



CRAIN'S

NEW YORK BUSINESS

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ACCESS WANTED
Many Black business owners struggle to gain capital PAGE 3



CRAIN'S 2021 best places to work in NYC

ENGAGING EMPLOYEES in a year of heightened isolation was no small task. Our Best Places to Work winners excelled at emphasizing mental health and leaned into flexibility for staff. Their efforts resulted in reduced turnover during the Great Resignation and a healthier, happier workforce PAGE 15



REAL ESTATE

Hochul accelerates rent relief, requests more aid

BY EDDIE SMALL

New York's major rent-relief problem has switched from giving out money at a glacial pace to being on pace to run out of money within the next few days—perhaps the starkest sign yet that Gov. Kathy Hochul is taking the issue more seriously than her predecessor.

The governor last week called on Treasury Secretary Janet Yellen to provide additional funding for the state's more than \$2 billion Emergency Rental Assistance Program. New York has used more than \$1.6 billion so far, and she expects the state to exhaust its remaining funds by early October, even though officials are still receiving more than 9,000 applications per week.

The Treasury Department is supposed to collect any rent-relief money that has not been used starting Sept. 30 and reallocate it to locations that have used at least 65% of their initial funding round, which includes New York, according to Hochul's letter.

Representatives for the Treasury Department did not respond to a request for comment.

The rent-relief money was allocated to New York to help officials deal with the housing crisis sparked by the pandemic, which has wreaked havoc on the city's economy. Distributing the money quickly and efficiently is widely seen as the best way for the state to avoid a massive spike in evictions and

See **RENT** on page 26

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NEWSPAPER

THE LIST

THE TOP TV AND FILM PRODUCTIONS IN THE STATE

PAGE 13



REAL ESTATE

Google buying St. John's Terminal

PAGE 10

Council mandates better treatment for food couriers

BY RYAN DEFFENBAUGH

Six bills approved Thursday by the City Council aim to improve conditions for food-delivery workers, including by instituting a minimum payment per delivery, ensuring bathroom access at restaurants and limiting how far couriers may be sent on any one order.

The vote on the legislative package comes as the conditions workers operate under—as contractors for billion-dollar companies—have come under greater scrutiny through organizing efforts of the largely immigrant local workforce, under the name Los Deliveristas Unidos. The median hourly wage for the city's delivery workers is a little less than \$8, according to a study released this month by Los Deliveristas Unidos and Cornell University.

Theft of e-bikes, shorting of tips and lack of bathroom access were described as regular problems for the industry's workers. Reporting by The City detailed how workers toiled in the historic rainfall and flooding from Tropical Storm Ida, including for an order that paid only \$5 including tip.

"These bills are really an attempt to humanize the people who are doing the work in an increasingly digital and isolated world—remembering there are human beings behind these apps," said Justin Brannan, a Democratic councilman from Brooklyn who sponsored or co-sponsored many of the bills.

Brannan spoke Thursday morn-

ing at a meeting of the council's consumer affairs and business licensing committee, which approved the bills before a vote at the full council hearing.

Industry showdown

The food-delivery industry, dominated by DoorDash, Grubhub and Uber Eats, has become a popular regulatory target for local lawmakers. Food-delivery sales were worth about \$150 billion globally last year, according to a McKinsey report, and delivery spending doubled in this country.

The council voted last month to place a permanent 15% commission cap on delivery fees, and DoorDash, Grubhub and Uber have challenged it in court. DoorDash also has sued to block a new city law that would require delivery apps to share customer data with restaurants.

Uber declined to comment on the legislation. Grubhub, meanwhile, offered support.

"These bills are common-sense steps to support the delivery workers who work hard every day for New York's restaurants and residents," Grubhub spokesman Grant Klinzman said. "Ensuring they receive a living wage and have access to restrooms isn't just a good idea—it's the right thing to do."

DoorDash said it wished to work further with the council on improving working conditions without adding "unintended consequences." The company has raised concerns that limiting how far couriers can deliver could lead to discrimination against some

neighborhoods.

"We recognize the unique challenges facing delivery workers in New York City and share the goal of identifying policies that will help Dashers and workers like them," spokeswoman Campbell Millum said. "This is why last year we announced an industry-leading set of initiatives to improve Dasher safety, strengthen earnings and expand access to restrooms."

As part of the policy changes announced last year, DoorDash negotiated with about 200 restaurants to provide bathroom access.

Pay questions

Councilman Kalman Yeger, who represents parts of Brooklyn, questioned the council's ability to institute a minimum wage—which he said is a state power.

"We frequently find ourselves here in the council inserting ourselves into the private operations of business above and beyond what we are allowed to do," Yeger said.

Brooklyn Councilman Brad Lander, a comptroller candidate, defended the minimum-pay bill, which he sponsored. He said it builds on the "groundbreaking work this council did for Uber and Lyft drivers."

That bill, in 2018, authorized the Taxi and Limousine Commission to study and set a minimum rate for ride-hail drivers. The new legislation authorizes the Department of Consumer Affairs and Worker Protection to do the same for food couriers. ■



A RENDERING of the proposed project

COURTESY OF ENNEAD ARCHITECTS/RENDERING BY DBOX

HEALTH CARE

Planning Commission OKs Blood Center's \$750M hub plan

BY MAYA KAUFMAN

The City Planning Commission voted Wednesday to approve a rezoning application from the New York Blood Center to turn its Upper East Side facility into a \$750 million hub for life sciences research and development.

The nonprofit's project is a partnership with developer Longfellow Real Estate Partners of Boston to replace its East 67th Street center with a 16-story, 596,000-square-foot building that would include space for life sciences tenants. The Blood Center has said the redevelopment will enable it to double its research space and potentially increase blood collection by a third.

Wednesday's 8-2 vote checks off one of the final steps in the city's land-use review process. The Blood Center's application next heads to

the City Council for a decisive vote, although members can recommend changes.

Commissioner Orlando Marín said the project is "taller than what it should be" but said he voted yes because the Blood Center is "necessary for the city."

The opposition

One of the two no votes, Commissioner Anna Hayes Levin, cited July comments by Manhattan Borough President Gale Brewer, who wrote, "I worry about the precedent this would set for midblock zoning."

Councilman Ben Kallos, who represents the neighborhood, has been a vocal critic of the project; the council traditionally votes with whomever represents a project's district.

If approved, the project could break ground next year and be completed by 2026. ■

Green Market Report, a cannabis-focused media firm, bought by Crain Communications

CRAIN COMMUNICATIONS, the Detroit-based media company that owns *Crain's New York Business* and business publications throughout the U.S., is adding another media brand to its portfolio, this one focused on the cannabis industry.

Crain announced that it is acquiring Green Market Report, a digital media company that covers financial news in the cannabis sector. The deal is expected to close Sept. 30. Crain declined to disclose terms of the deal.

The New York-based Green Market Report was founded in 2017 by Debra Borchardt, a financial journalist and former Wall Street executive, and Cynthia Salarizadeh, who has a background in public relations and cannabis law.

"They focus on the financial, business and economic side of the cannabis industry, so it's a natural fit with our other business brands," KC Crain, president and CEO of Crain, said in a statement.

Green Market Report, which attracts 150,000 page views per month, publishes daily news written mainly by a network of freelance journalists. Borchardt, Green Market Report's editor, is the only staffer joining Crain's as a full-time employee and will continue to operate out of New York.

Crain's portfolio now consists of 21 brands in the U.S., Europe and Asia, including *Ad Age*, *Modern Healthcare* as well as regional business publications in Chicago, Cleveland, Detroit and New York. Crain last added a brand to its portfolio in 2019: *GenomeWeb*, also based in New York, reports on genomics business and scientific news.

Across its brands, Crain reaches 78 million readers globally and employs more than 650 people across 10 offices.

"Crain is one of the highest-quality business news organizations in the country," Borchardt said in the announcement. "Their team, resources and respected journalism will make the perfect partner as Green Market Report continues into the future."

— KATHERINE DAVIS



ANN WEILER

WEBCAST CALLOUT



OCT. 28

NEW YORK NOW SUMMIT: TOURISM'S COMEBACK

Tourism is a critical driver of the city's economy and one of the industries most damaged by the pandemic. Almost overnight every part of the sector ground to a halt: restaurants, hotels, Broadway and other entertainment venues. For *Crain's New York Now Summit*, we'll delve into the city's fledgling tourism comeback, how the numbers look and what can be done to recharge and reinvent tourism locally.

VIRTUAL EVENT

Time: 4 to 5 p.m.
CrainsNewYork.com/
OctoberNYNSummit

CORRECTION

■ **Jayne Koszyn**, founder of Koszyn & Co., has a client list made up of culturally-specific women- and minority-led nonprofits. Information about her client roster was inaccurate in *Crain's 2021 Notable Women in Accounting and Consulting*, published Sept. 20.



KNIGHT says minority-owned businesses can struggle to provide collateral.

BUCK ENNIS

Many Black entrepreneurs feel shut out of the banking system

More than 60% of surveyed Black startup owners had not been able to secure a bank loan in a five-year period

BY BRIAN PASCUS

The findings from a recent survey seem to confirm what minority business owners have long said: For Black entrepreneurs in New York, acquiring capital, generating revenue and contracting with the city come with a degree of difficulty.

The Greater Jamaica Development Corp., a nonprofit that also serves as an alternative lender, worked with TruFund Financial, headquartered in Manhattan, and the Harlem Entrepreneurial Fund to interview and survey 195 Black entrepreneurs and 23 Black contractors across all five boroughs. The survey was paid for by JPMorgan Chase and conducted over a three-year period, between 2019 and 2021.

The survey interviewed owners from two classes of entrepreneurial businesses: startups, which were defined as young businesses that have developed a product and entered the market but have not yet reached scale, and established businesses. The companies represented a variety of market-share levels and industries. About one-third of the companies had been in business for at least 10 years.

More than 60% of the startup owners and 40% of the established business owners surveyed were unable to secure a bank loan or

institutional capital from a financing company between 2015 and 2020. Moreover, roughly 80% of the startups surveyed had revenue under \$50,000.

Lacking relationships

The survey found that there were broad challenges among Black entrepreneurs in acquiring capital from financial institutions. More than half (55%) of the startup owners surveyed said they did not have an established relationship with a financial institution.

"I'm currently in partnerships with different nonprofits and different minority-led organizations ... but in terms of financial investors, that's something I'm still working on at the moment," said Curtis Cox, who started a career-coaching and consulting service two years ago. Cox did not participate in the survey.

Hope Knight, president and CEO of the Greater Jamaica Development Corp., said she believes that credit rating challenges for Black entrepreneurs and the inability to provide sufficient collateral to secure a large-scale loan are grounded in the lack of a rela-

tionship historically between Black people and traditional financial institutions.

"Black Americans have been deprived of opportunities to build economic security," she said.

Another issue faced by Black entrepreneurs in New York is the inability to grow their revenue stream. Roughly one-third of the business owners surveyed had revenue less than \$10,000 at the end of 2018, and 15% earned between \$10,000 and \$50,000.

Nearly 70% of those surveyed said their small amount of revenue was their main barrier in receiving financing from a traditional bank. Black entrepreneurs often have trouble securing loans

from these institutions because they are seen as working through a higher degree of risk compared to more established businesses, explained James H. Bason, president and CEO of TruFund Financial. The lack of cash flow can ding Black owners' ability to find new customers and revenue streams, experts say.



BASON

"When you can't get access to capital, you're stretched so thin that you don't have the energy to target different domains," said Dr. Selma Bartholomew, owner of Legacy Pathways, an education consulting company in the Bronx, who did not participate in the survey. "If we can't grow our business, then we can't meet thresholds that serve as barriers and glass ceilings to that growth."

The survey also highlighted that of the \$3.4 billion in city contracts awarded to minority- and women-owned businesses, only 1% went to Black-owned businesses, a statistic previously reported by *Crain's*.

Contract opportunities

In one bright spot, Knight said she's seen more effort by government agencies and the private sector to reach out to Black entrepreneurs and business owners since the pandemic began.

"I have never seen more Black businesses get contracts and opportunities as I have in the last 18 months," she said. "I think the death of George Floyd and the racial reckoning created a spotlight on the fact that Black businesses have been underutilized and have not necessarily been given opportunities in ways that allow them to grow and prosper." ■

"WHEN YOU CAN'T GET ACCESS TO CAPITAL, YOU'RE STRETCHED SO THIN"

Financier Thain's trophy Park Avenue penthouse struggles to find buyer even with \$10M discount

BY C.J. HUGHES

The exclusive cooperative at 740 Park Ave. can be hard to get into. But it seems tough to exit as well.

Units in the trophy building, which has counted some of New York's wealthiest among its shareholders, have been slow to sell even in the recovering housing market.

The duplex penthouse on the 17th and 18th floors belonging to financier John Thain, former chief executive of CIT and current board member of Uber, has not found a buyer since 2018, for instance, despite slicing its price from about \$40 million to \$30 million.

PURCHASERS CAN'T USE MORTGAGES TO FINANCE DEALS IN THE BUILDING

Thain, who held top jobs at several investment banks during his career, can still come out ahead on the deal. He paid \$28 million in 2006 for his three-bedroom, three-and-a-half-bath unit, which has a private elevator, 12-foot ceilings and parquet de Versailles-patterned floors, plus several terraces, records show.

The apartment, which for years has served as a pied-à-terre for

\$22,054

MONTHLY MAINTENANCE COST for the duplex penthouse that Thain is trying to sell for \$30 million

Thain and his wife, Carmen, did undergo a two-year renovation before it hit the market. The project upgraded the kitchen, opened up the fireplaces and added stairs to the roof.

Exclusive company

Whether the experience has been frustrating is unclear. The unit's listing agent, Meredyth Hull Smith of Sotheby's International Realty, had no comment. But at some point during the course of the listing, the Thains appear

to have removed all furniture, rugs and sculpture, perhaps meaning buyers today tour empty rooms.

Thain, who owns an estate in Rye, N.Y., is not the only seller to struggle at the building, which is at East 71st Street. Steve Mnuchin, treasury secretary in the Trump administration, listed his duplex in 2018 but didn't sell it until this month. It went on the market for about \$33 million and sold for \$23 million,



JACKIE O used to live in the building.



SOTHEBY'S INTERNATIONAL

records show.

The 31-unit 740 Park, which counts Jacqueline Kennedy Onassis, David Koch and Stephen

Schwarzman among its past and current residents, isn't within reach of just anybody. Purchasers can't use mortgages to finance their deal.

And even for a captain of industry, recurring costs can be steep. The maintenance on Thain's unit runs \$22,054 per month. ■

REAL ESTATE

Residential landlords back \$60M investment in startup offering reward points on rent

BY RYAN DEFFENBAUGH

Several New York residential landlords are backing a startup that offers their residents credit card-style rewards points for rental payments.

Bilt Rewards, a startup in NoHo, said last week that it raised \$60 million to expand its rental rewards business from a list of investors that includes AvalonBay Communities, Blackstone, Equity Residential, GID, the Moinian Group and Related. Mastercard and Wells Fargo also invested.

Path to ownership

Bilt offers both a credit card, from Mastercard, and a loyalty program for paying rent directly to landlords with which it has partnered.

"Rent is the single biggest expense for most of us and, up until now, the only expense that you can never get anything back on," Bilt CEO Ankur Jain said.

The company hopes it can open a path to homeownership by offering rewards points toward a down pay-

ment as well as by using rent payments to establish credit.

Landlords, particularly large management companies, increasingly accept credit card payments for rent, but there is often a processing charge of 2% to 3%. Bilt has no processing fee or sign-up charge. It makes its money through commissions from the landlords it partners with for loyalty programs as well as on transactions made on the Mastercard outside of rent.

Bilt was founded out of Kairos HQ, a financial-technology startup laboratory focused on developing tools for younger generations. The lab also launched Rhino, which allows renters to pay a monthly insurance fee rather than an upfront security deposit.

The company said it plans to use the funding round to hire more people—it currently has 45 employees—and develop greater capacity for the Bilt card.



There is a waiting list to sign up. Jain declined to disclose how many customers the card and loyalty program already have.

Risky payments?

There are about 2 million potential customers within the network of landlords Bilt has partnered with, including Related, Rudin Management, SL Green and Starwood.

Asked about its investment, AvalonBay pointed to a statement from Chief Operations Officer Sean

Breslin in June announcing the company had partnered with Bilt for its ability to help residents "not only earn points for travel and retail purchases but also accrue financial benefits to support their purchase of a home just by paying their rent."

Scott Durkin, chief executive of real estate services company Douglas Elliman, which also invested, said Bilt "fills a gap in the market to set renters up for financial success and encourage a path toward homeownership."

Although the percentage of rent payments placed on credit cards increased significantly last year, consumer groups have warned that such payments are risky because of the fees and the potential for significant interest to accrue if a renter falls behind.

Bilt does charge interest on non-rent credit card purchases carried over each month, but the compa-

ny's card requires rent be paid in full each billing cycle.

Its Bilt Protect service pings a user's bank account to ensure that there are enough funds to cover that month's rent payment before it is charged.

As for the card's value, Ted Rossman, a Bankrate senior credit industry analyst, said recent changes to the rewards structure have prompted him to view the offering more favorably than when it launched earlier this year.

"Bilt is differentiating itself with surcharge-free rent rewards, and the transfer partners are compelling too," Rossman said via email. American Airlines, for example, rarely shows up on credit card transfer programs, and cards with transfer programs usually charge annual fees.

"It will be interesting to see how Bilt evolves," he said. "For now, I think they're targeting the HENRY [high earners, not rich yet] space—basically young adults who are renting, traveling, eating out and establishing their credit." ■

Local startups conceive digital innovations for pregnancy and postpartum care

BY MAYA KAUFMAN

A crop of new startups is capitalizing on the pandemic-era digital health boom to take aim at the maternal mortality crisis and improve pregnancy outcomes in the U.S.

The latest example, Chelsea-based Seven Starling, publicly launched its pregnancy and postpartum peer-support platform last Tuesday with \$2.9 million in seed funding led by Pear VC, Expa and

management, pain management during labor and newborn care essentials such as breastfeeding.

CEO Tina Beilinson said the rise of digital women's health startups—particularly those targeting pregnancy and postpartum care—has accelerated in tandem with the development of Seven Starling, which she and her co-founders conceived in 2019.

There were few players in the space at that time, said Beilinson, who cited women's and family health startup Maven Clinic as an

early pioneer. Last month Maven, which launched in 2014, became the first startup of its ilk to reach a valuation north of \$1 billion, after it closed a \$110 million Series D funding round.

Experts predict that investors' enthusiasm for telehealth during the pandemic will now extend to women's health, or femtech, startups, which saw only a fraction of the funding that went to digital health in 2020. Femtech startups raised a combined \$913 million in

the first half of this year, compared with \$602.5 million raised in all of 2020, according to data from Rock Health.

The femtech market is expected to hit \$522 million by the end of the year, up from \$487 million in 2020, consulting firm Frost & Sullivan found in March. The size of the global women's digital health market is forecast to grow to roughly \$6.5 billion by 2028 from \$1.5 billion last year, a recent report by San Francisco consulting firm Grand View Research found.

Beilinson said she sees most new ventures as complementary rather than duplicative in an area ripe for disruption. The United States spends an estimated \$111 billion on maternal health, twice that of most high-income countries, but sees worse outcomes, particularly for women of color.

"There's so much room for innovation to happen," Beilinson said. "I don't think one company can solve all of these problems."

Importance of doulas

Beilinson said Seven Starling will use its seed capital to double its team of seven full-timers by the end



ing round led by SteelSky Ventures, is using doulas to combat racial disparities in maternal and infant outcomes. In New York City, Black women are eight times likelier to die of pregnancy-related complications than white women.

The Brooklyn startup's platform will provide Black expectant mothers with health-tracking tools throughout their pregnancy, culturally-specific educational and lifestyle resources, a peer network and access to experts including doulas, lactation consultants and pregnancy coaches.

"We know that structural barriers often get in the way of robust prenatal and postpartum care, particularly for our most vulnerable populations," said CEO Maya Hardigan. "Digitally-oriented solutions have great potential to bring both information and experts to expectant and new mothers where they are, on their preferred schedule and on their own terms—bridging gaps in care access and improving outcomes in the process." ■

THE FEMTECH MARKET COULD BE WORTH \$522 MILLION BY THE END OF THE YEAR

Magnify Ventures.

For \$37 a month, Seven Starling's platform provides virtual, doula-led peer group sessions to guide families through pregnancy and up to one year postpartum, plus access to a dedicated doula via chat. The curriculum for the biweekly sessions includes lessons on pregnancy nutrition, high-risk pregnancy

of this year and launch partnerships with health systems and other providers. One of Seven Starling's goals is to increase access to doulas, trained companions who provide nonmedical guidance and emotional support to pregnant women. Doula care has been shown to correlate to better birth outcomes, but cost and local availability often hinder access.

Mae, which launched this month with a \$1.3 million pre-seed fund-



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ASKED & ANSWERED

KINESH PATEL **SevenRooms**

INTERVIEW BY RYAN DEFFENBAUGH

For restaurants, surviving the 18-month pandemic so far has required adopting new technology: QR-code menus, contactless payment and novel delivery options. SevenRooms, a Chelsea startup backed by more than \$70 million in venture capital, offers software to help clients—ranging from mom-and-pop eateries to MGM and Wolfgang Puck—manage their guests, including their reservations, loyalty rewards and online ordering. Chief Technology Officer Kinesh Patel, who co-founded the company 10 years ago, says customer personalization is how restaurants can win diners back.

Are you seeing any declines in reservations as a result of the Delta variant of Covid-19?

Not any significant downtick. We are seeing restaurants changing the way they interact with customers. They are implementing credit card holds or small prepayments, no-show and cancellation fees.

Are no-shows a big problem right now?

It has been a problem for years. It is not uncommon to have 10% to 15% no-shows. But Covid has made a stronger incentive to address this, because you are trying to recover revenue lost over the past 18 months.

How are restaurants getting patrons to come back?

Across the board, restaurants are using data more for

DOSSIER

WHO HE IS Chief technology officer, SevenRooms

HOMETOWN Dallas

RESIDES Clinton Hill, Brooklyn

AGE 37

EDUCATION Bachelor's in electrical and computer engineering, University of Texas, Austin; MBA in finance and strategy, NYU Stern School of Business

FOUNDING FRIENDS Patel and CEO Joel Montaniel grew up together in Texas. Patel worked as a software engineer in the oil industry. Montaniel was working in finance when he met Allison Page, the third SevenRooms co-founder and chief product officer.

RESTAURANT RECS Patel gave a shout-out to Cote, a Korean steakhouse in the Flatiron District, for its sit-down dining. And one to Williamsburg's L'Industrie for its pizza.

ADVICE FOR ENTREPRENEURS? "Fall in love with problems. Because the solution will change 100 times before you have a viable business."

customer personalization—a special glass of wine or your favorite dessert dropped into your to-go bag or online order. If you want to stand out, you have to offer something that feels personalized.

Are restaurants using technology to implement the city's vaccination requirement?

From a guest-awareness standpoint, there is a

lot that can be done through technology. As an example: adding disclosures into online booking so people know what to expect. In terms of showing up and providing vaccination proof, most often we've seen people showing photos of their vaccine cards with an ID. Restaurants don't want to ultimately track health data in their platforms.

What is the future of QR-code menus?

A lot of restaurants have QR codes that just go to a static menu. The only purpose that serves is to be contactless. That's fine for now. If restaurants instead link to a kind of digital menu, you could have more dynamic options to make the menu come alive. That could show what's out of stock or showcase the most-ordered dish of the past two hours.

SevenRooms is a tech firm. The hiring market for tech is tight right now. What are you seeing?

It's a hot market right now; there's no denying it. The most demand is on the product and engineering side. Many companies came out of 2020 looking to build new technology to service their customers, and there's just not enough technical people to go around.

Are you still operating fully remote?

We have minimal office space in the regions we operate in: New York, the U.K., Hong Kong and Australia. We want to make sure our staff is comfortable. We don't see any value in forcing people to go into an office. ■



BUCK ENNIS



Tap into New York.

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Lawsuit seeks to block LaGuardia AirTrain project

BY BRIAN PASCUS

Community and environmental groups filed suit last week to block the \$2.1 billion LaGuardia AirTrain, claiming that federal authorities illegally approved the rail project.

Riverkeeper, the Guardians of Flushing Bay and the Ditmars Boulevard Block Association asked a federal appeals court in Manhattan to halt the project and review the Federal Aviation Administration's approval of its environmental-impact statement.

"THE ENTIRE REVIEW NEEDS TO GO BACK TO THE DRAWING BOARD"

The plaintiffs, represented by the Pace Environmental Litigation Clinic, allege that the FAA issued an "unlawful approval" this past summer, and the federal agency arbitrarily ignored proposed alternatives in favor of the Port Authority's plan.

"The entire review needs to go back to the drawing board. [The government's environmental-

impact] statement is supposed to include an analysis of reasonable alternatives, and we don't believe that requirement has been fulfilled," said Michael Dulong, senior attorney for Riverkeeper. "The aim of this lawsuit is to allow the environmental-impact statement to get done prior to construction."

The AirTrain is designed to be an elevated line in Willets Point, Queens, linking LaGuardia with the subway and the Long Island Rail Road. The Port Authority, which would manage the project's construction, design and financing, expects it to cost \$2.1 billion and

for construction to begin next summer.

The FAA approved the project July 20, after more than two decades of development.

A 30-minute trip along the 7 line or the LIRR's Port Washington line would take travelers to the Willets Point station. The AirTrain is expected to transport riders between the airport and the station within six minutes.

The lawsuit argues that the FAA violated federal law by condemning a 2,100-foot stretch of parkland on the Malcolm X Promenade that runs along Marina Road.

"This [environmental] analysis is supposed to be done first, before communities are impacted," Dulong said. "Without that analysis, the public has no way to know if this is in the best interest of the region and if this will have the least amount of impact on our communities and environment."

The suit will require the FAA to produce a record—explaining the reasoning that went into its decision to approve the AirTrain—within 40 days, Dulong said. A briefing will be scheduled 15 days after that, he said.

"We really are looking at months of this," he said.

Alternatives

The Port Authority dismissed the claim that the FAA engaged in an arbitrary review process.

"The Biden administration's transportation experts greenlighted the badly overdue LaGuardia AirTrain after reviewing more than 25,000 pages of studies and other materials, and analyzing



COURTESY OF THE GOVERNOR'S OFFICE

more than 40 alternatives," Port Authority spokesman Tom Topoussis said. "We are confident that the panel of federal judges who will now independently review this matter will affirm that the AirTrain is now ready to be built."

FAA Administrator Stephen Dickson was named separately in the suit.

In a statement, the FAA said it does not comment on pending litigation.

Optimized rapid-bus routes,

ferry services and extending the N and W transit lines directly to the airport are some of the alternatives Riverkeeper says should be considered instead of the AirTrain.

The Port Authority has said that the project could provide travelers with a reliable mass transit link to the airport and create 3,000 construction jobs, \$50 million in funding for local parks and more than \$500 million in investments for minority- and woman-owned businesses. ■

SMALL BUSINESS

Businesses can apply for a 75% discount on city fines

BY ALEXANDRA WHITE

Businesses that received city fines during the pandemic can now apply for a discount.

The city's Fine and Interest Reduction Recovery program allows individuals and businesses to apply for a discount of up to 75% on delinquent fines issued by city agencies including the Sanitation, Fire and Buildings departments. The temporary program began last week and ends Dec. 20.

The Department of Finance, which is administering the program, had sent letters to homeowners and businesses with delinquent city fines to notify them of the program, spokesman Curtis Simmons said.

But there has been little publicity elsewhere about the program's launch despite the 90-day window for applying.

"I think it's a great thing for businesses to be able to reduce some of the debt that many of them have gotten during the pandemic," said Lisa Sorin, president of the Bronx Chamber of Commerce. "I just hope they do enough outreach to notify businesses of the program."

The Department of Finance said it will advertise the program from the end of this month through Oct. 22.

City Councilman Mark Gjonaj, chairman of the council's small-



FLICKR/FLYINGSPORES

business committee, was set to inform business owners, chambers of commerce and other groups about the amnesty program starting last week, his office said.

"The program will be integral to the recovery of the city's small businesses and the overall economy," Gjonaj said.

Maximizing compliance

The discount that program participants can receive varies.

Individuals and businesses with violations that went into judgment after March 7, 2020, and before June 20 of this year that did not receive a default penalty are eligible to receive a 75% discount on the base fine and interest.

Businesses and individuals with a violation that went into judgment before March 7, 2020, are eligible for 25% off the base fine and interest.

If an individual received a judgment that contains a default penalty for not attending a hearing at the Office of Administrative Trials and Hearings, however, that individual will receive only the reduction of the default penalty and interest.

The response to the program was positive in Brooklyn.

Randy Peers, president and CEO of the Brooklyn Chamber of Commerce, called the move an important step in providing relief to small businesses that have been financially devastated by the Covid-19 pandemic.

"Going forward, we urge the city to reduce and eliminate small-business fines where possible," Peers said, "and to focus its efforts on educating businesses in ways that can maximize regulatory compliance, and to use fines only as a last resort."

City amnesty programs have been implemented before.

In 2016 the city conducted a three-month program for individuals and businesses that received violations from city agencies. The city waived \$106 million in penalties and collected \$43 million in outstanding debt. ■

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STRENGTH IN CERTAINTY

EDITORIAL

Learn from our Best Places to Work: invest in flexibility, mental health, pay

The pandemic has put to rest many of the old expectations of what it takes to keep employees happy and recruit promising new team members.

The past two years show that in many industries, work can be more flexible without sacrificing productivity. It turns out companies that prioritize their team members' welfare during the worst of times are best positioned to keep their people.

The latter is particularly important as wars for talent are revving up in a tight labor market, and more workers are considering job and career changes aimed at striking a better balance between

ideas and approaches for recruitment and retention of a future-proof workforce. The rankings are based on extensive employee surveys, in addition to audits of benefits, human resources, policies and perks.

Amid tough competition, Transwestern claimed the top slot overall, thanks to high marks for diversity, work-life balance, career development and benefits.

Elsewhere, mental health initiatives claimed center stage as isolation took a toll on workers.

Companies added benefits, including membership programs for meditation and yoga; challenges to encourage staying healthy and connected; and

classified "re-charge days" as a paid-time-off category. One firm gave its employees a mental-health week.

The most desired employee benefits after health insurance were flexible hours and the ability to work from home, Harvard Business Review found.

So what are employers to do when circumstances force them to give staff members the thing



GETTY IMAGES

they want most?

Many companies on our list granted more time off. Bonding over Zoom happy hours remained popular. Even free massages in the office chair still proved desirable during the pandemic, companies told *Crain's*.

At least one old-school strategy still worked—good pay. Some of our Best Places companies

boosted pay or offered bonuses, in part because certain expenses plunged during the pandemic, especially travel.

Labor shortages mean employees today have more bargaining power than they've had in years, and fewer of them are putting up with exploitative employers. Companies would be wise to remember "at-will" employment cuts both ways. ■

EMPLOYEES TODAY HAVE MORE BARGAINING POWER THAN THEY'VE HAD IN YEARS

life and work. The portion of workers quitting their job hit a record 69% of all separations in June, according to U.S. Labor Department data.

Our Best Places to Work rankings, which start on Page 15, provide a helpful selection of

OP-ED

Fix infrastructure project roadblocks before federal money is approved

BY CARLO SCISSURA

Marred by red tape, the bipartisan \$1 trillion infrastructure package recently passed by the Senate faces the same fate as many of the public works it seeks to repair.

That this package passed with a plurality of senators in an era in which it feels as though we can't even agree on the sky's color is historic. So are the investments this package makes in public transportation, broadband access and renewable energy.

In the city alone, it will finally kick off Gateway, a vital tunnel project whose economic impact will be felt all the way to Indiana, as Transportation Secretary Pete Buttigieg recently pointed out.

All of this will have been for naught, however, without unified action to move this package quickly. Now is not the time to let the perfect be the enemy of the good, especially as the building industry looks to rebound from this pan-

demic.

First, hopefully the House will pass the bill. Members from both parties have expressed opposition for varying reasons. Whatever those may be, voting "no" is likely to score few points at home—where local leaders are desperate for federal dollars. In fact, a stunning 91% of nearly 600 cities polled by the National League of Cities during the spring listed insufficient funds as the top issue when they make infrastructure decisions.

Rice University's Kinder Institute for Urban Research identified 1,807 high-priority projects in transportation, broadband, green energy, climate resilience and other public needs in 100 metropolitan areas and 134 cities that could use federal funding. That has a multiplier effect when considering the jobs, economic activity and long-term stability each of those projects creates.

Next, local governments should use this time to assess every potential roadblock to those projects. To make their case stronger, they must

show that local agencies are ready to get to work the second federal dollars arrive. We have found ourselves in a paradigm in which projects get funded, only for work to stop because of a planning or permit oversight.

Model measure

In New York, the state's Build Now-NY program issues shovel-ready certifications to local developers who work to resolve permitting issues well before the work begins. Within the city, the Department of Design and Construction has identified measures implemented during the pandemic that sped up construction times and kept projects on budget. Going forward, these measures should be a model. These efforts to always be prepared and always move forward have primed the Big Apple to get going on day one.

Last, the federal government can ensure an ounce of prevention is worth a pound of cure. The New Deal was a success in the 1930s

partially because Washington delegated projects to local agencies on the ground. Once this package passes, the Biden administration must take a page out of history and begin to designate what entity will lead landmark projects such as Gateway. Confusion regarding who is doing what is the last thing we need.

Infrastructure is the backbone of our nation. It supports economic growth and lifts up our communities. Now is the time to deliver tangible projects that remind Americans that we can build things that improve their daily lives. They deserve to ride on reliable, clean mass transit—not sit on stalled subways in crumbling tunnels. The package making its way through Congress will give them that better future.

We cannot let this moment pass—we must rebuild America's infrastructure now. ■

Carlo Scissura is the president and CEO of the New York Building Congress.

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OF AREA BUSINESS PUBLICATIONS

Don't let climate change wash away Red Hook

BY MARQUISE STILLWELL

Living and working in the Red Hook neighborhood of Brooklyn, I know New York is a coastal city through and through. With 520 miles of coastline, we have more waterfront than Miami, Boston, Los Angeles and San Francisco combined. Rising sea levels and powerful hurricanes, however, pose a major threat to the future of our iconic coastal neighborhoods and business districts. It's time for Congress to do something about it.

Just recently hurricanes Henri and Ida caused record-breaking rainfall and flooding all across the city, and unfortunately, this could soon become the norm. New York City's Panel on Climate Change predicts the city could experience 6 feet of sea-level rise in the next 80

years. That's severe enough to put the Rockaways, half of Coney Island and part of LaGuardia Airport underwater.

IF WE ACT NOW, WE CAN BUILD A STRONG FUTURE FOR HOW WE LIVE IN COASTAL NEIGHBORHOODS

As the city's businesses and neighborhoods face these threats, Congress must, of course, adopt broad, sweeping changes in federal policy to address the climate crisis.

Never more urgent

That includes investing in our natural infrastructure—our wetlands, oyster beds and seagrasses—which can boost our coastal resilience against storms and rising seas.

With hurricane season in full swing, it has never been more urgent to expand these natural lines of defense. Right now our lawmakers have an opportunity to make a historic, bipartisan, \$10 billion investment in coastal restoration and resilience projects administered by the National Oceanic and Atmospheric Administration.

More than 110 environmental groups have endorsed this proposal, and many projects are ready to go once the funding is available. Bringing these projects into communities can be a powerful way to boost the economy and create jobs. Past coastal restoration work funded by the American Reinvestment and Recovery Act supported more than 2,200 jobs and generated \$260.5 million in annual economic output.

As the Red Hook community faces rising sea levels that threaten the place I know and love, it's important to me to ensure that current and future generations can enjoy life in



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this wonderful neighborhood. We must be conscious of the environment and its impact on how we live, work and play in public spaces such as Valentino Park and Pier. To do so, we need to listen and support those such as the Red Hook Initiative and community leader Karen Blondel who have been here from the beginning and who have continuously seen the devastating effects of climate change. If we act now, we can build a strong future for how we

live in coastal neighborhoods and enjoy our favorite restaurants and local businesses.

We can't stand by and watch our livelihoods be washed away.

I'm hopeful New York and Red Hook's elected leaders—Majority Leader Chuck Schumer, Sen. Kirsten Gillibrand and Rep. Nydia Velazquez—will, as part of their efforts to address the climate crisis, invest \$10 billion in coastal restoration as part of a legislative pack-

age to strengthen our infrastructure and our economy.

This is our moment to protect families and businesses from some of the worst impacts of climate change. ■

Marquise Stillwell, a Red Hook resident, is the founder and principal of Openbox. He is a co-founder of Urban Ocean Lab, Deem Journal, Opendox and Artmatr.

Clean delivery trucks present a powerful chance for New York to confront climate change

BY MARY BARBER AND STEVEN MOELK

After only a few weeks, Gov. Kathy Hochul has experienced firsthand the devastating impact of climate change.

Under her leadership, the state must remain firm in its commitment to act quickly to reduce air pollution and greenhouse gas emissions to protect all New Yorkers. Transportation emissions are the nation's—and the state's—number one source of greenhouse gas emissions and a major contributor to health-harming pollution. Addressing these emissions must be prioritized.

TAKING DIESEL TRUCKS OFF THE ROAD IS CRITICAL TO OUR EFFORTS TO SLOW CLIMATE CHANGE

Taking diesel trucks off the road is critical to our efforts to slow climate change. Recently, the state took an important step to reduce transportation emissions, improve air quality, foster economic growth and protect public health.

The New York Department of Environmental Conservation just proposed the Advanced Clean Trucks

rule, which sets zero-emission sales targets for truck manufacturers. New York is joining states including New Jersey, Connecticut and Oregon in taking important steps to address emissions from diesel-fueled trucks by considering adopting California's Advanced Clean Trucks rule. California is the first state in the country to adopt the rule. But to date, no other state has followed suit. New York can take a bold stand to improve the state's air quality and economy by quickly adopting the clean trucks regulations.

Though trucks make up only about 4% of all vehicles on America's roads, they are dirtier than passenger vehicles and are responsible for nearly half of nitrogen oxide emissions and nearly 60% of fine particulates, contaminants that cause asthma and premature death.

The Environmental Protection Agency says truck nitrogen oxide emissions will be one of the largest contributors to national ozone pollution in 2025. This pollution negatively affects the health of New Yorkers, particularly those living in low-income and environmental justice communities most exposed

to truck pollution.

Some companies are already taking important steps on their own. Ikea, for example, has a commitment to 100% zero-emissions home deliveries in all its markets globally by 2025 and has begun shifting more volume to carriers that use zero-emission vehicles. Unilever, eBay and Etsy have made public commitments to reduce pollution from transportation. But companies such as these don't own or manage the vehicles that make their deliveries, which means they can do only so much.

Good for business

Switching to zero-emission trucks isn't just good for the environment and health. It's good for business.

At Ikea, we believe in creating value with our customers and business partners. One area with high potential is the use of a zero-emission rental fleet. We want to democratize electronic vehicle delivery. As more zero-emission trucks become available, carriers will add zero-emission delivery options to their menu of services.

Although owned fleet solutions are good, zero-emission fleets that are used across multiple shippers offer the ability to reduce delivery



BLOOMBERG

prices by comingling deliveries and sharing the asset cost.

This also means that zero-emission delivery becomes possible regardless of shipping volume or seasonal fluctuations.

Finally, as the change to cleaner delivery is accelerated, the need for companies to make individual investments in vehicles and infrastructure will be reduced. Until then, we remain committed to taking an active and leading role to secure a more sustainable everyday life for all New Yorkers.

So what should New York state do? Adopt the Advanced Clean Truck regulations and promote climate protection, clean air and public health.

We can do this. It's an opportunity New York cannot afford to miss. ■

Mary Barber is director of legislative and regulatory affairs at the Environmental Defense Fund. Steven Moelk is project implementation manager of zero-emission delivery initiatives at Ikea U.S.

Google to buy Manhattan's St. John's Terminal for \$2.1 billion as part of bid to boost NY presence

BY EDDIE SMALL

Google will buy Manhattan's St. John's Terminal for \$2.1 billion in New York's largest real estate deal since the onset of the pandemic.

The search giant announced last Tuesday that it intends to buy the Hudson Square property, which will serve as the anchor of its new Hudson Square campus. Its decision to buy the building expands on its plans to spend more than \$250 million this year on its presence in New York.

"NEW YORK'S ENERGY AND WORLD-CLASS TALENT KEEP US ROOTED HERE"

Google currently leases St. John's Terminal, a 12-story building at 550 Washington St., and the company expects to open its location there by mid-2023. The deal for the property will officially close during the first quarter of 2022, and Google is buy-

ing it from Oxford Properties and Canada Pension Plan Investment Board.

Oxford announced in the fall of 2018 that it would construct a 1.3 million-square-foot office building at the site, a strong departure from earlier expectations that development in the area would focus mainly on residential space. Google closed the final deal to lease the building in July 2019.

Sign of confidence

The purchase represents a major sign of confidence in New York's office market, which has been struggling since the onset of the pandemic as many companies switch to remote work. Google itself recently pushed back its return-to-office plan, saying it will be optional for employees to work on campus until at least Jan. 10 due to continued uncertainty around the pandemic. However, the company said in its St. John's Terminal announcement that working together in person will remain an important

part of its plans going forward.

August was a relatively strong month for Manhattan's office market, as companies leased about 2.5 million square feet of space, for the busiest month since January 2020, according to data from Colliers. Firms leased about 508,000 square feet that month in Midtown South.

St. John's Terminal is just the latest Manhattan acquisition for Google, which has scooped up several marquee properties in the borough in recent years. The technology company purchased Chelsea Market in 2018 for \$2.4 billion, and it bought the Milk Building at 450 W. 15th St. in 2019 for about \$592 million. It owns 111 Eighth Ave. as well, which it bought in 2010 for about \$1.8 billion.

Google's Hudson Square campus will span 1.7 million square feet overall and include space at 315 Hudson St. and 345 Hudson St. in

addition to St. John's Terminal. Its space at both Hudson Street buildings is complete, and it will occupy about 320,000 square feet at Pier 57 as well. The company employs 12,000 workers in New York, its largest presence outside of California.

"New York's energy, creativity

and world-class talent are what keep us rooted here and why we're deepening our commitment with plans to purchase St. John's Terminal," Google Chief Financial Officer Ruth Porat said in a statement. "We look forward to continuing to grow along with this remarkable, diverse city." ■



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The loneliness epidemic is a real health threat. How employers can help conquer it.

There's no question that after months of pandemic life, many workers are suffering from loneliness and isolation. Sixty-one percent of Americans reported being lonely in a pre-pandemic 2020 study by Cigna¹. That puts their health at risk. Lonely people have an increased risk of heart disease, compromised immunity, depression and a lower lifespan overall—with loneliness the equivalent to smoking 15 cigarettes a day². Throw in "video chat fatigue" and many workers are on the verge of burnout.

Crain's Content Studio spoke recently with W. Clayton Davis, behavioral client strategist at Cigna, to gather ideas on how employers can make a difference in preventing loneliness and helping employees who have become isolated.



W. CLAYTON DAVIS

Behavioral clinical account manager
Cigna

CRAIN'S: Both loneliness and video chat fatigue have contributed to workplace stress during the pandemic. Now that we're entering year two, have employers found ways to alleviate some of this stress? What are some of the best practices on this front?

W. CLAYTON DAVIS: A short regularly scheduled check in with staff—similar to a water break for a marathoner—goes a long way for early intervention and is better than waiting until someone is in crisis from built-up stress. Use the time to express support and acknowledge the challenges they are facing. It is important to listen without judgement at this time since, as employers, we don't always know everything they are facing. It is useful to be familiar with your company's resources, such as employee assistance programs (EAP) and digital behavioral tools like Happify™ or iPrevail for mental health. Encourage use of these resources.

CRAIN'S: A pre-Covid study by Cigna showed the high impact of loneliness in contributing to emotional stress. What are some of the ways that employers can bring people together, even if "back-to-work" plans end up being short-

lived, among the new strains of the virus? Have new forms of hybrid work emerged?

DAVIS: Despite a majority of staff (66%) noting they are concerned about health and safety while working from home, almost half (48%) of workers surveyed cited they would prefer a mix of going into the workplace and working from home during the week, according to research by Envoy³. Add this to the pre-Covid Cigna study that found 3 in 5 Americans are lonely, and there is an argument that we would benefit from more coworker interaction. Setting up team volunteer days, either in person or virtually, is useful. Encouraging involvement in either Employee Resource Groups or non-work-related clubs (book, running, etc.) can be helpful with increasing interactions. Another action to assist with balancing technology use is designating email/virtual meeting "black out" times.

"In an appropriate private setting, note your concerns while sticking to observations and not diagnosing the person."

CRAIN'S: Video calls were indispensable during the pandemic but now many people feel drained by them. Why is this—and what can employers do about it?

DAVIS: On video calls, the speaker's face dominates the monitor, which can feel like close, intimate eye contact and make people uncomfortable. That—in combination with constantly seeing yourself on the screen and dealing with off screen stimuli such as dogs, family members and coworkers—and the cognitive load can be higher than for a phone call. Staying in frame while on camera also imposes mobility restrictions.

So how can employers help employees with these challenges? The first step is to minimize the video chat room, so the speaker's face is not as invasive. Next, have everyone turn off their camera, except when speaking, so everyone can get up and move around while talking. Team members can also position their screen or thumbnail so that it is not in their line of sight to minimize the distraction when speaking.

CRAIN'S: How can employers and workers make stress reduction activities a regular part of the day?

DAVIS: One way to remember stress reduction is a four step P.L.A.N. First, identify a PERIOD of time, such as 10 minutes, to take break from the tasks on a regular basis. Second, choose a LOCATION where you will take this break, such as another part of the room/

home. The third part is to pick an ACTIVITY you enjoy that relieves stress, such as music, dancing, or whatever works for you. Then last, and more important, NAME a person to share with and/or talk to about the activity consistently to keep the motivation up and loneliness down. For more resources on stress you can go to www.cigna.com/individuals-families/health-wellness/stress-management-toolkit.

CRAIN'S: What should managers and leaders do if they think a team member is under more stress than they can handle on their own?

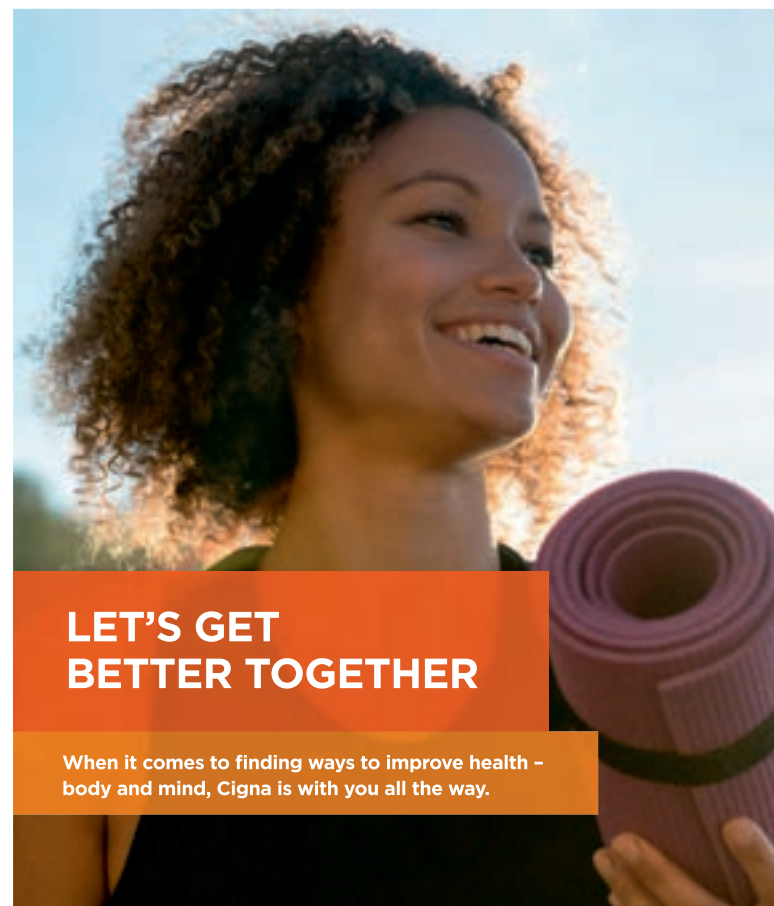
DAVIS: In an appropriate private setting, note your concerns while sticking to observations and not diagnosing the person. Be aware of resources for stress within the organization and the community, then present a menu of these options for the person to consider. It is important to note that this is the time to be supportive and reassuring as opposed to telling them what to do next. People are typically more engaged when involved in picking which resource to use. An additional option to consider is to have a member of your team become trained in Mental Health First Aid (MHFA). For more information see <https://www.mentalhealthfirstaid.org/>. This will train them with tools and

resources to assist team members until appropriate resources and/or professionals are available. ■

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1. Cigna. (2020). Loneliness in the U.S.
2. Scientific American, "Loneliness Is Harmful to Our Nation's Health", <https://blogs.scientificamerican.com/observations/loneliness-is-harmful-to-our-nations-health/>
3. Envoy's return to workplace survey. Envoy.



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THE LIST

TOP FILM AND TV PRODUCTIONS

Ranked by state tax credits earned in 2020

AMANDA.GLODOWSKI@CRAINSNEWYORK.COM

RANK	PRODUCTION	STUDIO/ PRODUCTION COMPANY	SEASONS	2020 TOTAL TAX CREDIT (IN MILLIONS) ¹	2020 QUALIFIED COSTS (IN MILLIONS) ²	2020 TOTAL STATE SPENDING (IN MILLIONS) ³	2020 TOTAL HIRES
1	<i>Blacklist</i> TV series	SONY Woodbridge Productions Inc	5	\$22.7	\$75.6	\$102.5	4,592
2	<i>The Marvelous Ms. Maisel</i> TV series	Amazon Picrow Streaming Inc	2	\$21.9	\$71.5	\$86.8	4,413
3	<i>Bull</i> TV series	CBS CBS Television Studios	3	\$21.1	\$70.4	\$95.5	5,086
4	<i>Limitless</i> TV series	CBS Eye Productions Inc	1	\$20.1	\$66.9	\$86.2	5,224
5	<i>Blindspot</i> TV series	WB Jay Squared Productions LLC	3	\$18.8	\$62.8	\$80.1	3,998
6	<i>Law & Order SVU</i> TV series	NBCU Universal Television LLC	19	\$16.1	\$53.7	\$91.9	5,634
7	<i>Power</i> TV series	Starz ABC Studios	5	\$15.8	\$52.6	\$69.8	3,990
8	<i>Daredevil</i> TV series	ABC/Netflix ABC Studios	3	\$15.3	\$50.8	\$65.1	3,828
9	<i>Luke Cage</i> TV series	ABC/Netflix ABC Studios	2	\$15.3	\$51.1	\$60.6	4,110
10	<i>The Punisher</i> TV series	ABC/Netflix ABC Studios	2	\$14.8	\$49.0	\$59.2	3,544
11	<i>Jessica Jones</i> TV series	ABC/Netflix ABC Studios	2	\$14.3	\$47.6	\$57.6	3,763
12	<i>Joker</i> Film	WB Warner Bros		\$13.8	\$46.0	\$58.3	3,428
13	<i>The Loudest Voice</i> TV special	Hulu BH Secure New York 1 Inc		\$13.2	\$43.9	\$60.3	3,347
14	<i>Deception</i> TV series	WB Palladin Productions LLC	1	\$12.8	\$42.6	\$50.9	3,012
15	<i>Quantico</i> TV series	ABC ABC Studios	3	\$12.6	\$42.2	\$56.8	3,771
16	<i>Iron Fist</i> TV series	ABC Touchstone TV Productions LLC	2	\$12.2	\$41.0	\$49.0	2,608
17	<i>The Tick</i> TV series	SONY Mesquite Productions Inc	1	\$12.0	\$39.9	\$50.7	2,420
18	<i>Americans</i> TV series	FOX TVM Productions Inc	6	\$11.9	\$39.5	\$55.8	3,181
19	<i>The Looming Tower</i> TV special	Hulu 40 North Productions LLC		\$11.8	\$39.5	\$54.9	3,506
20	<i>Dickinson</i> TV series	JBTC Dickinson 1 LLC	1	\$11.5	\$38.4	\$50.7	1,623
21	<i>Gypsy</i> TV series	NBCU Universal Television LLC	1	\$10.8	\$36.1	\$48.7	3,068
22	<i>The Sinner</i> TV series	NBCU Universal Cable Productions LLC	2	\$10.0	\$33.3	\$41.8	2,473
23	<i>Mr. Robot</i> TV series	NBCU Universal Cable Productions LLC	3	\$10.0	\$33.3	\$46.2	3,496
24	<i>Dietland</i> TV series	AMC Dietland Productions LLC	1	\$9.8	\$32.6	\$42.2	3,231

THE LIST

TOP FILM AND TV PRODUCTIONS

RANK	PRODUCTION	STUDIO/ PRODUCTION COMPANY	SEASONS	2020 TOTAL TAX CREDIT (IN MILLIONS) ¹	2020 QUALIFIED COSTS (IN MILLIONS) ²	2020 TOTAL STATE SPENDING (IN MILLIONS) ³	2020 TOTAL HIRES
25	<i>The Patch</i> TV series	NBCU Universal Television LLC	1	\$8.7	\$28.8	\$38.8	2,525
26	<i>Motherless Brooklyn</i> Film	WB In His Hat Productions Inc		\$8.3	\$27.6	\$32.7	2,427
27	<i>Kevin Can Wait</i> TV series	SONY Woodbridge Productions Inc	2	\$7.4	\$24.8	\$51.1	1,358
28	<i>Divorce</i> TV series	HBO On Bells Production LLC	3	\$6.4	\$21.4	\$38.5	1,619
29	<i>Modern Love</i> TV series	Amazon Picrow Streaming Inc	1	\$6.0	\$19.8	\$26.6	1,832
30	<i>Crashing</i> TV series	HBO Crash for Gold Productions LLC	3	\$5.6	\$18.7	\$25.4	3,411

Source: Empire State Development Corp., with additional research by Amanda Glodowski. Dollar figures reflect tax credits approved during the first three quarters of 2019 and are based on spending receipts submitted to New York state. Full amounts are added across all television seasons contained within the data. Total hires include all hires for a project, including actors. ¹Taken as a percentage of the qualified costs. ²Total expenses incurred that qualify for the state tax credit. Salaries of actors, writers and directors are not qualified. ³Total spending by the production in New York state. This field includes the salaries of actors, writers and directors.

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Nominations are now open! Recognize women who are serving as role models and mentors to other women attorneys, promoting inclusive practices in the workplace, and who are serving in a senior level at their law firm. This is a special print and digital editorial feature within Crain's December 20 issue.

SUBMIT TODAY:
[CrainsNewYork.com/NotableWomenLaw](https://www.crain.com/NotableWomenLaw)

Nominations close on October 22.

CRAIN'S 2021 best places to work in NYC

Year two of the Covid-19 era has inspired employers to look past short-term workplace solutions. They have been pressed to think about and implement changes that would equip their employees to endure the crisis for the long haul. Now *Crain's* is recognizing the employers who rose to the challenge in its latest Best Places to Work rankings.

Amid tough competition, Transwestern reclaimed the top slot overall, after falling to No. 2 in 2020. The commercial real estate company earned high marks for diversity, work-life balance, career development and benefits.

Elsewhere in the ranking, as isolation takes a toll on workers, mental health initiatives take center stage. NextRoll expanded its benefits to include Calm and ClassPass subscriptions and added "recharge days" as a paid-time-off category. Digital Remedy extended Mental Health Day to a full week and started monthly workout challenges to encourage staying healthy and connected.

Crain's again partnered with Best Companies Group, an independent research firm, to find the top 100 employers in New York City that are enduring challenging conditions and reinventing themselves in the process. The companies are broken down into small (one to 50 city employees), midsize (51 to 100 employees) and large (more than 100 employees) groups. The rankings are based on extensive employee surveys, in addition to audits of benefits, human resources, policies and perks.

The full list begins on page 18.

— Amanda Glodowski, data editor



**best
small/
overall
company**
TRANSWESTERN

BUCK ENNIS

**best
midsize
company**
TAPAD



**best
large
company**
COCKROACH
LABS

BUCK ENNIS

To retain staff, firms put workers' needs first

Widespread labor shortages mean employees have more bargaining power when it comes to benefits

BY AARON ELSTEIN

All work stopped for three months at Clune Construction when the pandemic first hit. Yet in some ways 2021 has been even more challenging for the firm, which specializes in renovating office interiors.

As the company's laborers and carpenters started returning to job sites, with some sleeping in their garage or basement to avoid exposing their family to Covid, its office staff remained isolated and overwhelmed. For an employee-owned firm that takes pride in its camaraderie and sense of solidarity, the pandemic was a direct assault on a workplace culture built over decades.

Clune decided that, even though few offices were being renovated, nobody's pay would be cut, and employee benefits would be increased. Copayments for generic-drug prescriptions and telehealth consultations were slashed in half to encourage workers to seek whatever help they needed.

"The Clune way is to provide the best benefits we possibly can, and we don't change that," Executive Managing Director Karen Gutekanst said. "Are we willing to take a bit of a hit to profits? Yes."

That explains why Clune once again ranks high up on *Crain's* Best Places to Work list.

Talent wars

This is the second time *Crain's* has done its Best Places to Work ranking since Covid upended office life, and it's becoming clear that the firms that treat their people best during the worst of times keep their best people. That's important, because wars for talent are revving up.

It's also becoming clear that the benefits and perks needed to attract and retain staff have changed. According to a 2017 article in the *Harvard Business Review*, the most desired employee benefits after health insurance were flexible hours and the ability to work from home. So what's an employer to do when circumstances have forced them to give staff the thing they wanted most?

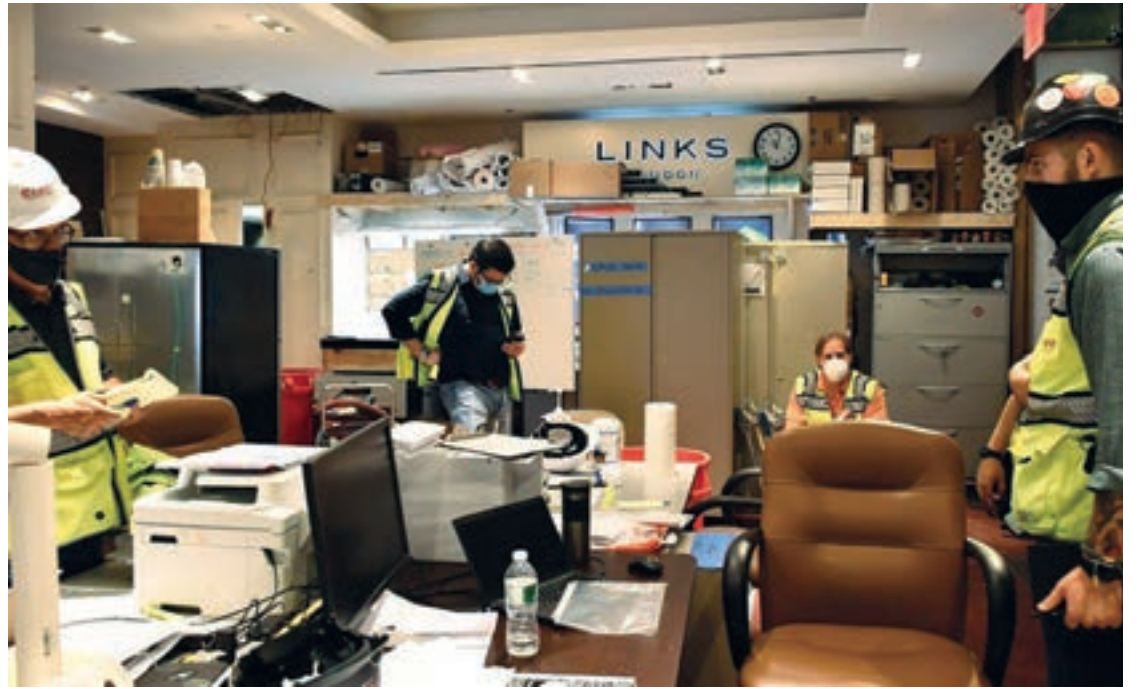
Many companies have granted more time off. Bonding over Zoom happy hours remains popular. Even free massages at your office chair are still a thing during the pandemic, companies tell *Crain's*. But nothing seems to lift spirits quite like paying people more.

Advertising technology firm Tapad awarded most employees \$700 worth of shares that vested immediately in the company's parent, Experian. Employees who stay an additional three years get 38 more shares, which have a market value of about \$1,700.

"That really speaks loudly," said Adrienne Donovan, a senior vice president and head of human resources at Tapad, which ranked as the best place to work in the mid-size-company category.



CLUNE CONSTRUCTION, whose employees are shown here, decided not to cut worker pay even though its office-renovation business had stalled during the pandemic and prioritized bumping up employee benefits, its managing director said.



COURTESY OF CLUNE CONSTRUCTION

Some companies are better positioned to pay more because certain expenses plunged during the pandemic, especially travel. Business travel costs dropped in half last year, according to the Global Business Travel Association, and are expected to rebound by only 20% this year.

What's more, widespread labor shortages mean employees have more bargaining power than they've had in years. The ratio of workers quitting their job hit a record 69% of all separations in June, according to U.S. Labor Department data. Leisure and hospitality saw the most people saying, "Take this job and shove it." Professional and business services came in second.

Jessica Rabe, co-founder of DataTrek Research, said there are "massive labor shortages" in professional services, and she expects more

turnover. That has employers in the sector going the extra mile to keep their employees happy.

At commercial real estate broker Transwestern, ranked the best place to work among small employers, staffers are encouraged to speak up when a project or deadline becomes unmanageable. Bro-

NOTHING SEEMS TO LIFT SPIRITS QUITE LIKE PAYING PEOPLE MORE

kers usually are reluctant to share clients with other brokers, but if someone couldn't make it into the city for an office tour, colleagues were asked to step up.

"I have no problem rolling up my sleeves to help prepare a marketing

event," said Stephanie Pagan, Transwestern's chief operating officer for the East region. "We rally together."

The remote trend

Keeping the team spirit alive while workers are dispersed will remain a challenge for a long time.

Even as some firms return to the office or await the day they can do so, Google searches for "remote work" continue to increase.

"It is a secular trend rather than just a temporary one related to the pandemic," DataTrek Research said in a recent client report. "How a company manages the growing trend of work from home will be an important and novel factor determining future commercial success

or failure."

It's an especially tricky task at companies where remote work isn't possible for everyone.

At Clune Construction, senior staff returned to the office soon after hardhats returned to worksites, and everyone in the field was named "employee of the year" and awarded a bonus. The firm made special efforts to keep remote workers engaged, asking them to keep their Zoom cameras on during meetings and setting aside time to socialize and vent. It helped that the firm landed more construction jobs at data centers to offset the drop in office-renovation work.

Still, Gutekanst acknowledged that it's not easy when one group of employees is risking their health by going to work and another is not.

"We're trying to find that balance," she said. "We're not 100% there." ■

SPOTLIGHT BEST PLACES TO WORK

Even in the pandemic, Anchin continues its reign as a Best Place to Work



Deborah L. de Vries, Partner and Practice Leader of Anchin's Compensation & Benefits Group, and Russell B. Shinsky, Anchin's Managing Partner

This year marks the 12th time public-accounting firm Anchin has earned its spot on Crain's Best Places to Work list.

What's notable this year is that while the pandemic changed everything about work—"we went from one office with 375 people to 375 home offices," managing partner Russell B. Shinsky says—employees still think so highly of working at Anchin.

"When I started in this profession 29 years ago, it had a reputation for churning and burning through people, so the idea that a firm in this profession could be a Best Place to Work in such a deadline-driven business is amazing to me," Shinsky says. "To have our people feel that way about us in a pandemic, where we are constantly pivoting, is incredibly gratifying."

Deborah L. de Vries, an accounting and audit partner at Anchin and a member of the firm's Law Firms Group, as well as Practice Leader of the Compensation & Benefits Group, says the firm's consistent appearance on the list, even in such a troubled time, is a reward for intentional efforts made internally to support and engage employees at all levels.

"It's a testament to the amount of work we put in behind the scenes to make conscious decisions to make Anchin a Best Place to Work," she says. "The initiatives we put together are well thought out and come from the heart."

Anchin has been cited for an array of attributes. During public accounting's past busy seasons, the firm provided in-office massages. The summer featured ice-cream breaks, scavenger hunts and Fridays off. Growth was emphasized, with coaching to help people position themselves for promotions. It's the kind of stuff that vanished at most businesses during the pandemic, as layoffs, furloughs and cutbacks became the order of the day.

But Anchin continued to demonstrate what makes the firm so special. Even as the Delta

variant rages, and America struggles to emerge from the Covid-19 crisis, Anchin is again showing how thoughtful leadership and communication can make a difference.

Throughout the pandemic, Anchin has conducted three surveys about employees' concerns and needs. It hired an outside consultant to help craft the questions to get truthful answers—not what people might think the bosses want to hear, Shinsky says.

In addition, Anchin made sure employees were faring well. The firm had someone

reaching out to individuals to ask what the firm could do to help and reminding them about the Employee Assistance Program and the availability of mental health support for not only employees, but anyone in their household, Shinsky explains.

"Our management group talked to every level of employee to make sure people were communicating on a regular basis," de Vries adds, saying that in the office it's easy to determine if someone is having a bad day, but it's different when everyone is working remotely.

"We became more intentional about it," she says. "We made a concerted effort, and the staff appreciates that someone's really looking out for them."

On the work front, the question was how to maintain the teamwork and camaraderie during the pandemic, de Vries says, looking back to last year. One major decision was to keep teams on video chats together for several hours a day to replicate in-office teamwork on client deliverables.

"It's as though we're in a conference room," she says, "so when you have a question, you can ask your teammate right away."

Shinsky says there was some hesitation because people worried about having children or pets in the background. But he strived to set the tone at the top, making sure the partners and senior managers understood how important it was to be on screen, face to face. The decision humanized everyone—even he had a moment where, during a firmwide communication, his daughter intruded to ask if she could buy an iPad game—and brought people closer together.

Making leadership take a hands-on role in the new remote world, Shinsky says, was an "unintended benefit."

"It allowed our people to get closer to their clients," he explains. The more frequent interactions—especially early on when Anchin was helping with the workings of the Paycheck Protection Program and literally saving some clients' businesses—also meant broader conversations.

"You'd talk about Covid, ask how their family was. It really solidified relationships," Shinsky says.

Anchin employees ultimately accepted the approach, Shinsky says, because "there's an element of trust thanks to our history of being compassionate, of being human beings first."

That extended to the firm's essential employees who had to be in the office, handling tasks such as assembling tax returns and redistributing FedEx packages. Anchin provided car services and food, but early on it also made sure essential employees would stay safe by refusing to allow anyone else, even partners, to come into the office.

But all work and no play . . . well, Anchin also used its screen time for fun. Virtual trivia contests, happy hours, a Peloton group and a movie group were among the diversions organized by the firm.

Still, workplace camaraderie and special interest groups were not going to be enough.

Anchin's leaders knew that to retain employees long term, they had to make sure the employees felt the business—and their role in it—would thrive. The firm can boast of nearly a dozen management promotions, and since October 2020 it has made more than 50 hires while also bringing in lateral partners.

"We didn't want people to feel stagnant in a remote environment," de Vries says. "We thought about how we can continue growing and elevating the staff, so we relaunched an expanded coaching program so everyone at the firm has someone who is going to focus on their development and opportunities. It shows our commitment."

In response to the company's surveys and to the progress with vaccines earlier this year, Anchin put out a message in June that the firm hoped for a partial return to office after Labor Day.

The message, Shinsky says, received a mixed reaction. But as the Delta variant exploded, Anchin did another survey. That, combined with a belief in following policy from the Centers for Disease Control and Prevention, prompted a change, Shinsky says.

"We said, 'Thank you for responding to our survey. We understand the concerns about the Delta variant and don't want added pressures on our people. Let's get through our busy season, and after Oct. 15th we will reevaluate where the world is,'" Shinsky says.

Of Anchin's employees, 90% are vaccinated. The firm is trying to respect the others, who can wear masks or work from home, Shinsky said.

"We hear from the 90%, and they have as strong an opinion on this [vaccination mandate] as the remaining 10%," the managing partner said.

For starters, Anchin is changing the language to talk about people working "in person" instead of "in office," as it figures out what parts of the job must still take place in person. Training, leadership and business development fill that category.

The firm now has some clients that want to switch from remote to in person visits, and while clients are a priority, Anchin still places its employees' safety first.

"If their protocols are not at least as strong as ours, we won't send our people in," Shinsky says. "Our biggest assets are our people—they go home every night, and we have to make sure they want to come back the next day. That's our job as leaders."

The managing partner says that's particularly true with the current labor shortage, but in general he thinks the workplace has changed forever. The idea of working in office six days a week for three months in busy season likely won't return, he says.

"Those days are over," Shinsky says, adding that the changes will be both an acceptance of remote work and a restructuring of how jobs are done. "I think it's time."

Ultimately, Anchin will come out of the pandemic stronger than ever, de Vries and Shinsky say.

"More than ever, it has brought to the forefront how important our people are, so we will be more intentional on keeping everyone growing and learning whether they're in or out of the office," de Vries says.

Shinsky says improved communication is now more intrinsic to the Anchin employee engagement formula.

"We used to do an annual State of the Firm address so everyone could really understand what was going on," he says. "Now we're having one every month or month and a half—not to the same level of detail, but it's created more open communication. If our employees know more, we believe they feel more connected."

ANCHIN
Accountants and Advisors

**CRAIN'S 2021
best
places
to work in
NYC**

#13 MANHATTANTECHSUPPORT.COM



#15 PAPPAS AGENCY



#18 eSHOPWORLD

SMALL COMPANIES 50 or fewer city employees

RANK	COMPANY/ INDUSTRY	YEAR FOUNDED	NYC EMPLOYEES	U.S. EMPLOYEES	% MALE/ FEMALE EXECUTIVES	% VOLUNTARY TURNOVER	COMPANY PERKS					
							MATCHES RETIREMENT PLAN CONTRIBUTIONS	PAYS 100% OF MEDICAL PREMIUMS	PAYS FOR COST OF HEALTH/ WELLNESS PROGRAMS	TUITION ASSISTANCE FOR ADVANCED DEGREE	UNLIMITED NUMBER OF PTO DAYS	TELECOMMUTING
1	Transwestern Real estate	1978	25	1,971	67%/33%	8%	Offered	Not offered	Not offered	Offered	Not offered	Offered
2	Giant Machines Consulting	2015	37	37	80%/20%	5%	Offered	Offered	Not offered	Offered	Not offered	Offered
3	Catalyst Technology	2017	36	43	50%/50%	3%	Offered	Offered	Not offered	Offered	Offered	Offered
4	Dataprise Technology	1995	29	256	73%/27%	16%	Offered	Not offered	Not offered	Offered	Not offered	Offered
5	Alan Margolin & Associates Engineering	1981	27	27	66%/34%	10%	Offered	Not offered	Not offered	Offered	Not offered	Offered
6	PlacelQ Technology	2010	42	67	100%/0%	14%	Offered	Not offered	Not offered	Offered	Not offered	Offered
7	Virginia and Ambinder LLP Legal	1993	29	29	56%/44%	0%	Offered	Offered	Not offered	Offered	Not offered	Offered
8	Cogent World Advertising/PR/marketing	2011	26	35	45%/55%	2%	Offered	Offered	Not offered	Offered	Offered	Not offered
9	Marx Realty Real estate	1915	32	32	75%/25%	0%	Offered	Offered	Not offered	Offered	Not offered	Offered
10	Pariveda Solutions Consulting	2003	36	653	25%/75%	9%	Offered	Offered	Not offered	Offered	Not offered	Not offered
11	Accern Technology	2014	42	42	90%/10%	4%	Offered	Not offered	Not offered	Offered	Offered	Offered
12	Hersha Hospitality Management Hospitality/travel/tourism	1979	30	30	100%/0%	3%	Offered	Not offered	Not offered	Offered	Not offered	Offered
13	Manhattantechsupport.com LLC Technology	2012	47	47	50%/50%	42%	Offered	Not offered	Not offered	Offered	Offered	Offered
14	Myriad360 Technology	2003	43	83	80%/20%	17%	Offered	Not offered	Not offered	Offered	Not offered	Offered
15	Pappas Agency Insurance	2007	26	26	33%/67%	N/d	Offered	Not offered	Not offered	Offered	Not offered	Offered
16	Lawline Education	2007	25	25	29%/71%	5%	Offered	Not offered	Not offered	Offered	Not offered	Offered
17	NextRoll Technology	2007	45	381	70%/30%	15%	Offered	Offered	Not offered	Offered	Not offered	Offered
18	eShopWorld (ESW) Technology	2010	30	45	75%/25%	10%	Offered	Not offered	Not offered	Offered	Not offered	Offered
19	Noodle Education	2013	37	286	46%/54%	6%	Offered	Not offered	Not offered	Offered	Not offered	Offered
20	RevTrax Technology	2008	37	37	90%/10%	0%	Offered	Not offered	Not offered	Offered	Offered	Offered
21	Ryan LLC Software	1991	33	1,864	77%/23%	10%	Offered	Not offered	Not offered	Offered	Not offered	Offered
22	Sharebite Technology	2015	45	45	100%/0%	2%	Offered	Not offered	Not offered	Offered	Not offered	Offered
23	Centro Technology	2001	43	583	56%/44%	10%	Offered	Not offered	Not offered	Offered	Offered	Offered
24	Peppercomm Advertising/PR/marketing	1995	26	27	33%/67%	N/d	Offered	Not offered	Not offered	Offered	Not offered	Offered
25	LiveAuctioneers Technology	2002	38	67	100%/0%	10%	Offered	Offered	Not offered	Offered	Not offered	Offered
26	eClerx Consulting	2000	48	463	100%/0%	12%	Offered	Not offered	Not offered	Offered	Not offered	Offered
27	Star Mountain Capital Financial Services	2010	29	29	95%/5%	0%	Offered	Offered	Not offered	Offered	Not offered	Offered



**Every company brags about their culture.
A few even have the honor of someone else doing it for them.**

Baker Tilly is proud to have been named one of Crain's 100 Best Places to Work in New York City for four years in a row.



MIDSIZE COMPANIES
51 to 100 city employees

COMPANY PERKS ■ Offered ■ Not offered

RANK	COMPANY/ INDUSTRY	YEAR FOUNDED	NYC EMPLOYEES	U.S. EMPLOYEES	% MALE/ FEMALE EXECUTIVES	% VOLUNTARY TURNOVER	MATCHES RETIREMENT PLAN CONTRIBUTIONS	PAYS 100% OF MEDICAL PREMIUMS	PAYS FOR COST OF HEALTH/ WELLNESS PROGRAMS	TUITION ASSISTANCE FOR ADVANCED DEGREE	UNLIMITED NUMBER OF PTO DAYS	TELECOMMUTING
1	Tapad Technology	2010	82	82	30%/70%	10%	Offered	Offered	Offered	Offered	Offered	Offered
2	Direct Agents Advertising/PR/marketing	2003	66	78	71%/29%	13%	Offered	Offered	Offered	Offered	Offered	Offered
3	Muck Rack Technology	2009	53	88	78%/22%	1%	Offered	Offered	Offered	Offered	Offered	Offered
4	One Drop Health care/insurance/services	2014	58	121	70%/30%	1%	Offered	Offered	Offered	Offered	Offered	Offered
5	Bitly Technology	2008	52	99	71%/29%	24%	Offered	Offered	Offered	Offered	Offered	Offered
6	Pragma Financial services/other	2003	56	56	100%/0%	0%	Offered	Offered	Offered	Offered	Offered	Offered
7	VHB Engineering	1979	90	1,482	71%/29%	6%	Offered	Offered	Offered	Offered	Offered	Offered
8	Alma Health care/tech	2017	57	79	43%/57%	2%	Offered	Offered	Offered	Offered	Offered	Offered
9	MANTL Technology	2016	70	81	75%/25%	5%	Offered	Offered	Offered	Offered	Offered	Offered
10	Global X ETFs Financial services/other	2008	60	93	90%/10%	10%	Offered	Offered	Offered	Offered	Offered	Offered
11	Good Apple Advertising/PR/marketing	2008	83	93	38%/62%	2%	Offered	Offered	Offered	Offered	Offered	Offered
12	Digital Remedy Advertising/PR/marketing	2000	55	84	86%/14%	26%	Offered	Offered	Offered	Offered	Offered	Offered
13	Dynamic Yield Technology	2012	50	58	73%/27%	56%	Offered	Offered	Offered	Offered	Offered	Offered
14	Allison+Partners Advertising/PR/marketing	2001	79	283	62%/38%	16%	Offered	Offered	Offered	Offered	Offered	Offered



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We're passionate about people and driven by purpose,
and that makes us one of the Best Places to Work in NYC

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#3 MUCK RACK



#9 MANTL

Unlimited opportunities at C.A.C. Industries, Inc.



It's Always WE

In the high-intensity world of heavy construction, CAC Industries is a rarity: a dependable, deadline-beating contractor with a family-oriented company culture that promotes work-life balance.

And the company means it.

Any organization can include work-life balance policies in the company handbook. But without an atmosphere of genuine support, employees are unlikely to take advantage of them. At CAC, owner Michael A. Capasso has established work-life balance as an abiding company value—he lives by it every day.

“Michael is adamant about respecting personal time. If you’re off that day, he won’t call you with an issue,” says James E. McMurray, the company’s vice president. “He’s instilled that value across company leadership.

You see work-life balance everywhere you look at CAC. At the office, it’s the presence of beloved family dogs. In Zoom meetings, it’s the children climbing into their parents’ laps. CAC understands that its employees are whole people with rich personal lives, and the company never expects them to check those personal lives at the door.



Educate to Transform

CAC’s culture creates the foundation to prepare CAC’s team to be ready to work hard to complete challenging projects for demanding clients on time and under budget.

“That’s Michael again,” says John J. Curley IV, the company’s project executive. “He motivates you and makes you want to deliver.”

McMurray agrees. “The owner is the first person on the job in the morning and the last one in the office at night,” he says. “You’ll see him on site, in work boots and a vest, saying good morning to everybody.”

“WHEN INDIVIDUALS DO THEIR BEST, THE WHOLE TEAM EXCELS.”

- JOHN J. CURLEY IV, PROJECT EXECUTIVE, CAC INDUSTRIES

CAC started with approximately 50 employees, and Capasso made a point of greeting each one every morning. Those daily “good mornings” aren’t practical now that the company has a team of nearly 500 people across multiple locations. To maintain its unique culture, CAC has identified the organization’s core purpose and core values and acknowledges its employees for following them.

“In the beginning, we all knew why we came to work every morning,” McMurray says. “When we finally put it to paper, about four years ago, it was pretty easy.”

CAC identified its core purpose: to offer unlimited opportunities. It also defined four core values:
 1. It’s always we. 2. Be green and lean. 3. Be humble and kick ass. 4. Educate to transform.

Employee development is central to unlimited

opportunities, so CAC offers a mentoring program and free access to a range of classes from the Growth Institute Platform. Employees rotate through different work groups to expand their skills. When a new position opens up, CAC always looks to fill it from within the company first.

Opportunities can crop up anywhere. When he learned the young man hired to clean the mechanic’s shop was studying to become an engineer, McMurray put those skills to use by promoting him to equipment analytics and modifying the job’s hours around the employee’s college schedule.

Employees experience this core purpose firsthand, and it becomes a motivating force. They know that they’ll reap the benefits of company success.

“When individuals do their best, the whole team excels,” Curley says. “And when the team excels, that opens up new opportunities.”

Given CAC’s focus on major infrastructure projects, it’s easy to see how the team’s expertise, planning and sweat benefit the larger community. But that’s not the only reason CAC employees are proud to work there.

When Tropical Storm Isaias battered New York in August 2020, the extensive damage delayed CAC’s projects. Rather than send employees home for two weeks, CAC switched gears and put its crews to work tree cleanup in the Bronx and on Staten Island.

Another reason: Working at CAC means working on projects that expand the limits of green construction.

“We’re early adopters when it comes to green technology,” McMurray says. “In 2011, we opened the first 100% recycled asphalt plant in New York. We’ve got a hybrid excavator, hybrid pickups. And we’re already set up to install Tesla charging stations.”

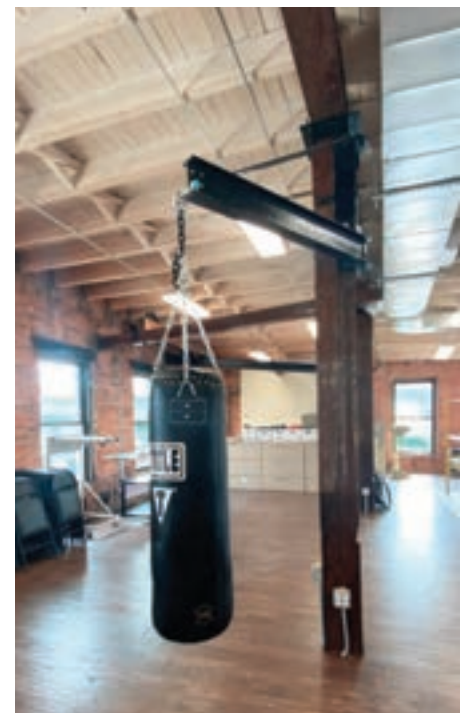
In this industry, going green is no easy feat.

“Construction has always been a very wasteful enterprise,” McMurray says. “And finding new ways to do things is hard, especially in New York City. There are lots of specific requirements you have to follow.”

CAC has been proactive about educating city engineers on recycled materials and their use in construction projects, thus helping to update building codes so New Yorkers can change their relationship with the environment.

Construction isn’t always popular. Even an invaluable construction project can be an inconvenience while it’s underway. Noisy machines and closed streets and sidewalks

interrupt daily routines. To show its respect for the communities in which it operates, CAC started the CAC Cares Initiative. Before a project begins, CAC ventures into the neighborhood to see what the community needs—from repairs to a playground to computers for a school to a community garden. Then CAC puts in the time and effort to make it happen.



Be Humble & Kick Ass

Through CAC Cares, employees have the opportunity to do varied work with immediate impact. What’s more, they can get to know individuals in the community.

Not content to rest on its laurels, CAC is always looking for ways to improve the employee experience. The company plans to expand training and development into its own department, and it’s on the hunt for someone to lead it. It’s also laying the groundwork for an employee stock ownership plan, so employees can become owners.

“In 2018 we established a multiyear plan,” Curley says. “Now we’re on track to turn the company into an ESOP in 2023.”

The move exemplifies CAC’s “It’s Always We” ethos—and it honors the workers who’ve driven CAC’s success.



**CRAIN'S 2021
best
places
to work in
NYC**



#24 JANOVER LLC

#26 ARLO HOTELS



#22 HOMER

MIDSIZE COMPANIES
51 to 100 city employees

RANK	COMPANY/ INDUSTRY	YEAR FOUNDED	NYC EMPLOYEES	U.S. EMPLOYEES	% MALE/ FEMALE EXECUTIVES	% VOLUNTARY TURNOVER	COMPANY PERKS					
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15	Yieldmo Technology	2012	62	96	67%/33%	4%	Offered	Offered	Offered	Offered	Offered	Offered
16	Animoto Technology	2006	80	80	50%/50%	68%	Offered	Offered	Offered	Offered	Offered	Offered
17	Triplemint Real estate	2013	60	60	62%/38%	67%	Offered	Offered	Offered	Offered	Offered	Offered
18	JFK International Air Terminal LLC Transportation	1997	99	99	67%/33%	2%	Offered	Offered	Offered	Offered	Offered	Offered
19	Columbia Property Trust Real estate	2003	84	161	66%/34%	2%	Offered	Offered	Offered	Offered	Offered	Offered
20	RAND Engineering & Architecture DPC Engineering	1987	99	99	100%/0%	5%	Offered	Offered	Offered	Offered	Offered	Offered
21	Grassi Accounting	1980	51	312	84%/16%	9%	Offered	Offered	Offered	Offered	Offered	Offered
22	HOMER Technology	2014	80	127	40%/60%	5%	Offered	Offered	Offered	Offered	Offered	Offered
23	Argo Real Estate Real estate	1952	61	61	35%/65%	5%	Offered	Offered	Offered	Offered	Offered	Offered
24	Janover LLC Accounting	1938	60	141	80%/20%	10%	Offered	Offered	Offered	Offered	Offered	Offered
25	Index Exchange Advertising/PR/marketing	2001	72	106	78%/22%	12%	Offered	Offered	Offered	Offered	Offered	Offered
26	Ario Hotels Hospitality/travel/tourism	2016	50	50	20%/80%	N/d	Offered	Offered	Offered	Offered	Offered	Offered

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LARGE COMPANIES

More than 100 city employees

COMPANY PERKS ■ Offered ■ Not offered

RANK	COMPANY/ INDUSTRY	YEAR FOUNDED	NYC EMPLOYEES	U.S. EMPLOYEES	% MALE/ FEMALE EXECUTIVES	% VOLUNTARY TURNOVER	MATCHES RETIREMENT PLAN CONTRIBUTIONS	PAYS 100% OF MEDICAL PREMIUMS	PAYS FOR COST OF HEALTH/ WELLNESS PROGRAMS	TUITION ASSISTANCE FOR ADVANCED DEGREE	UNLIMITED NUMBER OF PTO DAYS	TELECOMMUTING
1	Cockroach Labs Technology	2015	127	205	88%/12%	6%	Offered	Offered	Offered	Offered	Offered	Offered
2	Clune Construction Construction	1997	139	660	85%/15%	4%	Offered	Offered	Offered	Offered	Offered	Offered
3	Perkins Coie LLP Legal	1912	110	2,225	45%/55%	N/d	Offered	Offered	Not offered	Offered	Offered	Offered
4	Braze Technology	2011	361	558	74%/26%	8%	Offered	Not offered	Not offered	Offered	Offered	Offered
5	Schrödinger Inc. Biotech	1990	238	406	68%/32%	2%	Offered	Not offered	Not offered	Offered	Offered	Offered
6	Sheppard Mullin Legal	1927	171	1,647	26%/74%	9%	Offered	Not offered	Offered	Offered	Offered	Offered
7	Numerix Technology	1996	144	162	36%/64%	7%	Offered	Not offered	Offered	Offered	Offered	Offered
8	Greenhouse Software Technology	2012	177	348	60%/40%	88%	Offered	Offered	Not offered	Offered	Offered	Offered
9	Reed Smith LLP Legal	1877	230	2,052	60%/40%	9%	Offered	Offered	Offered	Offered	Offered	Offered
10	Monday.com Technology	2012	183	237	56%/44%	3%	Offered	Offered	Offered	Offered	Offered	Offered
11	Fenwick & West LLP Legal	1972	132	899	47%/53%	4%	Offered	Not offered	Offered	Offered	Offered	Offered
12	Hyperscience Technology	2014	125	185	80%/20%	15%	Offered	Not offered	Offered	Offered	Offered	Offered

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places
to work in
NYC**



#13 J.T. MAGEN & COMPANY INC



#17 BOMBAS

LARGE COMPANIES

More than 100 city employees

RANK	COMPANY/ INDUSTRY	YEAR FOUNDED	NYC EMPLOYEES	U.S. EMPLOYEES	% MALE/ FEMALE EXECUTIVES	% VOLUNTARY TURNOVER	COMPANY PERKS					
							MATCHES RETIREMENT PLAN CONTRIBUTIONS	PAYS 100% OF MEDICAL PREMIUMS	PAYS FOR COST OF HEALTH/ WELLNESS PROGRAMS	TUITION ASSISTANCE FOR ADVANCED DEGREE	UNLIMITED NUMBER OF PTO DAYS	TELECOMMUTING
13	J.T. Magen & Company Inc Construction	1992	417	465	70%/30%	3%	Offered	Not offered	Not offered	Not offered	Not offered	Not offered
14	MongoDB Technology	2007	573	1,514	88%/12%	N/d	Not offered	Offered	Not offered	Not offered	Not offered	Offered
15	Schimenti Construction	1997	134	218	80%/20%	16%	Offered	Not offered	Not offered	Not offered	Not offered	Offered
16	Logicworks Technology	1993	132	161	83%/17%	14%	Offered	Not offered	Not offered	Not offered	Not offered	Offered
17	Bombas Retail	2013	164	164	56%/44%	5%	Offered	Offered	Not offered	Offered	Offered	Offered
18	National Financial Network Financial services - other	1951	110	110	71%/29%	5%	Offered	Not offered	Not offered	Offered	Not offered	Offered
19	Lowenstein Sandler LLP Legal	1961	169	595	60%/40%	8%	Offered	Not offered	Not offered	Not offered	Not offered	Offered
20	Evoke Advertising/PR/marketing	2006	229	563	20%/80%	14%	Offered	Not offered	Not offered	Offered	Not offered	Offered
21	West Monroe Consulting	2002	150	1,500	85%/15%	9%	Offered	Not offered	Not offered	Not offered	Offered	Offered
22	Tarter Krinsky & Drogin LLP Legal	2001	132	132	57%/43%	15%	Not offered	Not offered	Not offered	Offered	Not offered	Offered
23	Unqork Technology	2017	320	454	82%/18%	2%	Offered	Not offered	Not offered	Not offered	Offered	Offered
24	AdTheorent Advertising/PR/marketing	2011	154	240	67%/33%	10%	Offered	Not offered	Not offered	Offered	Not offered	Offered
25	Frame.io Technology	2015	151	235	73%/27%	7%	Offered	Not offered	Not offered	Not offered	Offered	Offered
26	Anchin Accounting	1923	358	358	100%/0%	8%	Offered	Not offered	Not offered	Offered	Not offered	Offered
27	Clear Street Financial services - other	2018	100	100	83%/17%	2%	Offered	Offered	Not offered	Not offered	Not offered	Offered
28	Conductor Inc Technology	2006	160	197	79%/21%	23%	Offered	Offered	Not offered	Not offered	Offered	Offered
29	The Trade Desk Technology	2009	339	1,057	62%/38%	6%	Offered	Offered	Not offered	Offered	Not offered	Not offered
30	Orchard Real estate	2017	118	406	62%/38%	15%	Not offered	Offered	Not offered	Not offered	Offered	Offered
31	Rockefeller Group Real estate	1928	238	274	72%/28%	4%	Offered	Not offered	Not offered	Offered	Not offered	Offered
32	HNTB Engineering	1914	353	4,495	85%/15%	7%	Offered	Not offered	Not offered	Offered	Not offered	Offered
33	Frankfurt Kurnit Klein & Selz PC Legal	1977	132	157	55%/45%	12%	Offered	Not offered	Not offered	Not offered	Not offered	Offered
34	Peloton Technology	2012	1,656	6,003	53%/47%	4%	Offered	Not offered	Not offered	Offered	Not offered	Offered

LARGE COMPANIES

More than 100 city employees

COMPANY PERKS ■ Offered ■ Not offered

RANK	COMPANY/ INDUSTRY	YEAR FOUNDED	NYC EMPLOYEES	U.S. EMPLOYEES	% MALE/ FEMALE EXECUTIVES	% VOLUNTARY TURNOVER	MATCHES RETIREMENT PLAN CONTRIBUTIONS	PAYS 100% OF MEDICAL PREMIUMS	PAYS FOR COST OF HEALTH/ WELLNESS PROGRAMS	TUITION ASSISTANCE FOR ADVANCED DEGREE	UNLIMITED NUMBER OF PTO DAYS	TELECOMMUTING
35	Fluent Advertising/PR/marketing	2010	150	186	79%/21%	6%	Offered	Offered	Not offered	Offered	Offered	Offered
36	CBIZ Accounting	1987	141	141	83%/17%	13%	Offered	Offered	Not offered	Offered	Not offered	Offered
37	Baker Tilly US LLP Accounting	1931	171	4,058	100%/0%	19%	Offered	Offered	Not offered	Offered	Offered	Offered
38	C.A.C. Industries Inc Construction	1991	369	369	90%/10%	N/d	Offered	Offered	Not offered	Offered	Not offered	Offered
39	Empire BlueCross BlueShield Healthcare - insurance/services	1934	324	67,064	62%/38%	9%	Offered	Offered	Not offered	Offered	Not offered	Offered
40	Shawmut Design and Construction Construction	1982	182	837	60%/40%	N/d	Offered	Offered	Not offered	Offered	Not offered	Offered
41	Friedman LLP Accounting	1924	278	598	72%/28%	14%	Offered	Offered	Not offered	Offered	Not offered	Offered
42	Bluecore MarTech	2013	223	223	57%/43%	27%	Offered	Offered	Not offered	Offered	Offered	Offered
43	American Arbitration Association Legal	1926	248	593	54%/46%	3%	Offered	Offered	Not offered	Offered	Not offered	Offered
44	JRM Construction Management Construction	2007	306	358	70%/30%	2%	Offered	Offered	Not offered	Offered	Not offered	Offered
45	Fortis Lux Financial Financial services - other	2016	135	135	58%/42%	10%	Offered	Offered	Not offered	Offered	Not offered	Offered
46	EisnerAmper LLP Accounting	1963	801	1,806	70%/30%	12%	Offered	Offered	Not offered	Offered	Not offered	Offered
47	Protiviti Consulting	2002	492	3,300	100%/0%	N/d	Offered	Offered	Not offered	Offered	Not offered	Offered

SOURCE: Best Companies Group with additional research by Amanda Glodowski



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RENT

FROM PAGE 1

homelessness for those who fell behind on rent during the pandemic, once the eviction moratorium ends in mid-January.

Running out of funds would mark a strikingly different problem for New York's rent-relief program to face, as Hochul's request comes following months of criticism that the state took far too long to launch its program, and it has not been nearly effective enough at distribut-

"THE SIZE AND SCOPE OF THE PROBLEM IS SO MASSIVE"

ing money to landlords and tenants in need.

Hochul has made the program a much bigger priority than former Gov. Andrew Cuomo did, which has helped more money get out the door even as problems with it remain.

"One of the main differences is that she seems to be actually paying attention to the program," said Jay Martin, executive director of the Community Housing Improvement Program. "I think an indication of that is that she's actually asking for more money."

A top priority

Cuomo did announce changes to the rent-relief program in late July that were meant to streamline it following mounting complaints, in-

cluding harsh criticism from Senate Majority Leader Chuck Schumer. His administration said that it would relax document requirements and bring on more volunteers to help speed up the rollout.

However, housing advocates slammed these changes as inadequate and said they did not address the core issues of the rent-relief program.

"Cuomo spent months not focusing on it at all and not caring if the money went out," said Assemblyman Harvey Epstein. "I don't know why he didn't prioritize it."

Hochul has made rent relief one of her top priorities since assuming office in August. She reconvened the Legislature earlier in September, when the state enacted a law that aimed to shore up the program and extended its eviction moratorium to Jan. 15.

"I think Gov. Hochul knows how critical this money is for hundreds of thousands of tenants and landlords," Epstein said. "I think she realizes this is a critical moment, and I think she is going to step up and put more resources and energy into it."

However, complaints about New York's program have not stopped despite near-universal acknowledgment that Hochul has made it a bigger priority than Cuomo.

The program has actually paid out a much smaller amount of money than it has committed to spending, for instance. It has distributed about \$518 million worth of payments to landlords, while



about \$1 billion worth of applications have been cleared but are still pending verification from landlords, according to the Office of Temporary and Disability Assistance, which is administering the program.

"We do see progress after every call," said Martin, referring to the contact his organization has had with OTDA, "but the size and scope of the problem is so massive, it's going to take a long time."

More work to do

Rent Stabilization Association

President Joseph Strasburg, meanwhile, doubled down on his group's criticism of the program following Hochul's letter.

"Gov. Hochul saying the program is on track doesn't make it so," he said. "New York's administration of federal rent-relief dollars has been inefficient and ineffective."

But even Strasburg acknowledged that the attention Hochul's administration is giving to the rent-relief program was markedly better than the attention Cuomo's administration gave to it. He maintained that it only became engaged

following the criticism from Schumer.

"Clearly, she's an improvement over the previous administration," he said.

Cea Weaver, campaign coordinator for the Housing Justice for All Campaign, agreed with Hochul's call for additional funds and said officials should be prepared to look elsewhere if the Treasury Department doesn't come through.

"If we run out of money and the federal government doesn't give us more, we need to find money here in New York," she said. ■

HEALTH CARE

Health commissioner's resignation paves way for newcomer to repair frayed relations

BY SHUAN SIM AND MAYA KAUFMAN

State Health Commissioner Dr. Howard Zucker's resignation Thursday brought to a close his seven and a half years at the department. Although toward the end of his tenure he faced calls for his dismissal over his involvement in the state's much-criticized handling of matters related to Covid-19, experts said Zucker can help restore faith in the Health Department by working toward a smooth transition.

Zucker, who joined the department in 2013 and was appointed commissioner in 2015, served the longest tenure of any state health commissioner since David Axelrod, according to the Department of Health. Axelrod held the title for 12 years, from 1979 to 1991.

Medical professional organizations expressed gratitude for Zucker's service, especially in addressing Covid.

"We look forward to continuing to work collaboratively with the Department of Health staff to promote vaccination in response to the ongoing pandemic and in addressing additional public health threats," said Dr. Joseph Sellers,

president of the Medical Society of the State of New York, in a statement.

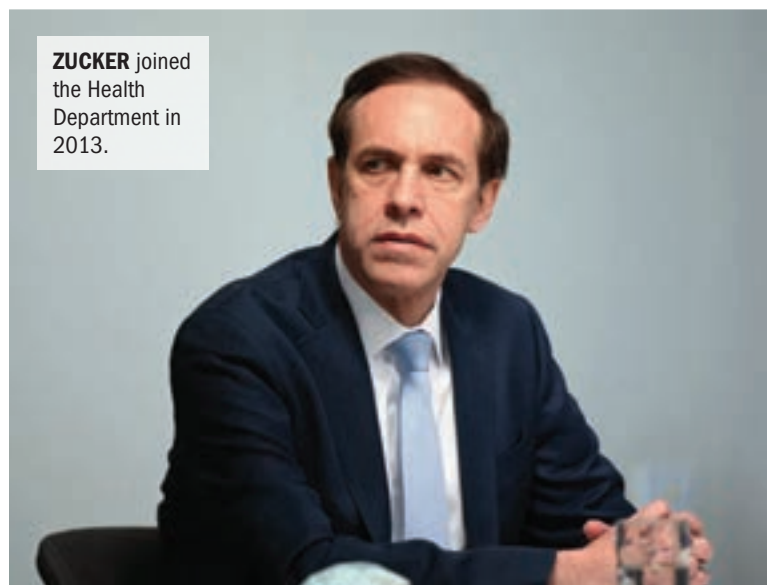
Mixed reviews

But Zucker and the Health Department fell under scrutiny for their alleged role in obscuring data on Covid deaths in nursing homes and enacting a contentious policy that required nursing homes to admit Covid patients once they were discharged from hospitals.

"They played a central role ... by misstating how the directive worked, withholding data, publishing falsified research under the Health Department's name and stonewalling inquiries from the Legislature," said Bill Hammond, senior fellow for health policy at Empire Center, an Albany-based think tank, in a post.

State Sen. Gustavo Rivera, who chairs his chamber's health committee, said Zucker's ability to serve "was hindered beyond repair by his decisions allowing the agency he led on behalf of the people of New York to become a political tool for Cuomo and his allies."

"His resignation is warranted and another step toward ensuring we hold those who neglected their du-



ties under the Cuomo administration accountable," Rivera said in a statement.

However, it is vital to keep in mind that some of the Health Department's directives were implemented with the best of intentions under limited knowledge, said Mark Ustin, partner at Farrell Fritz and former aide to Gov. George Pataki.

It is just as important to remember, Ustin said, that Zucker had led

the state through numerous public health crises before Covid—Ebola, Legionnaire's disease, Zika and the 2019 measles outbreak among them. He added that Zucker had helped to wrangle excessive costs for health care and improved its quality.

'Hard to find'

More important, Hochul's announcement that Zucker's inten-

tion to stay until a replacement is found bodes well for the state's Covid response, Ustin said.

"This position is notoriously hard to fill: By state laws, it has to be a physician, and it's hard to find a physician of Zucker's stature who'd want to leave a lucrative private practice or academia to serve state government," he said.

Historically, that process could take months, especially if Zucker's resignation came to Hochul without advance notice, Ustin said.

Hochul appointed Kristin Proud—a career official—as executive deputy commissioner earlier this month. If a physician from outside the Health Department takes the top role, he said, that person would have a deputy who knows the ins and outs of government and could hit the ground running.

Though a Health Department insider would have less to learn, an outsider might be well suited to restoring the public trust's in the agency, Ustin said.

Ultimately Hochul's pick is heavily anticipated by stakeholders.

"The prevailing sentiment is that the governor has been going out of her way to make it her focus to increase transparency," Ustin said. ■

PUBLIC & LEGAL NOTICES

Notice of formation of Limited Liability Company. Name: Breaking Ground VI LLC ("LLC"). Articles of Organization filed with the Secretary of State of the State of New York ("SSNY") on June 16, 2021. NY office location: New York County. The SSNY has been designated as agent of the LLC upon whom process against it may be served. The SSNY shall mail a copy of any process to The LLC, c/o Common Ground Management Corporation, 505 Fifth Avenue, Fifth Floor, New York, New York 10018. Purpose/character of LLC is to engage in any lawful act or activity.

Notice of Formation of Coastal Returns, LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 08/09/21. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: Coastal Returns, LLC, c/o BFFA 1430 Broadway, Ste. 1208, NY, NY 10018. Purpose: any lawful activities.

Notice of the formation of Limited Liability Company. Name: NYC SUB-CDE 23, LLC ("LLC"). Articles of Organization filed with the Secretary of State of the State of New York ("SSNY") on August 10, 2021. NY office location: New York County. The SSNY has been designated as agent of the LLC upon whom the process against it may be served. The SSNY shall mail a copy of any process to: NYC SUB-CDE 23, LLC, c/o NYCRCDE, LLC, 99 Hudson Street, 15th Floor, New York, NY 10013. Purpose / character of LLC is to engage in any lawful act or activity.

Notice of Qualification of CrossHarbor Institutional Partners 2021 Access Advisors LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 08/23/21. Office location: NY County. LLC formed in Delaware (DE) on 04/26/21. Princ. office of LLC: 200 West St., NY, NY 10282. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the princ. office of the LLC. DE addr. of LLC: Intertrust Corporate Services Delaware Ltd., 200 Bellevue Pkwy., Ste. 210, Wilmington, DE 19809. Cert. of Form. filed with Secy. of State, Div. of Corps., John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of BSREP IV BROOKFIELD PR L.P. Appl. for Auth. filed with Secy. of State of NY (SSNY) on 08/26/21. Office location: NY County. LP formed in Delaware (DE) on 03/18/21. Duration of LP is Perpetual. SSNY designated as agent of LP upon whom process against it may be served. SSNY shall mail process to the L.P., Brookfield Place, 250 Vesey St., 15th Fl., NY, NY 10281-1023. Name and addr. of each general partner are available from SSNY. DE addr. of LP: Corporation Service Co., 251 Little Falls Dr., Wilmington, DE 19808-1674. Cert. of LP filed with DE Secy. of State, 401 Federal St., Dover, DE 19901. Purpose: Any lawful activity.

Notice of Formation of CPG ERIE MANAGER LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 09/01/21. Office location: NY County. Princ. office of LLC: 419 Park Ave. S., Ste. 401, NY, NY 10016. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Corporation Service Co., 80 State St., Albany, NY 12207. Purpose: Real estate investment.

Notice of Formation of DEAD OUT-LAW, LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 08/30/21. Office location: NY County. Princ. office of LLC: c/o Significant Others Inc., 118 W. 22nd St., 7th Fl., NY, NY 10011. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. Purpose: Any lawful activity.

Notice of Qualification of CSC ENTITY SERVICES, LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 08/27/21. Office location: NY County. LLC formed in Delaware (DE) on 04/14/98. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to c/o Corporation Service Co., 80 State St., Albany, NY 12207-2543. DE addr. of LLC: 251 Little Falls Dr., Wilmington, DE 19808. Cert. of Form. filed with Secy. of State, Div. of Corps., 401 Federal St. - Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of SCALE 959 STERLING LENDER LLC. Authority filed with Secy. of State of NY (SSNY) on 09/09/21. Office location: NY County. LLC formed in Delaware (DE) on 09/08/21. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: c/o National Registered Agents, Inc., 28 Liberty St., NY, NY 10005, also the registered agent upon whom process may be served. Address to be maintained in DE: c/o National Registered Agents, Inc., 1209 Orange St., Wilmington, DE 19801. Arts of Org. filed with the DE Secy. of State, Division of Corporations, John G. Townsend Bldg., 401 Federal St. - Ste. 4 Dover, DE 19901. Purpose: any lawful activities.

Notice of Qualification of JOY, LOVE & PEACE LLC. Authority filed with Secy. of State of NY (SSNY) on 08/04/21. Office location: NY County. LLC formed in Florida (FL) on 09/02/03. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: 3595 Anchorage Way, Coconut Grove, FL 33133, Attn: Dania Da La Vega, also the address to be maintained in FL. Arts of Org. filed with the Secy. of State, R.A. Gray Bldg., 500 South Bronough St., Tallahassee, FL 32399. Purpose: any lawful activities.

AR INNOVATIONS INTL. LLC. App. for Auth. filed with the SSNY on 09/03/21. Originally filed with Secretary of State of Delaware on 11/16/2017. Office: New York County. SSNY designated as agent of the LLC upon whom process against it may be served. SSNY shall mail copy of process to the LLC, 245 East 63rd Street, Suite 319, New York, NY 10065. Purpose: Any lawful purpose.

Notice of Formation of Cientifico Latino LLC. Articles of Organization filed with the Secretary of State of NY (SSNY) on 06/14/2021. SSNY has been designated as agent upon whom process against it may be served. The Post Office address to which the SSNY shall mail a copy of any process against the LLC served upon him or her is: Cientifico Latino LLC 400 West 119th Street, Apt 5D New York, NY 10027. The LLC designates the following as its registered agent to whom to send a copy of any process to the LLC: United States Corporation Agents, Inc. 7014 13th Avenue Suite 202 Brooklyn, NY 11228. Purpose: Educational Services

Notice of Qualification of MAMOURA HOLDINGS (US) LLC. Authority filed with Secy. of State of NY (SSNY) on 08/02/21. Office location: NY County. LLC formed in Delaware (DE) on 03/22/21. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: One Vanderbilt Ave., NY, NY 10017, Attn. General Counsel. Address to be maintained in DE: 251 Little Falls Dr., Wilmington, DE 19808. Arts of Org. filed with the Secy. of State, Division of Corporations, John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: any lawful activities.

Notice of Qualification of BSREP IV BROOKFIELD PNR L.P. Appl. for Auth. filed with Secy. of State of NY (SSNY) on 08/26/21. Office location: NY County. LP formed in Delaware (DE) on 03/18/21. Duration of LP is Perpetual. SSNY designated as agent of LP upon whom process against it may be served. SSNY shall mail process to the L.P., Brookfield Place, 250 Vesey St., 15th Fl., NY, NY 10281-1023. Name and addr. of each general partner are available from SSNY. DE addr. of LP: Corporation Service Co., 251 Little Falls Dr., Wilmington, DE 19808-1674. Cert. of LP filed with DE Secy. of State, 401 Federal St., Dover, DE 19901. Purpose: Any lawful activity.

Notice of Formation of 50TH & 5TH LIC JV LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 08/27/21. Office location: NY County. Princ. office of LLC: 11 Park Pl., Ste. 1705, NY, NY 10007. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. Purpose: Any lawful activity.

NOTICE OF FORMATION OF Harlem Biscuit Company LLC. Art. of Org. filed with the Secretary of State of NY (SSNY) on 12/18/20. Office location: NEW YORK County. SSNY designated as agent upon whom process may be served. SSNY shall mail a copy of process to the LLC at 235 W. 135TH STREET, 3B, New York, NY 10030. Purpose: any lawful act or activity.

NOTICE OF FORMATION OF A1traininggroup LLC. Art. of Org. filed with the Secretary of State of NY (SSNY) on 08/08/2021. Office location: NEW YORK County. SSNY designated as agent upon whom process may be served. SSNY shall mail a copy of process to the LLC at 485 first ave apt 3B, New York, New York 10016. Purpose: any lawful act or activity.

Notice of Qualification of CrossHarbor Institutional Partners 2021 Access LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 08/23/21. Office location: NY County. LLC formed in Delaware (DE) on 04/26/21. Princ. office of LLC: 200 West St., NY, NY 10282. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the princ. office of the LLC. DE addr. of LLC: Corporation Service Co., 251 Little Falls Dr., Wilmington, DE 19808. Cert. of Form. filed with Secy. of State, Div. of Corps., John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Laura Yorke Literary Services, LLC, Arts. of Org. filed with the SSNY on 08/26/2021. Office loc: NY County. SSNY has been designated as agent upon whom process against the LLC may be served. SSNY shall mail process to: The LLC, 23 East 74th Street, APT. 14ABD, NY, NY 10021. Purpose: Any Lawful Purpose.

CLASSIFIEDS

Contact Claudia Hippel at 312-659-0076 or email: claudia.hippel@crain.com

POSITIONS AVAILABLE

Zebra Tech Corp has an opening in Holtsville, NY office for: Sr RF Eng: Dsign & test of prtble batry pwrdr hndhld dvices with embeded wireles radio technlgies. Bach + 5 yrs exp rqrd. Telecommuting may be permitted. When not telecommuting, must report to work site. To apply email your resume to jobs@zebra.com and reference job #2303874.

Zebra Tech Corp has an opening in Holtsville, NY office for: Test Eng II: prfrm test & eval of stndrds & spcial dvices. BS+2 yr exp or MS+1 yr exp rqrd. Telecommuting may be permitted. When not telecommuting, must report to work site. To apply, email your resume to jobs@zebra.com and reference job #2304661

PUBLIC SALE NOTICE

UCC Public Sale Notice

Please take notice that Jones Lang LaSalle, on behalf of 850 Mezzanine B, LLC, a Delaware limited liability company (the "Secured Party") offers for sale at public auction on October 14, 2021 at 2:00 p.m. (prevailing Eastern Time) on the front steps of the New York County Supreme Court Building, located at 60 Centre Street, New York, NY 10007, and also being broadcast for remote participation via a virtual videoconference, in connection with a Uniform Commercial Code sale, 100% of the limited liability company interests in 850 Third Avenue Mezz I, LLC, a Delaware limited liability company (the "Pledged Entity"), and all other collateral pledged by 850 Third Avenue Mezz II, LLC, a Delaware limited liability company (the "Debtor") under that certain Amended and Restated Junior Mezzanine Pledge and Security Agreement, dated as of January 8, 2019 (as amended, supplemented or otherwise modified from time to time, the "Security Agreement") made by the Debtor in favor of the Secured Party, (collectively, the "Collateral"). The Collateral is owned by the Debtor, having its principal place of business at c/o The Chetrit Organization LLC, 1384 Broadway, 7th Floor, New York, New York 10018. The Debtor directly owns the Pledged Entity, which in turn owns 850 Third Avenue Owner, LLC, a Delaware limited liability company ("Owner"), which directly owns certain real property located at 850 Third Avenue, New York, New York 10022 (the "Premises").

The Secured Party, as lender, made a loan (the "Junior Mezzanine Loan") to the Debtor pursuant to that certain Junior Mezzanine Loan Agreement, dated as of June 15, 2018 (as the same has been amended, restated, supplemented or otherwise modified from time to time, the "Junior Mezzanine Loan Agreement"). In connection with the Mezzanine Loan, the Debtor has granted to the Secured Party a first priority lien on the Collateral pursuant to the Security Agreement. The Secured Party is offering the Collateral for sale in connection with the foreclosure on the pledge of such Collateral. The Pledged Entity is a borrower under a loan (the "Senior Mezzanine Loan") in the original aggregate principal amount of \$75,000,000, which is secured by, among other things, 100% of the limited liability company interests in Owner. The Premises are subject to a mortgage loan (the "Senior Loan") to Owner securing indebtedness in the original aggregate principal amount of \$242,000,000.

The sale of the Collateral will be subject to all applicable third-party consents and regulatory approvals, if any. Without limitation to the foregoing, please take notice that there are specific requirements for any potential successful bidder in connection with obtaining information and bidding on the Collateral, including, but not limited to, (1) complying with the restrictions applicable to the sale of the Collateral under the Intercreditor Agreement dated as of June 15, 2018 by and among the Secured Party, the holder of the Senior Loan and the holder of the Senior Mezzanine Loan, including that such bidder has obtained the relevant consents of the holder of the Senior Mezzanine Loan and the holder of the Senior Loan, or will repay the Senior Loan and Senior Mezzanine Loan prior to the sale of the Collateral; and (2) delivering such documents and pay such amounts as required by the Intercreditor Agreement and the applicable governing documents relating to the Collateral.

The Collateral are being offered as a single lot, "as-is, where-is", with no express or implied warranties, representations, statements or conditions of any kind made by the Secured Party or any person acting for or on behalf of the Secured Party, without any recourse whatsoever to the Secured Party or any other person acting for or on behalf of the Secured Party and each bidder must make its own inquiry regarding the Collateral. The winning bidder shall be responsible for the payment of all transfer taxes, stamp duties and similar taxes incurred in connection with the purchase of the Collateral.

The Secured Party reserves the right to (i) credit bid; (ii) set a minimum reserve price; (iii) reject all bids (including without limitation any bid that it deems to have been made by a bidder that is unable to satisfy the requirements imposed by the Secured Party upon prospective bidders in connection with the sale or to whom in the Secured Party's sole judgment a sale may not lawfully be made) and terminate or adjourn the sale to another time, without further publication or notice; (iv) accept a lower bid if the bid is on terms Secured Party determines is more favorable to Secured Party or is from a bidder that, in Secured Party's determination, offers a more certain likelihood of execution; (v) sell the Collateral at a subsequent public or private sale; and (vi) impose any other commercially reasonable conditions upon the sale of the Collateral as the Secured Party may deem proper.

Each prospective bidder (other than the Secured Party or its affiliate) will be required to represent in writing to the Secured Party that such bidder (i) is acquiring the Collateral for investment purposes, solely for the purchaser's own account and not with a view to distribution or resale of the Collateral; (ii) has sufficient knowledge and experience in financial and business matters so as to be capable of evaluating the merits and risks of investment and has sufficient financial means to afford the risk of investment in the Collateral; (iii) will not resell or otherwise hypothecate the Collateral without a valid registration under applicable federal or state laws, including, without limitation, the Securities Act of 1933, as amended (the "Securities Act"), or an available exemption therefrom; provided that the Secured Party reserves the right to verify that each certificate for the limited liability company interests to be sold bears a legend substantially to the effect that such interests have not been registered under the Securities Act and to impose such other limitations or conditions in connection with the sale of the Collateral as the Secured Party deems necessary or advisable in order to comply with the Securities Act or any other applicable law; (iv) will purchase the Collateral in compliance with all applicable federal and state laws; (v) is a Qualified Transferee (within the meaning of the Intercreditor Agreement) or intends to obtain Rating Agency Confirmation (within the meaning of the Intercreditor Agreement); and (vi) will be able to satisfy and will satisfy all of the other requirements of the Intercreditor Agreement. **Meeting any requirements of the foregoing shall be at the sole responsibility, risk, cost, and expense of a prospective bidder.**

All bids (other than credit bids of Secured Party) must be for cash with no financing conditions and the successful bidder must deliver immediately available good funds (1) for the Required Deposit (as defined in the Terms of Sale) on the date of the Sale, and (2) for the balance of the purchase price for the Collateral on the closing date prescribed by the Terms of Sale.

Further information concerning the Collateral, the requirements for obtaining information and bidding on the interests and the Terms of Sale can be found at (<http://www.850ThirdAveUCCSale.com/>), or by contacting Brett Rosenberg by telephone at (212) 812-5926 or by email at brett.rosenberg@am.jll.com.

PUBLIC & LEGAL NOTICES

Notice of Qualification of 130 7TH AVE HOLDING LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 09/15/21. Office location: NY County. LLC formed in Delaware (DE) on 12/15/17. Princ. office of LLC: 152 W. 57th St., 60th Fl., NY, NY 10019. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the princ. office of the LLC. DE addr. of LLC: 251 Little Falls Dr., Wilmington, DE 19808. Cert. of Form. filed with Secy. of State, John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Formation of Columbia Butlers, LLC. Arts. of Org. filed with Secy. of State of NY(SSNY) on 06/07/21. Office loc: NY County. SSNY designated as agent upon whom process against it may be served. SSNY shall mail process to the LLC, 625 W 57th St Apt 454 NY, NY 10019. Purpose: any lawful activity.

Notice of Formation of 110 FIFTH AVENUE REALTY LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 08/18/21. Office location: NY County. Princ. office of LLC: 251 W. 92nd Corp., c/o Rabina Realty, 505 Fifth Ave., 27th Fl., NY, NY 10017. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. The regd. agent of the company upon whom and at which process against the company can be served is 251 W. 92nd Corp., c/o Rabina Realty, 505 Fifth Ave., 27th Fl., NY, NY 10017. Purpose: Any lawful activity.

SCRIMALE REALTY, LLC, Arts. of Org. filed with the SSNY on 08/02/2021. Office loc: NY County. SSNY has been designated as agent upon whom process against the LLC may be served. SSNY shall mail process to: The LLC, 745 Fifth Avenue, 5th Floor, NY, NY 10151. Purpose: Any Lawful Purpose.

CRAIN'S EVENT

Commercial Real Estate's Post-Covid Outlook

Thursday, Nov. 4 | 5-7 p.m.

**Join us for a special
real estate thought
leadership event.**

Learn about the post-covid landscape at our in-person panel discussion amongst developer and broker industry executives, exciting, preceded and followed by networking over cocktails in a rooftop setting.

**Register at
[CrainsNewYork.com/
CommercialOutlook](https://CrainsNewYork.com/CommercialOutlook)**

CRAIN'S
NEW YORK BUSINESS

For event questions: Ana Jimenez | 212-210-0739 | crainsevents@crainsnewyork.com

For sponsorship questions: Courtney McCombs | Courtney.mccombs@crainsnewyork.com

