268</b>	<b>\$5,973,512,834</b>		

\*Since no incentives were taken, there were no requirements to report capital investment information.



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