

TOP STORIES

Crowd-pleasing musicals make Broadway sing

PAGE 2



Once dust clears, airlines preparing for merger liftoff

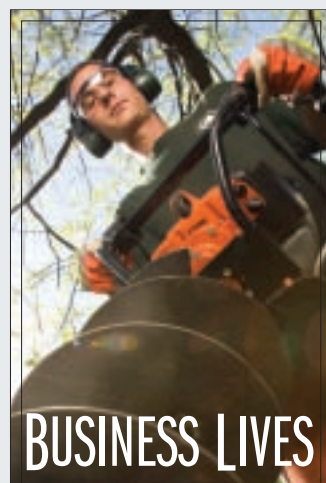
PAGE 2

Prophet of doom seeks his own profit and boom

PAGE 3

Governors Island: What'll Bloomberg do with new jewel?

PAGE 3



STOCKING UP: Joe Holtz fills produce bins at the Park Slope Food Coop.

BUSINESS LIVES

GOTHAM GIGS

Getting down to Earth Day, planting trees P. 25

• ANNE FISHER on trusting employees to create loyal clients P. 25

• MOVERS & SHAKERS Red Cross chief revives charity, helps Haiti P. 26

• GAEL GREENE says The Mark is on the mark P. 27

INDEX

THE INSIDER	8
VIEWPOINT	10
NEIGHBORHOOD JOURNAL	12
SMALL BUSINESS	13
CLASSIFIEDS	20
FOR THE RECORD	22
HOT JOBS	25
EXECUTIVE MOVES	25
THE WEEK AHEAD	27

CRAIN'S

NEW YORK BUSINESS

OPINION
Greg David on Wall St. and NYC economy
PAGE 11



VOL. XXVI, NO. 16 WWW.CRAINSNEWYORK.COM

APRIL 19-25, 2010 PRICE: \$3.00

Goldman sacked by fraud allegations

Charges hit shares, weaken effort to fend off financial reform

BY AARON ELSTEIN

LAST WEEK'S MOVE by the Securities and Exchange Commission to charge mighty Goldman Sachs with fraud did more than gut-punch the investment bank's shares and dent its 24-carat image. In the longer term, the lawsuit could have a profound impact on the future shape of the American financial system, coming when the Obama administration is struggling to win support for sweeping financial reform legislation.

Goldman, with its powerful Washington connections and reputation for uncompromising excellence, had been leading the charge to water down some of those reforms. Now it has a battle to fight much closer to home.

Prominently displayed on Goldman Sachs' Web site are the firm's 14 guidelines. See **GOLDMAN** on Page 23

Startlingly steely office tower prices

Supply-demand mismatch resets market by a few years

BY THERESA AGOVINO

IN THE WORST DAYS of the recession, many experts predicted that the prices of Manhattan properties would collapse beneath the weight of a flood of forced sales.

Maybe not.

Since the beginning of the year, agreements have been struck on two major properties and several smaller ones at prices that have astounded the real estate community. The Helmsley Carlton House, a hotel on Madison Avenue, last month fetched \$170 million—roughly \$60 million more than

See **STARTLINGLY** on Page 24



LARRY FORD

RUNAWAY GROWTH

Park Slope Food Coop rings up more cash and members than it knows what to do with

BY LISA FICKENSCHER

THE FIRST SIGN that Brooklyn's Park Slope Food Coop is unlike any other supermarket in the city are the people milling outside wearing orange-and-yellow vests. Their task is to accompany shoppers on walks home with their groceries—and then return the shopping carts to the Union Street store.

It is a job that reflects the mission of the co-op to cultivate a sense of community, but it also helps solve a growing problem for the organization: finding enough stuff to do for the nearly 16,000 members who must work 2.75 hours for the co-op every four weeks in order to shop there.

Founded in 1973, the Park Slope co-op has grown so dramatically in recent years that it has been

See **RUNAWAY GROWTH** on Page 23

REPORT REAL ESTATE

Building managers' pivotal role, tenants' squeeze play, and largest architecture firms

PAGE 15

ELECTRONIC EDITION

0 71486 01068 5 16

NEWSPAPER

IN BRIEF

AFTER SAINT VINCENT CATHOLIC MEDICAL CENTERS FILED FOR CHAPTER 11 BANKRUPTCY protection last week, other health care facilities had to decide whether to play a role in running what's left of the system. The St. Vincent's Hospital closure plan filed with the state Department of Health provides for continuation of ambulatory care services through May 31. On Friday, four health care providers filed applications with the state for grants to fund new services. The projects must create urgent care capacity in the area, but the state also is willing to fund renovations or expansion of nearby facilities to boost service capacity and expand the hours of ambulatory and primary care clinics.

HUMMUS KING SABRA IS RELOCATING THIS SUMMER FROM ITS ASTORIA, QUEENS, headquarters to Richmond, Va., where it has built a larger processing facility. The move will be completed by Aug. 30, and 154 employees are affected, according to a notice the company filed with the New York State Department of Labor. The 24-year-old company was acquired in 2005 by Israeli food conglomerate Strauss-Elite, which formed a joint venture three years later with PepsiCo called Sabra Dipping Co. In addition to the Queens location, the \$312 million company has two facilities in Farmingdale, L.I., one of which it will retain.

THE ECONOMIC CRISIS CAUSED FOUNDATIONS TO CUT THEIR 2009 GIVING BY AN ESTIMATED 8.4% last year, the largest decline ever tracked by the Foundation Center. Grants made by the nation's 75,000 foundations fell to \$42.9 billion, from \$46.8 billion in 2008. That's a huge contrast to 2008, when grants actually rose by about 2.8% over 2007 levels. Nearly 10,000 of the foundations are based in New York. ■

BY THE NUMBERS

Weekly shift of the city's economy



FAST START 1Q earnings reports are coming in strong. J.P. Morgan credited a "broad-based economic recovery" for its 55% jump in profits. Retail sales, manufacturing are also climbing.

2.5%

RISE in imports in February vs. a year earlier at the Port of NY & NJ
Source: Port Authority of NY & NJ

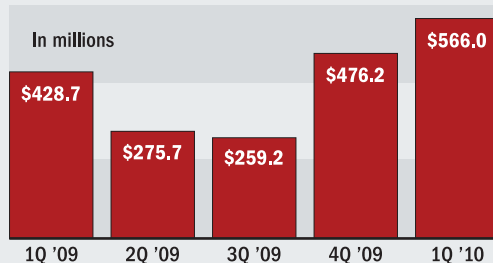
2,800

CITY JOBS added in film and music sectors since Dec. 2009, up 7.1%
Source: Eastern Consolidated

\$2.81

THE PRICE of a gallon of gas in NYC, up 4.5% so far this year
Source: Energy Information Administration

CAPITAL IDEA Venture capitalists are once again pouring money into promising New York area companies



CORRECTION

Ground leases at Battery Park City will expire in 2069. This fact was misstated in a March 29 article on the apartment market in that neighborhood.

VOL. XXVI, NO. 16, APRIL 19, 2010—Crain's New York Business (ISSN 8756-789X) is published weekly, except for combined issues June 28/July 5, Aug. 30/Sept. 6, and Dec. 20/Dec. 27, by Crain Communications Inc., 711 Third Ave., New York, NY 10017. Periodicals postage paid at New York, N.Y., and additional mailing offices. Postmaster: Send address changes to: Crain's New York Business, Circulation Department, 1155 Gratiot Avenue, Detroit, MI 48207-2912. FOR SUBSCRIBER SERVICE: Call (888) 909-9111. Fax (313) 446-6777. \$3.00 a copy, \$59.79 one year, \$109.79 two years. (GST No. 13676-0444-RT)
©Entire contents copyright 2010 by Crain Communications Inc. All rights reserved.

Crowd-pleasing musicals pack 'em in

Broadway on track for record grosses

BY MIRIAM KREININ SOUCCAR

DESPITE SCATHING REVIEWS, *The Addams Family* has been raking in more than \$1 million a week at the box office and has a \$15 million advance.

Next to Normal, an unlikely musical about a bipolar mother and her family, became profitable last month and just won the Pulitzer Prize.

And both *Promises, Promises*, the revival starring Sean Hayes and Kristin Chenoweth, and *American Idiot*, the new rock musical written by the popular band Green Day, are nearly sold out in previews.

"The fact that these shows have been selling so well in previews is unusual," says Nancy Coyne, chief executive

of Serino Coyne Inc., an ad agency that promotes the theater industry. "There are a lot of shows opening with buzz right now, and together they have aroused interest in Broadway and put it back into the conversation."

Staging a comeback

INDEED, with less than two months to go in the 2009/2010 season, the Great White Way has staged a comeback. A weak start to the fall season on Broadway, where attendance was down 9.3% and box office grosses dropped nearly 3%, has given way to a booming spring.

SNAP, SNAP:

Bebe Neuwirth and Nathan Lane work the room in *The Addams Family*; scenes from *Promises, Promises* and *Next to Normal* (above right, top and bottom)



With total box office grosses for the season up 1.4%, to \$889 million, from the same time last year, and a number of shows still left to open before the season ends May 23rd, Broadway is on track to make record grosses this year. Attendance—though still trailing last season by 2.8% to date—has recovered much of the previous losses as well, and theater executives predict it will end up flat.

Broadway wags credit the industry's success this spring with an unusually high number of new musicals coming in, which tend to attract more media attention and tourists, and typically bring in bigger box office numbers. Ten musicals have opened or will soon open this spring, compared with six that opened in the fall. In addition, the fall shows included Irving Berlin's *White Christmas*, a seasonal production, and the duds *Ragtime* and *Finian's Rainbow*, both of which made quick exits.

The musicals opening now are targeted to attract a range of theatergoers—from twentysomethings for *American Idiot* to tweens and their parents for *The Addams Family*—another boost for business.

See BROADWAY on Page 24

PHOTOS BY JOAN MARCUS

Arriving airline mergers stir

Shake-up would affect ticket prices, flights as combining carriers vie for biz passengers

BY HILARY POTKEWITZ

LAST WEEK'S VOLCANIC ERUPTION drew the travel industry's attention away from another seismic shift in the industry: A new wave of airline mergers has arrived.

Reports of merger talks between United Airlines and US Airways started earlier this month, and last week Continental Airlines swooped into the conversation, reportedly angling for a tie-up with United.

Just two weeks ago, British Airways

signed a deal to acquire Spain's Iberia Airlines. Last summer, Midwest Airlines and Frontier Airlines were acquired by Indianapolis-based Republic Airways.

After a rough two years in their money-losing industry, airline executives have emerged from their bunkers looking for ways to gain market share, cut costs and get a leg up in the pricing wars.

"A merger between United and US Airways, or even United and Continental, is more probable than not," Hudson Securities airline analyst Daniel McKenzie wrote last Friday, noting that there's a current sense of "urgency" to consolidate capacity.

Any new airline combination that emerges would cause a power shake-up in New York that could impact ticket prices and flight availabilities.

"If United and US Airways merge, a lot

of things happen here," says Henry Hartevelt, an airline analyst with Forrester Research. "They could decide that together they can better compete in New York [airfare wars], so that could actually be good for consumers."

Imagining a mega-airline

THE BIG APPLE AIR TRAVEL MARKET is dominated by a handful of carriers fiercely vying for more passengers.

Combining Arizona-based US Airways with Chicago-based United could create a mega-airline in New York that would leapfrog most of the pack to become the second-largest carrier at Newark Liberty International Airport, behind Continental, which keeps a hub there.

The newly merged airline would also jump to the No. 2 spot at La Guardia Air-

Prophet of doom

Blogger who foresaw the housing crash still bearish (and seeking investors)

BY AARON ELSTEIN

LIKE MANY ENTREPRENEURS trying to get noticed, Reggie Middleton writes a blog and keeps a library with such self-help books as *Buzz: Harness the Power of Influence and Create Demand* and *Fundraising for Dummies*. The difference is, Mr. Middleton's Boom Bust Blog forecast with stunning accuracy the demise of such real estate bubble blowups as Bear Stearns and mall operator General Growth Properties. And that library can be found on his 48-foot yacht, paid for with the money he made flipping Brooklyn apartments during the housing mania.

Now he's embarking on his next project: Turning his blogging hobby into a full-fledged investment research business, a firm where he says investors will get "realistic" insights as opposed to Wall Street puffery. Mr. Middleton plans to start petitioning venture capital firms, private equity players and established media companies in the coming weeks.

Customers pay up to \$2K annually

"I JUST NEED A FEW million dollars to start," he insists. "Then I want to do a quick follow-on round after a significant milestone, which I expect to reach quickly."

That milestone involves reaching revenue or audience targets using established distribution channels, he says. "That is, if I don't create a dominant distribution channel of my own."

Mr. Middleton, 42, has good reason to feel bold. The Howard University graduate, who used to make cold calls to sell life insurance, now has the attention of Harvard- and Wharton-trained investment pros. About 5,000 people have registered for his blog, and 150 customers from the world's biggest banks and hedge funds pay him up to \$2,000 annually for his hard-hitting—and overwhelmingly bearish—research. His profit margins are north of

See **PROPHET** on Page 23



BEAR WITH HIM: Reggie Middleton, founder of the Boom Bust Blog, wins kudos from investment pros for his detailed research.

It's the mayor's island now

Governors Island could be Bloomie's real legacy

BY DANIEL MASSEY

WHEN CITY AND STATE officials solicited proposals for the development of Governors Island in 2006, the ideas that came in were all over the map: host a 2015 World's Fair; create an environmental research center; construct a resort complex; establish a branch of a London-based university.

"It was, 'We got an island; what do you think?'" recalls Rob Pirani, executive director of the Regional Plan Association's Governors Island Alliance.

The process lost steam as the city and state sparred over the best course for the former federal military base. But last week, the state ceded sole control of the 172-acre island to the city, setting the stage for Mayor Michael Bloomberg to carve a legacy out of the ice cream cone-shaped mass just off the shores of Manhattan and Brooklyn that time has seemingly forgotten.

"He's going to use his third term to get the island from being this interesting project into being a real success emblematic of the city's overall return to the waterfront," Mr. Pirani says.

First up: a \$200 million park

THE MAYOR'S announcement last week included details of a \$200 million, 87-acre park that could be built starting in late 2012. And later this year, the city is expected to issue the first of a series of requests for proposals for 33 acres of developable land and nearly 1.4 million square feet of space in about 50 historic buildings. This time around, officials want to make targeted requests rather than leave the door open for developers to propose megaprojects.

"I think we know a lot more about the potential opportunities than we did four or five years ago," says Deputy Mayor for

See **GOVERNORS ISLAND** on Page 24

up some turbulence in NY

port, behind Delta Air Lines. It would rank fourth at John F. Kennedy International Airport.

Much of the corporate maneuvering is driven by airlines trying to orchestrate their feeder systems to gather more passengers and funnel them to a hub for international travel. With its high concentration of lucrative business travelers, and its role as an international gateway, New York is a coveted market.

To that end, Atlanta-based Delta—the largest airline in the world after it acquired Northwest in 2008—has spent the past year elevating New York to a hub city, adding flights and liberally spending advertising dollars.

Meanwhile, American Airlines has spent two years beefing up its business-class services and just announced an al-

liance with JetBlue Airways. It completed a \$1.3 billion terminal at JFK in 2007.

Despite its efforts, American has slipped to fourth place in the region, carrying 13.1 million passengers through area airports over the past year, compared with Continental's 24.6 million, Delta's 19.5 million and JetBlue's 13.6 million, according to Port Authority of New York and New Jersey data.

Good or bad for fliers?

YET AMERICAN SHOWS no signs of getting caught up in merger mania yet.

"We've decided for the moment that we're going to concentrate on alliances," says Art Torno, vice president for New York, referring to the Oneworld Alliance, which American helped found. Member airlines code-share flights and recognize

each others' frequent flier programs, gaining new passengers in the process. "That way," he says, "you can get the benefits of a merger without some of the difficulties."

The powerful flight attendants union and the United pilots union do not support a US Airways-United pairing, while the possible merger between Continental and United has drawn less union ire.

The biggest stakeholder without a say in the matter is the passenger. While some say consolidation will lead to lower ticket prices, others are not convinced.

"Mergers are good for airlines and investors, and bad for consumers," says Rick Seaney, CEO of FareCompare.com. "The No. 1 driver of price is competition. When you merge, you're taking away a competitor. It may not be across the board, but there's just no way around it." ■

HOW THEY STACK UP

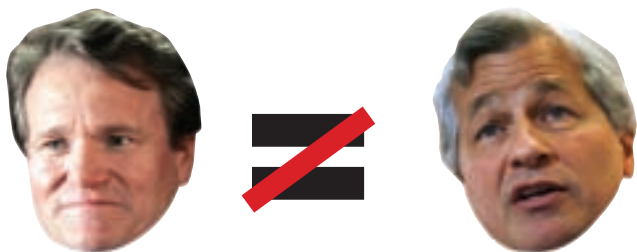
CONTINENTAL	UNITED	US AIRWAYS
THE REGION'S No. 1 carrier, with 24.6 million passengers and a hub at Newark	HANDLES 4.3% of domestic travelers at JFK, enough to rank No. 5 there	WITH 4.5 million passengers at La Guardia, it's that airport's No. 3 carrier

Source: Port Authority of NY & NJ data for 12 months ended Jan. 31.



IN THE MARKETS

by Aaron Elstein



BofA vs. J.P. Morgan. Discuss

IF THERE WAS ANY DOUBT THAT **J.P. Morgan Chase & Co.** has emerged as the strongest of the big banks, last week's earnings news ended any questions. Truly, there was much to love about the House of Morgan. Earnings of 74 cents per share exceeded analysts' consensus estimates by a dime. The firm reported broad-based improvement in most every housing-related metric. And revenues in its investment banking division were strong.

Meanwhile, **Bank of America** saw its earnings decline by 25%, as the surge in investment banking was offset by problems most everywhere else, including at its prize acquisition, **Merrill Lynch**.

J.P. Morgan's unexpectedly strong results had analysts hurling huzzahs at bank management, led by Chief Executive **Jamie Dimon**. "It knows its business, and applies itself appropriately," says Rochdale Securities analyst **Dick Bove**. "The record of the past few years indicates that this is not common in banking."

Of course, J.P. Morgan is also benefiting from some of the goodies it was given by Uncle Sam during the worst moments of the 2008 crisis. Its investment banking division is thriving in part because it acquired teetering **Bear Stearns** for \$10 a share, or \$1.4 billion; even better, the Federal Reserve agreed to take on \$29 billion of that firm's most toxic assets. Thanks in part to the Bear Stearns assets, J.P. Morgan reported generating \$5.5 billion in bond-trading revenues last quarter, \$400 million ahead of Sanford C. Bernstein & Co.'s forecast.

Remember, too, that regulators handed over the fast-failing **Washington Mutual** for a paltry \$1.9 billion. While J.P. Morgan immediately wrote off around \$40 billion in mortgages upon acquiring that bank's toxic sludge, it also was able to vastly expand its customer-deposit franchise for a fraction of what it would have cost otherwise. The latest numbers show that the percentage of loans that are 30 or more days delinquent fell last quarter, suggesting the WaMu loan portfolio is at last stabilizing. The bank even saw fit to release \$1.9 billion in loan-loss reserves.

Meantime, Bank of America, under new Chief Executive **Brian Moynihan**, showed last week how difficult it can be to make deals pay off after paying full sticker price. During the darkest days of the 2008 financial crisis, the bank agreed to pay \$50 billion to acquire Merrill. The latest quarterly results suggest BofA is still having difficulties digesting that deal.

Customers are continuing to flee the bank's global wealth and invest-

SPEAKING OF THE LATE WAMU ...

CORPORATE EXECUTIVES ALMOST NEVER discuss their Wall Street bankers in public, but they apparently do so a great deal in private. Thanks to last week's hearing before the Senate Permanent Subcommittee on Investigations, we are privy to some detailed back-and-forth between top officials at Seattle-based Washington Mutual exploring who on Wall Street they should hire to help unload toxic mortgages as the housing market was falling to pieces in October 2007.

On the afternoon of Oct. 12, **Todd Baker**, executive vice president for corporate strategy and development, sent an e-mail to Chief Executive **Kerry Killinger** and three other WaMu honchos spelling out what he saw as the strengths and weaknesses of Wall Street's most prominent firms. "We could be in for a rough road ahead, and hiring the best brains is always wise when the stakes are high."

Mr. Baker called **Goldman Sachs** "our strong first choice," saying the firm was "very expensive" yet had "the smartest banker overall." However, he warned: "We always need to worry a little about Goldman, because we need them more than they need us, and the firm is run by traders."

Mr. Killinger responded: "I don't trust Goldy on this. They are smart, but this is swimming with the sharks." He preferred **Lehman Brothers**, though he warned, "We would need to assess if they have the smarts we need."

WaMu's strategy chief was lukewarm to Lehman. While a Lehman banker he knew well "has been through this before," he warned that WaMu would need to "stay out of their internal squabbles.... On the downside, the emotional cost of dealing with [the banker's] needs (which often seem more important than ours) is steep. His loyalty is a plus."

In the end, the bank hired both Goldman and Lehman. 'Twas all for naught, however. WaMu failed in September 2008.



PHOTOS: BLOOMBERG NEWS

ment management division, of which Merrill is the biggest part, yanking out \$14 billion in assets last quarter. The unit has suffered massive outflows every quarter since the merger was completed last year, and a total of \$107 billion has been

withdrawn. The division was able to scratch out a 4% gain in net income, thanks to rising markets lifting the value of most assets, but, clearly, Mr. Moynihan and his team must figure out something—quickly—to stop the client exodus.

How Schwarzman could get turbo-taxed

IT MAY BE HARD to understand why someone like **Blackstone Group CEO Stephen Schwarzman**, who was paid no less than \$7.8 billion (yes, billion) in 2007, would fight over his income tax bill increasing by a mere \$565,217. Nonetheless, investment firms like his are in a snit now that Congress is thinking about raising taxes on their executives.

At issue is the low tax rate for a source of compensation for private equity executives, hedge fund managers and the like. It's called carried interest, which is the cut of firm-wide profits that money managers keep for themselves. This compensation is taxed at the capital gains rate, currently just 15%. But Sen. **Charles Schumer** last week revived the debate on whether to raise taxes on Wall Street's wealthiest, noting that if carried interest were taxed like ordinary income—39.6% for this crowd next year—it could generate \$25 billion in revenue over 10 years.

So, what would a tax increase like that cost the CEO of the largest publicly traded private equity shop? At

first glance, not much. Mr. Schwarzman's 2008 comp included \$2.3 million in carried interest, which at the 15% rate suggests \$344,645 in taxes owed. Keep in mind that this was money accrued to Mr. Schwarzman, not actual cash paid out, but it's the best data available. Anyway, had that been taxed as if it were ordinary income, he presumably would have owed \$909,862. (Last year, he saw a carried-interest loss of \$759,000, reflecting the difficulties Blackstone and other private equity firms suffered.)

So why risk bad publicity by lobbying against a tax hike? Because today's carried-interest income is about as low as it will ever get, says **Victor Fleischer**, a University of Colorado law professor and expert on the tax loophole.

"The next few years might not be like the boom days of 2006," he says. "But they do figure to be better than the last two, and if that's the case, a higher rate of taxation would certainly have an impact on the amount of money made by private equity firms." Blackstone would not comment. ■



• 12 years in Business -

• booked \$28mm in sales last year

→ But my bank calls ←

→ we SMALL!!! ←

* IT'S TIME TO SWITCH TO STERLING *





STERLING NATIONAL BANK
The Business Bank

Sterling4Biz.com 212.757.1100

3.5% PORTION OF ASSETS fund managers are keeping in cash, according to Merrill Lynch. This is considered a bearish sign, since it suggests there is little money remaining on the sidelines to buy stocks. Merrill notes that four out of the last five times cash levels fell that low, the stock market fell 7.1% over the next month.





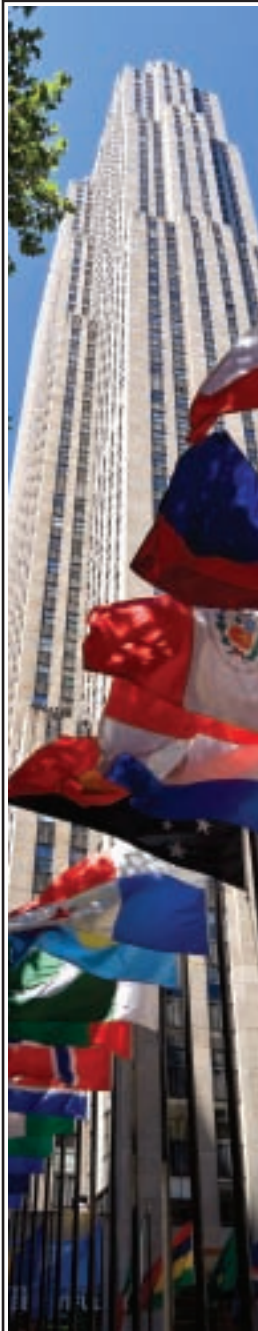
UNWAVERING RESULTS.

10 of the Top 30 Manhattan leasing deals,
including the #1 Deal of 2009:
Paul Weiss' headquarters lease
at 1285 Avenue of the Americas.*

In the most challenging economic
environment, we successfully execute
optimal solutions for our clients.

Newmark Knight Frank

NEW YORK CITY BOSTON SEATTLE SAN FRANCISCO LOS ANGELES CHICAGO ATLANTA WASHINGTON D.C. MILAN LONDON PARIS FRANKFURT MUNICH SAO PAULO RIO DE JANEIRO BEIJING BANGALORE



Rockefeller Center

is pleased to welcome the following new tenant

COMPUTER SCIENCES CORPORATION

represented by

Christopher Krantz and
Shannon Rzeznikiewicz
of Jones Lang LaSalle

for leasing information, please contact:

Samantha Augarten
Heather Kahn
Peter R.C. Brindley
Blythe R. Kinsler
Theodore J. Koltis

212.715.0300



TISHMAN SPEYER

NEW YORK, NEW YORK

edited by Valerie Block

Pulitzer publisher tinkers with the big time

IT MAY BE MORE FLUKE than trend, but when the time arrived to award the 2010 Pulitzer Prize for fiction last week, the big commercial publishers didn't come close. The prize went to *Tinkers*, a first novel by **Paul Harding** from nonprofit Bellevue Literary Press—an offshoot of New York University's School of Medicine—and the two finalists were from indies Soft Skull Press and W.W. Norton.

The last time a small publisher took home the prize for the winning book in fiction was in 1981.

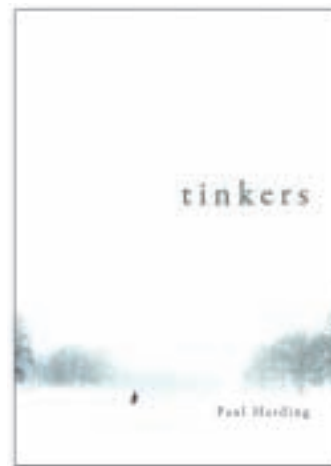
Financial pressures are making it harder for commercial houses to take risks on unknown authors.

"They aren't picking up a lot of fabulous stuff because they have such high stakes," says Bellevue's editorial director, **Erika Goldman**.

The small press will rush out 30,000 trade paperback copies of *Tinkers*, adding to the 15,000 already in print. Soft Skull will also print more copies of its finalist, the short-story collection *Love in Infant Monkeys*.

"We are absolutely getting more interesting submissions," notes **Denise Oswald**, Soft Skull's editorial director.

The big houses do know a good thing when they see it: Mr. Harding's next two novels will be published by Random House.



know-how to make tasty pies at home.

Before opened his 450-square-foot storefront on Grand Street last week, Mr. Bello for years taught the art of making thin-crust pizzas at his home, as well as at places such as Murray's Cheese. Mr. Bello installed two Viking stoves in his new location instead of pizza ovens, to replicate the experience of cooking at home, but some of his followers are used to working in hotter kitchens.

Former student **Michael Glazer** now cooks at Pulino's, **Keith McNally's** new eatery on the Bowery. **Raj Dagstani**, former director of operations at Per Se, who recently took a course, has threatened to open a pizzeria. Even superstar sushi chefs **Toshio Suzuki** of Sushi Zen and **Noriyuki Kobayashi** of Megu have taken classes with Mr. Bello.

"We are serious about teaching people how to make pizza," he says.

Sunny days for Lite alums

LAST WEEK WAS A GOOD ONE FOR Lite FM alumni.

Jim Ryan, the veteran program director who left the radio station to consult in January 2008—after dismantling the long-running on-air lineup—has landed a gig with CBS Radio as vice president of adult contemporary programming. He'll be running the show at Lite rival Fresh 102.7, as well as an adult contemporary station in Chicago.

Valerie Smaldone, a popular midday DJ who left Lite at around the same time as Mr. Ryan, will debut a one-hour weekday talk show, *Valerie's New York*, on WOR's Web site on April 22. It's the first original programming for WOR710.com. Ms. Smaldone will cover everything from theater to restaurants to nightlife in her show, which will run from 11 a.m. to noon.

Ms. Smaldone also teaches a course at the School of Visual Arts on how to be an Internet radio personality.

Contributors: Lisa Fickenscher, Matthew Flamm

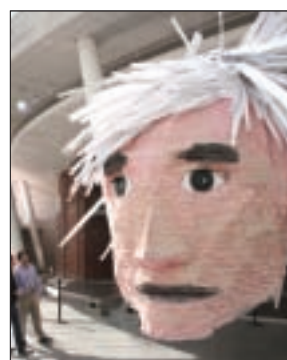


New York Palace expands its realm

THE NEW YORK Palace hotel may be cooking up plans for more banquet space or a restaurant for the north wing of the old Villard Houses.

The elegant 126-year-old property, built around a courtyard on Madison Avenue and East 51st Street, had been occupied for nearly 30 years by The Municipal Art Society of New York and a handful of small businesses. It has been empty since January, when the MAS moved to new headquarters. The posh hotel took over the landmark spot, which sits across the courtyard from its Gilt restaurant, but it has yet to announce any new tenant.

A hotel spokeswoman says that management is still considering



'POP' ART

GUESTS WILL smash a surprise-filled piñata of Andy Warhol's head to get their just desserts at the Brooklyn Museum's annual gala on April 22.

what to do with the multistory space. But a former retail tenant says that the Palace is planning to build additional banquet space there. **Robert Blau**, president of Lederer International, which had a luxury leather-goods shop on 51st Street, says, "They were going to do construction right away."

The historic property was built in 1884 by railway mogul **Henry Villard**. In 1977, developer **Harry Helmsley** built

the 51-story Palace behind it.

Pupils make most of pizza course

TAKING A COURSE at Pizza a Casa, chef **Mark Bello's** new pizza school and retail operation on the Lower East Side, could lead to more than the



Join the Crain's Community

Subscribe to Crain's New York Business—New York's must-read resource for the city's business leaders

Print Edition

One year subscription – \$59.79

- Weekly news analysis of New York's most important business issues
- In-depth reports and trend stories
- Crain's annual Book of Lists



Digital Edition

One year subscription – \$35

- Anytime access to comprehensive and late breaking business news
- Crain's Daily Alert delivered to your inbox each business day
- FREE unlimited access to Crain's archives



Subscribe today to gain membership to the most powerful business community in New York.

Go to www.crainsnewyork.com/subscribe

A photograph of Gary Melius, a middle-aged man with grey hair, wearing a tan blazer over a blue and white striped shirt. He is smiling and standing in front of the Oheka Castle, a large, ornate stone building with arched windows and a central entrance. The scene is set in a courtyard with a cobblestone floor.

A Real Chance to Pursue Opportunity

Gary Melius, Owner Oheka Castle
and State Bank Client

Put Your Business in a Better State.

Every day provides new possibilities to prove dreams can be realized. State Bank supports this visionary spirit with real people and real solutions that free your business to pursue opportunity – to imagine, to plan and expand. You'll find proven expertise, genuine flexibility and a relationship focus that inspires trust. More than bankers, we're business people, listening, learning and responding to your needs, so you can take on tomorrow. This is the power that comes from putting your business in a better state. *Opportunity is calling. Let's get to work.*



516.465.2300
www.statebankofli.com



THE INSIDER

by Erik Engquist

Holtzman for AG? Survey says yes



THE LACK of a heavyweight female—or, for that matter, male—candidate in the race for state attorney general has caught **Elizabeth Holtzman's** attention. The former city comptroller, congresswoman and Brooklyn district attorney raised money and commissioned a poll to assess her chances, and was so encouraged by the results that she took a leave of absence from her law firm last week to

explore a campaign. The survey of 500 registered Democrats by pollster **Douglas Schoen** showed Ms. Holtzman, 68, with a 20-point lead over six other Democrats. Ms. Holtzman was favored by 29% of respondents, followed by Nassau County District

Attorney **Kathleen Rice** with 9%, state Sen. **Eric Schneiderman** and former state homeland security chief **Denise O'Donnell** with 4% each, and Assemblyman **Richard Brodsky** with 2%. **Eric Dinallo**, a former state insurance superintendent, and **Sean Coffey**, an attorney in private

practice, had 1% each. A hefty 51% of those polled offered no opinion, which probably means they have never heard of any of these people.

Early polls are largely a measure of name recognition and don't accurately predict election results, but they are good for fundraising. By releasing her internal poll, Ms. Holtzman could attract donations and scare off competitors. "People have been encouraging me to get into this race for some time, which is why I did the poll," says Ms. Holtzman, who calls her showing "honestly a surprise."

Ms. Holtzman, who lost campaigns for the U.S. Senate in 1980 and 1992, left public service in 1993 and has since resisted the urge to run. "I've wrestled with that decision, because things have changed quite a bit since I was in elected office," she says. "They've been more partisan, nastier, and government has become more dysfunctional. But that's part of the reason people are asking me to take a look at this race, and that's why I'm going to do it."

The Bloomberg job carousel

THERE'S TALK of **Paul Francis**, former director of operations in the Spitzer administration, stepping into the deputy mayor post being vacated by **Edward Skyler**. Mr. Francis has been employed since October 2008 as an executive at Bloomberg LP in the financial products group. He left Albany in June 2008, three months after **Eliot Spitzer** resigned as governor.

PENSION TENSION *Liu, critics clash*

AFTER ATTENDING JOHN LIU's first appearance as city comptroller at a *Crain's* Breakfast Forum, Business Council of New York State President **Kenneth Adams** asked if the comptroller would favor ditching public pension funds' defined-benefits model, which leaves taxpayers on the hook when investment returns lag, in favor of a 401(k) approach. Mr. Liu says no way.

"There's no difference between the cost of benefits, whether they're defined benefits or defined contributions; there is a difference in who bears the risk," Mr. Liu says. "In defined benefits, the government bears the risks but also enjoys the fruits [if returns are robust]. For defined contribution plans, it's the participant who bears the risk. ... The idea of getting rid of the risk for municipalities and shifting it to retirees is silly."

A Business Council spokesman says: "We disagree. The private sector has gone to defined-contribution plans because they cost less."

E.J. McMahon, the flag-bearer for fiscal conservatives in New York, burned a path to his computer keyboard to react to Mr. Liu. "The city's pension fund contribution for fiscal 2011 is now projected at \$7 billion—more than 10% of the entire budget, and a sevenfold increase since 2001," he writes on his NY Fiscal Watch blog. Noting that the city's five pension funds

have an unfunded liability of more than \$100 billion, as estimated by the American Enterprise Institute, Mr. McMahon adds, "For the city comptroller, of all people, to belittle the concentrated long-term financial risk associated with the traditional pension system is simply jaw-dropping."

Mr. McMahon and the business council have also called for lower benefits for government workers, reasoning that their salaries have caught up with private-sector pay. Mr. Liu reacts cautiously to the idea.

"If, in fact, public-sector salaries are comparable to private-sector salaries, then the overall benefit packages should be comparable as well," the comptroller says. "It is not a foregone conclusion that that's true. That's a question that I'm looking at."



CRAIN'S
NEW YORK BUSINESS

BUCK ENNIS

Nassau County smackdown?

NASSAU COUNTY Comptroller **George Maragos** canceled a press conference last Thursday "at the request of a U.S. senator," who turned out to be **Charles Schumer**.

Mr. Maragos had been warned of a double-digit premium rate increase by the New York State Health Insurance Program, which insures state workers and retirees, and the Republican comptroller was preparing to blame it on the national health reform bill championed by Mr. Schumer. The senator called County Executive **Edward Mangano**, who asked Mr. Maragos to hold off.

But from there, the stories diverge: Either Mr. Maragos did not have his facts straight and was stopped from falsely blaming the federal reform, or Mr. Schumer was prevailed upon to help stop the hike in premiums. Officially, everyone involved is now happy: "The senator, comptroller and county executive will work together to solve the health insurance premium increases," a county official says.



Ed Mangano



George Maragos

Call it (of course) a dog day afternoon

WHEN A DOG BELONGS to a press aide and an aspiring politician, any disappearance will be short-lived.

Jeff Simmons, spokesman for the Downtown Alliance and formerly for city Comptroller **William Thompson**, and **Alfonso Quiroz**, a one-time City Council candidate in Queens, launched a massive dog hunt Thursday afternoon after their 1-year-old Brussels Griffon, Bruno, slipped out of his collar and fled from his dog walker. Bruno's two daddies sprang into action with all the new and old tools of politics—social networking, posting and calling in favors.

NY-1, where Mr. Simmons once was a reporter, ran a spot on Bruno's plight. Bloggers **Azi Paybarah** and **Celeste Katz** posted on Facebook. Former council candidate **Yetta Kurland** e-mailed 20,000 people.

A former top Thompson staffer, **Gayle Horwitz**, scoured animal shelters. Volunteers, including two from Bruno's doggie day care hangout, Spot, blanketed Queens with posters. Thirty hours after bolting, Bruno was reunited with his masters by a man who'd seen a poster on Northern Boulevard.

Bruno also boosted his friend count on his Facebook page to 529. ■



JACK RESNICK & SONS
is pleased to announce the following new leases at

250 HUDSON STREET
IN HUDSON SQUARE

Writers Guild of America, East
16,000 sq. ft., 7th Floor

Represented by David L. Hoffman, Jr., Wendy Miller and David Lebenstein
of Cassidy Turley

and

Daniel J. Edelman, Inc.
14,000 sq. ft., 10th Floor

Represented by Mary Ann Tighe and Ken Meyerson
of CB Richard Ellis



Jack Resnick & Sons
Owners & Builders Since 1928

110 East 59th Street, New York, New York 10022
212.421.1300
www.resnicknyc.com



REBNY



Looking for a PowerPlay?

85
BROAD

Grab the Power Seat:
1.1 Million SF
Headquarters Available

For leasing information,
please contact:

PETER RIGUARDI
PRESIDENT, NEW YORK OPERATIONS
212.812.5719
peter.riguardi@am.jll.com

FRANK DOYLE
INTERNATIONAL DIRECTOR
212.812.5759
frank.doyle@am.jll.com

85BroadNYC.com

 JONES LANG
LASALLE®

MetLife®

A real boost for recycling

CRAIN'S
NEW YORK BUSINESS

EDITOR IN CHIEF Rance Crain
PUBLISHER, VP Jill R. Kaplan

EDITORIAL

EDITOR Xana Antunes
MANAGING EDITOR Glenn Coleman
DEPUTY MANAGING EDITORS Valerie Block, Erik Ipsen
CONTRIBUTING EDITOR Elizabeth MacBride
COLUMNISTS Greg David, Alair Townsend
POLITICS EDITOR Erik Engquist
PULSE EDITOR Barbara Benson
SENIOR REPORTERS Theresa Agovino, Aaron Elstein, Lisa Fickenscher, Matthew Flamm, Miriam Kreinin Souccar
REPORTERS James Comtois, Amanda Fung, Daniel Massey, Adrienne Pasquarelli, Hilary Potkewitz
ART DIRECTOR Steven Krupinski
DEPUTY ART DIRECTORS Carolyn McClain, Daniel Mednick
STAFF PHOTOGRAPHER Buck Ennis
COPY DESK CHIEF Wendy Zuckerman
COPY EDITOR Thaddeus Rutkowski
RESEARCH EDITOR Denise Southwood
ASSISTANT RESEARCH EDITOR Maia Blume
EDITORIAL/RESEARCH INTERN Selena Shen
www.crainsnewyork.com
WEB EDITOR Brian Tracey
SENIOR PRODUCER Elisabeth Butler Cordova
PRODUCER Kira Bindrim

EDITORIAL AND ADVERTISING OFFICES

711 Third Ave., New York, NY 10017-5806
EDITORIAL: 212.210.0277 Fax 212.210.0799
ADVERTISING: 212.210.0259
Cable CRAINCOM NYK
Fax 212.210.0499

Entire contents ©copyright 2010 Crain Communications Inc. All rights reserved.
©CityBusiness is a registered trademark of MCP Inc., used under license agreement.

TO SUBSCRIBE:

Call 888.909.9111; fax 313.446.6777.
\$3.00 a copy, \$59.79 one year, \$109.79 two years.
www.crainsnewyork.com

ADVERTISING AND MARKETING

ADVERTISING DIRECTOR Trish Henry
REAL ESTATE SALES MANAGER Cornelius P. Gore
SENIOR ACCOUNT MANAGERS Irene Ivill, Courtney McCombs, William E. Squitieri
ACCOUNT EXECUTIVE Anthony Mowad
SALES MANAGER, CLASSIFIED PRINT & ONLINE John Gallagher
SALES COORDINATOR, PRINT & ONLINE Lulé Haznedari
NEWSLETTER PRODUCT MANAGER Alexis Barney
CREDIT Todd J. Masura 313.446.6097
MARKETING DIRECTOR Amy Crossman
DIRECTOR, AUDIENCE DEVELOPMENT John LaMarca
SENIOR AUDIENCE DEVELOPMENT MANAGER Tarek Cotran

GENERAL MANAGER, INTERACTIVE Marc Minardo
WEB DEVELOPER, INTERACTIVE Chris O'Donnell

NEW YORK PRODUCTION

PRODUCTION AND PRE-PRESS DIRECTOR Michael Corsi
ADVERTISING PRODUCTION MANAGER Suzanne Fleischman Wies

PUBLISHED BY CRAIN COMMUNICATIONS INC.

CHAIRMAN Keith E. Crain
PRESIDENT Rance Crain
SECRETARY Merrilee Crain
TREASURER Mary Kay Crain
EXECUTIVE VP, OPERATIONS William Morrow
SENIOR VP, GROUP PUBLISHER Gloria Scoby
GROUP VP, TECHNOLOGY, CIRCULATION, MANUFACTURING Robert C. Adams
VICE PRESIDENT/PRODUCTION & MANUFACTURING David Kamis
CHIEF INFORMATION OFFICER Paul Dalpiaz
CORPORATE CIRCULATION/AUDIENCE DEVELOPMENT DIRECTOR Kathy Henry

FOUNDER G.D. Crain Jr. (1885-1973)
CHAIRMAN Mrs. G.D. Crain Jr. (1911-1996)

 THE ALLIANCE OF AREA BUSINESS PUBLICATIONS
Audit Bureau of Circulations

THE RECORD OF RECYCLING in New York City has not been particularly impressive. Before 1989, when curbside recycling was mandated, it was left to scrappy entrepreneurs and environmentalists to collect bottles and newspapers. The new municipal program represented a leap forward, but it was surpassed long ago by other cities' efforts. Mayor Michael Bloomberg's ill-fated suspension of the recycling effort in 2002 in order to pare the budget broke the program's momentum and ultimately cost more than it saved.

New Yorkers eventually returned to the habit of recycling, but we still aren't very good at it. Our mentality, after decades of unlimited trash collection, is that government should haul off whatever is plopped on the curb, no questions asked.

Then there's the curious mix of materials accepted by the city's program. We remember to recycle bottles and jugs, which is a user-friendly description of blow-molded plastic. But confusion reigns about items such as juice boxes (which are not plastic, but are grouped with plastic) and hangers, toys, yogurt containers, caps and lids (which are plastic, but currently are supposed to go in the regular trash). How do we interpret those little numbers on medicine bottles? And what about Styrofoam: Is it plastic or paper? (Answer: neither.)

Some well-meaning folks put all manner of plastic in their recycling bags in an effort to keep it out of landfills. Not good. That creates separating headaches for the city's recycling contractor and bogs down the system.



Sporadic educational campaigns and summonses have failed to boost the city's recycling rate anywhere near the 25% goal established by the 1989 law. We're currently stalled at 16%. Half of the materials eligible for the recycling program end up in landfills, costing the city \$95 per ton. By contrast, separated recyclables can be sold for \$20 to \$40 per ton, sometimes more.

Now the good news. The City Council has come up with a belated but welcome solution: All rigid plastics shall be recycled. Give us your tired, your poor, your Chinese takeout containers! Old socks, too. They and other unwanted clothes

The Council wants to recycle all rigid plastics; the mayor should agree

can be dropped into special bins to be installed citywide—a promising way to capture recyclable textiles, which make up 10% of the waste stream.

Legislation has been introduced and is expected to pass next

month. We urge Mr. Bloomberg to sign it into law without too much tinkering.

Adding materials to the city's recycling load won't increase collection costs, because recycling trucks are now returning from their routes half-empty. Meanwhile, trucks collecting regular garbage will have less to pick up, so the Department of Sanitation could wring some savings out of that. But the real economic and environmental benefits will come from diverting more plastic and clothing from landfills to the recycling market. That's the kind of trash talk all New Yorkers want to hear.

COMMENTS

Rap bankers' knuckles

SAVE WRATH FOR RATINGS AGENCIES

KATHRYN WYLDE'S OPINION PIECE ("Good, bad & ugly in financial reform," April 5) makes some interesting points about Sen. Christopher Dodd's rather demagogic attempt to regulate the financial industry. While Washington should never have too much control, most agree that a "rap on the knuckles" is in order for the Wall Street bullies.

Her short paragraph letting the credit rating agencies off the hook for the financial calamity we've endured is mind-numbing, however. They do need to be punished. They were complicit—in virtual collusion—to deceive their own greedy industry and eventually America. We lead our lives and construct our financial decisions based on assumptions of trust. Standard & Poor's, Moody's and their ilk violated that trust.

—THOMAS MINA
Flushing, Queens

NYU SHOULD REVIVE ST. VINCENT'S

HERE'S A PROPOSAL THAT could possibly save St. Vincent's Hospital—at least a portion of it—and serve the development needs of New York University, which has announced an

expansion program for the next 20 years in excess of 3 million square feet.

NYU should purchase and/or lease and/or merge with St. Vincent's. What the legal entity would be, I leave to others. But under this joint venture, a selected portion of the hospital and its nursing and emergency care facilities would be retained to serve the lower Manhattan area. The balance of the St. Vincent's space would then be converted into a mixed-use facility offering health care, educational, residential and community services.

Think of it as an NYU West Village satellite campus that contains dormitories, specialized schools or graduate programs, faculty housing and community facilities to be shared with West Village residents. Many St. Vincent's employees could be retained or retrained. "Town & Gown" conflicts between NYU and the broader Village community could be mitigated, at least in part.

Needless to say, this is a very basic outline of a concept that would need considerable fine-tuning. But of course, there is no time for that now. I hope others with far greater political savvy than I might give this real consideration.

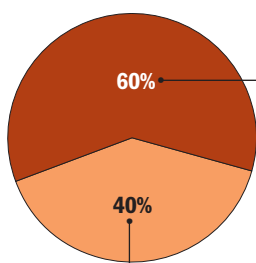
—MARTIN ZELNIK
*Panero Zelnik Architects
Manhattan*



CRAIN'S ONLINE POLL

SHOULD NYC SPEND MILLIONS TO REDEVELOP GOVERNORS ISLAND?

Date of poll: April 12
270 votes



Yes. It will be great public space that will attract New Yorkers and tourists and pay off as a long-term investment.

No. The Bloomberg administration is threatening massive layoffs of city workers. There are more important public-works projects to undertake.

For this week's questions: Go to www.crainsnewyork.com/poll to have your say.

Lay down new law for land-use plans

BY STEVEN SPINOLA

THE LAUNCH of a New York City Charter Revision Commission this spring offers an important opportunity to improve land-use planning and to more reasonably balance neighborhood concerns and broader citywide needs. Over the past 20 years, we've seen imbalances worsen as the official land-use review process has been misused to address political issues unrelated to the projects under consideration. We recommend several tar-

geted City Charter changes to jump-start growth in New York:

1. Put the City Planning Commission in charge of developing the capital budget to allow for greater coordination of citywide planning activities and city capital investment to support these initiatives. This change would allow desirable rezoning to take place along with the creation of infrastructure needed to support new development. It also would help ensure that neighborhood needs are properly met by addressing them in the city

budget, rather than by forcing communities to ask developers to pay for desired but unrelated amenities.

2. Amend the City Charter to provide that the City Planning Commission makes final determinations on all administrative land-use permits (such as certifications, authorizations and special permits). Decisions about these permits are based on technical zoning and planning criteria and are best made by the land-use experts on the commission. Plans for minor changes in buildings' setbacks, for

instance, would not need to go before a legislative body, such as the City Council—as they do today.

3. Clearly establish that so-called Community Benefit Agreements play no part in any land-use review by any government entity. These privately negotiated agreements are of questionable legal status and have included a wide range of promises—ranging from local hiring, training programs and mandated wage levels to free community rooms, computers for classrooms and other monetary benefits—that have little or no connection to the land use or to the environmental impact of a project.

There must be a clear nexus between any mitigation required from a developer and the specific impact of the project, as identified in the environmental review. Demands for CBAs by local groups have derailed valuable development projects and killed the associated economic-development benefits. There is no place for such agreements in government land-use review.

Sound land-use planning is the foundation for the future improvement, growth and prosperity of the whole city. Let's not miss this opportunity to reform the land-use sections of New York's City Charter.

Mr. Spinola is president of the Real Estate Board of New York.

No bull, this Wall St. recovery

POP QUIZ: Which number has more economic significance?

- 21%. The decline in the stock market, as measured by the Dow Jones industrial average late last week, from its October 2007 peak of 14,164.
- 68%. The increase in the stock market, again as measured by the Dow late last week, from the March 2009 bottom of 6,627.

For me, the answer is 68%, and it is one of the major reasons

I am becoming increasingly bullish about the prospects for the New York City economy.

Nationally, the stock market is hardly the most reliable predictor of the economy (the most frequently quoted cliché is that "the stock market has predicted nine of the last five recessions"). But in New York, the stock market is a much better indicator because it is so closely related to activity on Wall Street.

A rising stock market lures more investors, obviously good for securities firms here. Rising share prices lead companies to float more

stock offerings, a boost to underwriting. They also give companies the financial clout to merge and acquire, boosting investment banking, Wall Street's most profitable business. Furthermore, it is always easier to make money in a rising market than a falling one, so trading will continue to be a very profitable line of business.

The rebounding stock market is especially important for New York in this economic cycle. By now, most people know that Wall Street made an enormous profit last year—\$62 billion, which was a multiple of the



GREG DAVID

previous record. It did so not because business was good (2009 revenues were only half the 2007 total), but because the Fed's interest rate policy meant that their borrowing expenses declined by almost 90%. Voilà, extraordinary profits.

Interest rates are creeping up and expected to rise further in the coming year. The Independent Budget Office, whose fiscal analysis of Wall Street in the last year has been well ahead of other experts', predicts a solid but much lower securities industry profit of \$16 billion this year. If the stock market rally continues, the IBO outlook is likely to be too conservative, and Wall Street profits should exceed expectations again. Even better, the additional business will encourage firms to hire again. Bonuses will remain strong, even if paid more in stock than in cash.

Predicting the stock market is for others. A rally can always falter. Still to be worked out is what effect banker bonuses paid mostly in stock will have on spending habits and high-end retail and apartment prices. Many other factors, including the strength in the national economy, will influence the shape of the city's recovery.

Nevertheless, the rally so far is a good sign not only that the New York recession was far milder than the economic woes that afflicted the country as a whole, but that the city could outperform the nation again in the coming year.

ADD CRAIN'S WEALTH OF INFORMATION TO YOUR BUSINESS DATABASE



Download all of the information in the newly published Book of Lists as an Excel file by purchasing

CRAIN'S 2010 BOOK OF LISTS ONLINE

Crain's Book of Lists digital version contains the ranking of New York City companies across all industries – all lists published in print and those that were published online only, including Top Management Consultants.

This one-time download puts the information and contacts from Crain's 2010 Book of Lists at your fingertips. Use this unique resource to get new business leads for 2009's top ranked companies and to direct your outreach to the largest and most successful companies across New York's business sectors.

To download now, go to crainsnewyork.com/lists.

Reach out to New York's top companies today by purchasing Crain's Book of Lists online.



CRAIN'S WELCOMES outside submissions to its opinion page. You may send a column of 475 words or fewer to opinion@crainsnewyork.com. Please include the writer's name, address and telephone number.

Retail rebirth eyed for fading Fulton Mall

After 10-year wait, two new projects are set to sprout in downtown Brooklyn

BY AMANDA FUNG

AFTER A NEARLY decade-long drought, new retail developments are sprouting in downtown Brooklyn's traditional retail heart, the Fulton Mall.

In coming months, work is expected to begin at the long-vacant

Albee Square Mall site. Earlier this month, the city Design Commission approved the design of the first phase of the City Point project there, which will consist of 50,000 square feet of retail space. The approval was necessary because the entire project will sit on city-owned land. The developers are already soliciting bids from construction firms.

"It will be an incredibly impactful site from a retail perspective," says Joe Chan, president of the Downtown Brooklyn Partnership. "With this site going into the ground, and construction starting a couple of blocks away on the H&M



FRESH FACE: The first phase of City Point will rise on the site of the little-missed Albee Square Mall.

site, we've got the next major step in the growth of downtown Brooklyn as a shopping destination."

The imminent groundbreaking will be just the beginning for the aging retail strip. It was once anchored by what was then one of the nation's busiest department stores, the flagship unit of now-defunct Abraham & Straus. A&S was founded on Fulton Street and was one of the original retailers that banded together to form Federated Department Stores.

Teen retailer Aéropostale is expected to land on the western end of Fulton Mall in the fall.

Catching up with residential

IN ADDITION, fashion chain H&M has agreed to occupy 30,000 square feet at 505 Fulton St., a new mixed-use development planned by United American Land. Work on that project is expected to begin in fall 2011, according to Albert Laboz, a principal at United American and chairman of the Fulton Mall Improvement Association.

The flurry of retail activity comes

sold to Acadia Realty Trust for \$125 million.

Acadia, along with other investors, including Washington Square Partners, quickly unveiled plans to build City Point, a 1.5 million-square-foot, mixed-use project, on the site. But the recession and credit crisis put the project on hold until last year, when the city injected federal stimulus funding into it. Thanks to the \$20 million in tax-exempt bond financing, the developers were able to move forward with the retail portion of City Point.

"We are happy to get it going, and look forward to building on the site," says Tom Montvel-Cohen, a representative for the developers of City Point. "It isn't good for anyone on Fulton Street to have an empty site."

Not everyone is cheering the retail resurgence, however. Some community groups have expressed concern that City Point and other new retail developments will jack up rents along the mall, and in so doing, drive smaller mom-and-pop retailers out of the neighborhood.

John Dew, chairman of Community Board 2, points out that so far, most of these fears have not materialized. In fact, CB2 unanimously supported the City Point project, while emphasizing the need for affordable housing. That is something that the next phase of City Point will provide.

"Downtown Brooklyn has historically been and will be a regional retail destination, so the retail mix here will continue to be diverse," says Mr. Chan.

Affordable housing on the menu

IN FACT, Mr. Montvel-Cohen notes that the retail space will accommodate a mix of tenants and is not designed for big-box retailers. The retail portion of City Point is expected to take 18 months to complete and will cost an estimated \$24 million.

Next up will be the affordable-housing component of the massive development. Mr. Montvel-Cohen says the developers are working on financing for that portion now, and he is optimistic. ■

Motivate.
Celebrate.
Congratulate.



Macy's Gift Cards are the perfect present for clients, customers and employees! With each card comes choice, convenience and the magic of "The World's Most Famous Store". Plus, they never expire or incur fees – making for a smart business decision!

Location, location, location! Redeemable at over 800 stores nationwide and macys.com, Macy's Gift Cards make shopping a breeze.

Call us today at Herald Square 212-494-4181 or 1-800-452-4440 and ask about our volume discounts, or visit us at macys.com/corporategifts.

the magic of
macys
macys.com

'We have been missing the retail piece of the puzzle'

after several years of feverish residential building, which has added nearly 5,000 apartments and many younger residents to the area.

"For the past couple of years, we have been missing the retail piece of the puzzle," says Mr. Laboz, adding that his project, together with City Point, will fill that void.

In the case of the latter project, the local community has been waiting for retail development on the site since 2001, when developer Joseph Sitt's Thor Equities bought the ground lease for Albee Square Mall for \$24 million. Some improvements were made to the property, which Thor eventually

Economic travails translate to cash

Language services biz says volumes about surviving hard times

BY DIANE HESS

LIKE ANY NEW BUSINESS owner, John Labati, chief operating officer of G3 Translate, was worried in mid-2008, when the financial crisis seemed to be sucking the life out of the U.S. economy.

Determined not to let the macro environment pull down his fledgling translation services firm, Mr. Labati reviewed his budget. He nixed plans to add to his eight-person staff, reduced his marketing budget by 10% and began to offer tiered pricing.

Meanwhile, G3 Translate got a surge in calls from businesses looking to take advantage of overseas markets.

"More than a dozen companies in the consumer goods and pharmaceutical sectors came to us in late 2008 and 2009 to translate surveys and marketing materials as they decided whether or not to launch products in Europe and Asia," says Mr. Labati.

Furthermore, a handful of manufacturing companies, experiencing growth in their Latin American and European businesses, hired G3 to translate instruction manuals. Rather than declining, revenue grew 30% in 2009, to \$2.4 million.

Pep talk

THE LABOR-INTENSIVE translation industry—much of it based in multicultural New York—is sustained by one crucial factor: No one has invented a cheap technology able to cope with the complexities of translating a language and culture. Even in the hard-hit financial sector, demand rose for translation services as companies reached out to reassure overseas clients that they weren't going under.

"The headlines were startling, and I thought I was going to have to change my business plan entirely," says Leticia Molinero, president of Leticia Molinero Translation Studio. "But on the contrary, banks increased their market outreach to clients abroad."

One of Ms. Molinero's customers, a major private banking corporation focused on Latin America, reassured clients through Spanish and Portuguese newsletters, fact sheets and other missives that their assets were protected. Revenue at Leticia Molinero Translation Studio in 2009 rose 15%, to \$200,000.

Long-term trends have also boosted the field. U.S. government spending on language services rocketed to \$1 billion last year from \$100 million in 2000. The wars in Iraq and Afghanistan, especially, have

increased the need for translators.

Locally, the rising number of immigrants has also had an impact. At Geneva Worldwide Inc., where government contracts make up 85% of business, revenue grew 15% in 2009, hitting \$5.75 million.

"The government can't just say that it is going to stop servicing the Chinese-speaking community, for example," says Craig Buckstein, chief operating officer at Geneva.

Among other assignments, the 107-year-old family business sends 50 to 70 interpreters daily to the Administration for Children's Services in New York. They assist with family counseling and help caseworkers investigate alleged abuse or neglect.

Weaker dollar, stronger sales

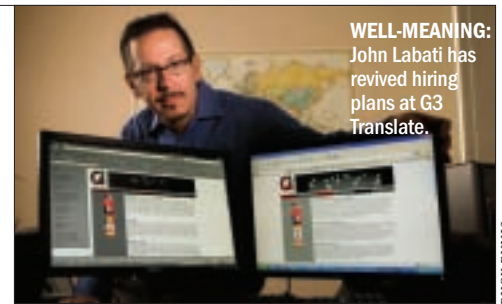
MARIAN GREENFIELD, owner of ms-greenfieldTranslations and a former president of the American Transla-

tors Association, has seen 30% revenue growth on the part of European clients since 2009, as a weaker dollar has brought more foreign firms her way.

"Even though there was a recession in the U.S., many European companies were looking to pick up translation services here," says Ms. Greenfield.

For his part, Mr. Labati of G3

Translate expects revenue to increase another 20% this year. He took advantage of the drop in commercial real estate rates and signed a lease in a new location for an additional 2,000 square feet. And the hiring plans are back on the table. ■



WELL-MEANING: John Labati has revived hiring plans at G3 Translate.

BUCK ENNIS

MORE BANK FOR YOUR BUSINESS.

MORE CONVENIENCE. MORE SERVICE. MORE CONTROL.

- FREE High-Performance TD Bank BusinessDirect Online Banking
- Deposit 'Til 6pm, Available Next Day
- Open Early, Open Late
- Live Customer Service 24/7



THREE YEARS IN A ROW!

"Highest in Customer Satisfaction with Small Business Banking"

— J.D. Power and Associates

Visit your nearest TD Bank, connect to www.tdbank.com or call 1-888-751-9000 and open a business account today.

TD Bank

America's Most Convenient Bank®

1000+ convenient locations from Maine to Florida

Member FDIC TD Bank N.A., formerly Commerce Bank, received the highest numerical score in the proprietary J.D. Power and Associates 2007-2009 Small Business Banking Satisfaction Studies™. 2009 study based on 7,226 total responses, measuring 27 financial institutions and measures opinions of small business customers with annual revenues from \$100,000 to \$10 million. Proprietary study results are based on experiences and perceptions of customers surveyed in July-August 2009. Your experiences may vary. Visit jdpower.com. Some restrictions and fees may apply; check your account agreement for more information. | TD Bank, N.A.

To sign up for *Crain's* twice-weekly **SMALL BUSINESS NEWSLETTER**, go to www.craigslist.com/smallbiz

Judge: Foreclosure rescue firm a fraud

Long Island outfit and its CEO ordered to halt 'shameless' business practices

BY DANIEL MASSEY

A STATE SUPREME COURT judge has issued a permanent injunction against the self-proclaimed "largest foreclosure-rescue company in the nation," ruling the firm engaged in

illegal business practices by charging hefty up-front fees to customers on the brink of losing their homes, and often doing nothing for them in return.

Long Island-based American Modification Agency claimed to have modified more than 7,000 mortgages, but New York Supreme Court Justice Emily Jane Goodman found that the company "misled its customers." Her decision also holds AMA Chief Executive Salvatore Pane Jr. personally liable for duping his clients.

The ruling stems from a suit filed last year by state Attorney General Andrew Cuomo, whose office investigated AMA (which also operated as Amerimod) and found the company routinely collected illegal up-front fees from homeowners facing foreclosure, yet failed to modify their loans.

"Victimized vulnerable homeowners"

THE COMPANY TARGETED homeowners in parts of New York City where foreclosures were at their highest, including neighborhoods

in Brooklyn and southeast Queens, a series of *Crain's* investigations revealed (see "Mortgage holders are marks," Nov. 30, 2008, and "No helping hand," Jan. 11, 2009).

"Amerimod shamelessly victimized vulnerable homeowners," Mr. Cuomo said in a statement. "With the court's decision, Amerimod and its owner will no longer be able to prey on consumers in New York and across the country."

An attorney for Mr. Pane did not return a call seeking comment.

A review of court papers and in-

THANKS FOR NOTHING:

The Middletons never got their loan modified.



terviews with homeowners and former employees reveals a company that pulled out all the stops to bring customers in, but did little or nothing for them once it had their money. Phone calls went unanswered; untrained agents dissatisfied with paltry commissions resigned, leaving customers in the lurch; and homeowners received foreclosure notices despite promises that their homes would be saved.

The court decision found Amerimod made numerous false claims in its advertisements, including misrepresenting the number of homes it had saved. The judge also ruled that Amerimod falsely claimed to have a 90% to 100% success rate, to be licensed by a government agency, and to be affiliated with "legal experts." In addition, she said, the company violated state law by charging illegal up-front fees, failing to provide contracts in the customers' language, and neglecting to notify homeowners they could cancel their contracts within five business days.

The court denied a request by Mr. Pane to lift a temporary restraining order obtained by Mr. Cuomo freezing various bank accounts and other assets associated with the company. The judge ordered further proceedings to determine the amount of consumer restitution, costs and fees, and civil penalties to be paid by Mr. Pane and Amerimod.

Whistleblower: "It's about time"

THE CASE ALSO was referred to the Manhattan district attorney's office for a criminal investigation.

"It's about time," says Gary Hosking, a former Amerimod employee, who complained to both the Federal Bureau of Investigation and the Attorney General's office because none of the clients he brought in had their loans modified. "They know what they did was wrong, and now they got what they deserve."

Aoah and Equintal Middleton of St. Albans, Queens, paid AMA \$1,990 in December 2007, but instead of getting a lower mortgage payment, they got a foreclosure notice. They are still awaiting a modification.

"[The judge's] ruling and injunction will ensure that vulnerable homeowners will be protected from AMA's fraudulent business practices," says Aoah Middleton's attorney, Cyrus Dugger, of South Brooklyn Legal Services. "It [also] serves as a warning to other New York 'distressed property consultants' who continue to target New York homeowners."

Mr. Cuomo has launched a wide-ranging investigation into the foreclosure-rescue industry, reaching two settlements, filing three lawsuits and issuing subpoenas to 15 other loan modification companies. ■

Financial flexibility made simple.

Imagine having more capital with fewer covenants. Bank of America Merrill Lynch Business Capital specializes in addressing the complex financial needs of mid-sized and large companies. We deliver flexible asset-based financing solutions of \$10 million or more—backed by one of the world's largest financial institutions. Whether you seek financing for growth, acquisitions, working capital, refinancing, turnarounds and more, it's no stretch to say we're simply the best* choice for your business.

Learn more at bankofamerica.com/businesscapital41 or call 1.888.223.1181. Sign up online for *CapitalEyes*, our complimentary bi-monthly leveraged finance e-newsletter.

Bank of America
Merrill Lynch

*Ranked No. 1 U.S. left lead arranger of asset-based loans in volume and number of deals by Thomson Reuters, LPC 1Q 2010.

"Bank of America Merrill Lynch" is the marketing name for the global banking and global markets businesses of Bank of America Corporation. Lending, derivatives, and other commercial banking activities are performed globally by banking affiliates of Bank of America Corporation, including Bank of America, N.A., member FDIC. Securities, strategic advisory, and other investment banking activities are performed globally by investment banking affiliates of Bank of America Corporation ("Investment Banking Affiliates"), including, in the United States, Banc of America Securities LLC and Merrill Lynch, Pierce, Fenner & Smith Incorporated, which are both registered broker-dealers and members of FINRA and SIPC, and, in other jurisdictions, locally registered entities. Investment products offered by Investment Banking Affiliates: Are Not FDIC Insured · May Lose Value · Are Not Bank Guaranteed. ©2010 Bank of America Corporation.

REPORT

INSIDE Deals Plus Apartment buildings selling, despite J-51 ruling; going Dutch on 6th Ave.; other deals **PAGE 18**
Largest architecture firms in the New York area **PAGE 19**

Incredible shrinking office spaces

Businesses find downscaling is a sure way to save

BY TINA TRASTER

WITH SALES of her date books and planners down sharply, Alicia Settle had no choice. She had to shrink to survive.

When her lease on 5,000 square feet on West 25th Street expired in February, she squeezed her three-person staff into a 1,600-square-foot space nearby on Eighth Avenue.

To accomplish that, the president of Per Annum Inc. had to change her business plan to all but eliminate inventory, but it was worth it. She reckons her monthly rent savings comes to \$7,500.

See **SHRINKING** on Page 17

SMALLER FOOTPRINTS

LIPPE TAYLOR
 215 Park Ave. South
 Square feet before 20,000
 Square feet now 16,200
 Savings \$182,400 per year

ORRICK HERRINGTON & SUTCLIFFE
 51 W. 52nd St.
 Square feet before 240,000
 Square feet now 213,000
 Savings \$2.6 million per year



PER ANNUM
 555 Eighth Ave.
 Square feet before 5,000
 Square feet now 1,600
 Savings \$90,000 per year



MADISON MAN: James Whelan (above left) works to retain tenants.
UP TO THE TASK: Jeff Ram (above) oversees a Times Square tower.
AT THEIR SERVICE: John Soden (left) and his team are ready to meet their Chelsea tenants' needs.

The new power within

Property managers play pivotal role in market where tenant is king

BY JULIE SATOW

WHEN JEFF RAM GOT HIS FIRST JOB as a property manager in 1992, he knew exactly what was expected of him—largely because the definition of the job had remained unaltered for decades.

He would spend his days making sure the lobby was clean and its floor polished, the security staff both alert and friendly, and all the mechanical systems in good working order.

No more. These days, he's busy assisting with leasing decisions, implementing marketing strategies and enhancing tenant satisfaction.

"The role of property manager has evolved," says Mr. Ram, who today oversees 1540 Broadway, a Times Square tower with 907,000 rentable square feet and 16 tenants.

In a market where vacancies are rising and rents are slipping, landlords are counting on their property managers to do whatever is possible to hold

See **PROPERTY** on Page 16

Property managers' pivotal role

Continued from Page 15

on to existing tenants. For the landlord, it's an effort that can spell the difference between making money and losing it. For the property manager, it's one that requires new skill sets in everything from marketing to finance.

"Property management is cool all



1540 Broadway Manager Jeff Ram

COMPANY CB Richard Ellis

SQUARE FEET 907,000

TENANTS 16

PROPERTY MANAGEMENT STAFF Roughly 60

BIGGEST TRIUMPH Increased efficiency and cash flow in building managed in Connecticut, allowing owner CBRE Investors to sell it in 2007 at a 42% markup

GREATEST REGRET Staying in the role of overseeing mechanical operations, rather than getting into property management sooner



of a sudden, and that's fun," says Jim Peck, chairman of Building Owners and Managers Association International, which has responded to the shift by developing new courses and webinars. Subjects range from "energy management" to "managing assets in receivership."

What's required these days is not just mastering new priorities but abandoning old ones. In the boom years, many landlords wanted nothing more than to create vacancies that could be re-leased at ever-higher rents. Those days are gone.

Success at base

"THE GOAL IN OUR BUSINESS these days is not primarily new tenants, but the retention of current tenants," says Barry Pincus, property manager of the 935,000-square-foot Woolworth Building in lower Manhattan.

His efforts have kept the building's 29-floor base fully occupied, although the 28-story tower remains largely vacant—the legacy of an earlier attempt to convert the space to condos.

Up at 11 Madison Ave., a similar focus has the tower's manager, James Whelan, offering tenants building-sponsored blood drives, orchestrating a spring concert series in the lobby and staging an ice cream social in the summer.

This month, he will be in the lobby hosting a Green Cleaning Expo in honor of Earth Day at the 2.25 million-square-foot building, where Credit Suisse occupies 85% of the space.

"We are going to show all the green cleaning products that we use, and we are offering to replace old incandescent lightbulbs with new fluorescent bulbs for free," Mr. Whelan says.

For Mr. Ram, his more prominent role can be seen in numerous ways: For openers, a suited member

here," says Mr. Ram.

By focusing much of his energy on giving tenants what they want, even if it costs a bit more, Mr. Ram has helped to keep the building 89% occupied. Viacom, the building's largest tenant, occupies 10 floors.

As the list of responsibilities for building managers like Mr. Ram expands, their employers are casting their nets far wider. A career path that once started in the basement, working on a building's heating and mechanical systems, has changed radically.

A better pool

"I USED TO HAVE a class of 25 students, and 20 of them were already security guards, engineers or assistant property managers," says 11 Madison Ave.'s Mr. Whelan, who has moonlighted over the past seven years as an adjunct professor at New York University's Real Estate Institute. "Nowadays, I have people coming from the big accounting companies, and the big banks and insurance companies like AIG."

And then there's Mariellen Sereduke. In her previous life, Ms. Sereduke was a Broadway actress, who once had a role in the national tour of *Camelot* with Richard Burton. After 10 years on stage, she jumped into real estate in 1990, starting out as an administrative assistant for a commercial landlord and working her way up the ladder.

Four years ago, Trinity Real Estate hired her as a property manager and last year promoted her to oversee two SoHo properties: 100 and 155 Sixth Ave., with 334,000 and 206,000 square feet, respectively. As it turned out, the new role suit-

111 Eighth Ave. Manager John Soden

COMPANY Taconic Investment Partners

SQUARE FEET 2.95 million

TENANTS 60

PROPERTY MANAGEMENT STAFF 9

BIGGEST TRIUMPH Creating a diverse roster of tenants, which has sheltered the building from a lot of the problems that have been impacting different sectors

GREATEST REGRET Not having enough time for my family



11 Madison Ave. Manager James Whelan

COMPANY Cushman & Wakefield

SQUARE FEET 2.25 million

TENANTS 11

PROPERTY MANAGEMENT STAFF 60

BIGGEST TRIUMPH Assisting with the sale and transition of the tower in 2003, when MetLife sold it to the Sapir Organization

GREATEST REGRET Not leasing more of the building's prime retail space before the real estate downturn in 2008



ed her well.

"Some of the things that I learned in the theater, like speaking in front of an audience, are skills I can transfer to real estate," she says.

The problem for property managers like Ms. Sereduke is that their wages have not kept pace with the growth in their responsibilities.

Today, the manager at a large office tower can expect to make between \$125,000 and \$135,000 a year, according to Bobbi McGowan, executive director of

BOMA's New York chapter. Meanwhile, they have seen their bonuses slashed by as much as 50%.

Stress is also rising, courtesy of the fragile state of the economy.

"Tenants keep saying to me, 'I want to stay here, but I cannot commit long-term,'" says the Woolworth Building's Mr. Pincus. "Whatever my space needs are today, I don't know what they will be five years from now."

Adding to the frustration, the market is still awash in vacant space, and tenants know they have the upper hand.

More demands

"IT HAS GOTTEN MORE challenging because tenants realize they can ask for more these days," says Mr. Whelan, who points to a call he got from a tenant who asked to have its name larger on the building's facade.

"They didn't want to pay any extra, but five years ago, we could have told them it would cost *x*, and they would have paid it," he says. "Now, we are trying to negotiate with them."

Then, too, managers are facing much greater pressure from above. As the \$200 million building of a decade ago has morphed into today's \$1 billion property, landlords are that much more determined to make sure that such assets have a healthy cash flow.

At 111 Eighth Ave. in Chelsea, 99% of the 2.95 million square feet is occupied, with tenants ranging from Google to WebMD. For building manager John Soden, that success all comes down to service rendered by a team of nine professionals who stand ready to meet tenants' every need—fast.

"We have a partnership with our tenants," says Mr. Soden.

As Paul Pariser, co-chief executive of landlord Taconic Investment Partners, sees it, the key is not what you own but how much you can do with it.

"The spotlight is on property management, that's for sure," he says. "It has always been important, but now it is being widely recognized." ■

FRIEND OF THE COURT

IN RECENT MONTHS, a number of big property management companies have smelled an opportunity in the growing number of so-called distressed buildings—those seized by their creditors or being run by a bankruptcy court judge.

Firms ranging from market leader Cushman & Wakefield Inc., which has 1,500 people in its management arm, to smaller outfits like The Treeline Cos.

have set up special units to handle this emerging business. It is a different world in which budgets are tight and reporting requirements are strict, but one where the potential for growth is great.

"Up until two years ago, lenders had so few distressed assets that they could handle them in-house, says Howard Schor, vice president of Treeline's new distressed property unit. "What we have seen, particularly in the last six months, is that lenders are getting to a point where they can't manage the level of distress they have."

Shrinking spaces

Continued from Page 15

“We do feel like sardines, but this is what is necessary if I’m going to try and save my company,” she says.

The recession, coupled with the cumulative weight of years of rent increases, is forcing many companies to think aggressively about ways to reduce their footprints in the city.

“Tenants are scrambling to save money, and rent is the second-largest expense, behind personnel,” says William O. Berkis Jr., senior managing director at Winoker Realty.

He ought to know. Just 14 months ago, he negotiated a downsizing deal for Lippe Taylor Inc.

In that transaction, the public relations firm subleased 16,200 square feet of space—the entire 16th floor—at 215 Park Ave. South.

The new space replaces 20,000 square feet spread over three floors in a nearby office building. As a result, the firm will pare its monthly rent by \$15,200, or 26%. Better yet, that downscaling was accomplished largely by eliminating wasted space.

Inefficient use of space

“LIPPE TAYLOR had employees on three noncontiguous floors,” says Mr. Berkis, who notes that his client had three reception areas, six bathrooms and six conference rooms. “The company was paying for wasted space.”

In one of the largest examples of downscaling in recent years, Orrick Herrington & Sutcliffe is shifting its New York operations this month from a 240,000-square-foot space at 666 Fifth Ave. to 213,000 square feet in the CBS Building one block west.

The big law firm will trim its

rent tab by 2% off the top. After factoring in several rent-free months and the landlord’s \$34 million allowance for the build-out of the space, the cost of the new space over the 15 years of the lease will be 16% less.

40 more lawyers

A BETTER LAYOUT of the new space that includes fewer columns and a lot more open-plan space will also offer another benefit—room for an additional 40 lawyers—according to Moshe Sukenik, executive vice president of Newmark Knight Frank, who helped Orrick design its new office.

“We’ve got a reduction in rent, a subsidized build-out, modernization and room to grow,” says Managing Partner Peter Bicks. “This is a unique moment in time in New York real estate.”

On a far smaller scale, Metropolis Comics and Collectibles, which buys and sells comic books, recently

found a similar solution to its space problem.

Faced with rising demand for comic books but no money to pay for larger offices, Chief Operating Officer Vincent Zurzolo recently hired a contractor to reconfigure his 2,500-square-foot home near Union Square.

The contractor shrank Metropolis’ gallery space, put up a wall to separate the office from the stock area, installed extra-high shelves to take advantage of the 15-foot ceilings and added one cubicle for each of the company’s four employees.

“We thought about leaving Manhattan, but then we regrouped and realized we could get so much more out of the space we are in,” says Mr. Zurzolo. ■

‘Rent is the second-largest expense, behind personnel’

SUBLEASE SYNERGIES

NOT ALL COMPANIES HAVE the wherewithal or the legal option to move to smaller space. Instead, some of them are bundling up their underused space and subletting it.

Last year, Marilyn Volpe, chief executive of corporate training company Madison Consulting Group Inc., did just that. Rather than leave the 1,000-square-foot office she rents on Madison Avenue between East 26th and East 27th streets, **she decided to sublet an underutilized portion of her office** that has a separate entrance.

That move effectively reduced her \$5,000 monthly rent by 20%.

“That was \$1,000 I could put back into the business for design and research,” she says.

Just six months ago, Ms. Volpe realized she could get even more mileage out of subletting space. She now rents cubicles for \$500 a month to two salespeople.

Julia Clark, the founder of SharedBusinessSpace.com, a recently launched Web site that brings together sublessors and subtenants, says there is growing interest in subletting space to **complementary businesses**. Lawyers under one roof, for example, refer clients and share resources. She says her site tries to match people in similar or corollary fields.

COMMAND
COMPLEX
COMPOSED
COACH
COGNIZANT
COLLABORATIVE
CONTEMPORARY
COUNSEL
CONFIDENCE
COURAGE
CELEBRATES
COLLEAGUE
COMMUNICATOR

**COZEN
O'CONNOR**

Geoffrey Ferrer, Corporate / Trial Lawyer

Winning takes confidence.

Whether you need an unrivaled trial lawyer or corporate counsel who understands your business, our attorneys have the training and flexibility to help you win.

For worldwide offices, visit us at cozen.com.

Abby M. Wenzel, Office Managing Partner
277 Park Avenue
New York, New York 10177
212.883.4997 | awenzel@cozen.com

Geoffrey D. Ferrer, Office Managing Partner
16th Floor, 45 Broadway
New York, New York 10006
212.908.1201 | gferrer@cozen.com

550 Lawyers | 24 Offices



The confidence to proceed. **COZEN
O'CONNOR.**

© 2010 Cozen O'Connor

**COLLIERS ABR IS NOW
CASSIDY TURLEY.**

REAL MARKET KNOWLEDGE.
REAL CONNECTIONS.
REAL PASSION.
REAL RESULTS.

We are a national team of dedicated commercial real estate professionals with a history of 100 years of successful client relationships which include \$16 billion in annual transactions, 420 million square feet of managed space and 22,000 Corporate Services locations. Our world-class expertise enables us to deliver integrated, tailored solutions around the globe. Our knowledge of local markets and deep industry connections allow us to achieve superior results. We are advocates for our clients and passionate about their long-term success. **We are Cassidy Turley.**

To learn more, visit www.cassidyturley.com or call 212.758.0800.

**Cassidy
Turley** Commercial Real Estate Services

Deals Plus

Apartment buildings sell, despite ruling

DESPITE FEARS that the Stuyvesant Town decision late last year would stymie sales of apartment buildings that received J-51 tax benefits, such properties in northern Manhattan and in the outer boroughs are still changing hands freely. The court ruled that it was illegal for owners to deregulate rents in properties receiving J-51 tax breaks. Those

incentives were designed to spur landlords to make certain upgrades. The fear is that owners that did so might have to roll back rents and even pay tenants substantial rebates—both of which would depress the price of their buildings.

But earlier this year, 920 Riverside Drive, a six-story, 71-unit building, was sold for \$15.7 million to Goldfarb Properties, according to Robert Shapiro of Massey Knakal Realty Services, who represented the seller. The sale price was **just shy of the \$16 million asking price**. In that case, the original owner had deregulated units but then reregulated them in accordance with the rent stabilization law.

“They eliminated their exposure to the ruling,” says Mr. Shapiro, who

recently closed on the sale of another J-51 building in northern Manhattan and has three similar deals in contract. “Sellers are increasingly savvy.”

Additionally, Shimon Shkury, a managing director at Massey Knakal who is currently marketing three buildings with J-51 benefits, says the ruling has relatively little impact on properties in northern Manhattan and in the boroughs simply because there are few buildings where rents reached the \$2,000 deregulation level.

“The ruling will have an impact in Manhattan below 96th Street,” says Mr. Shkury, noting that there are a substantial number of rent-regulated units at the \$2,000 threshold there.

—AMANDA FUNG



BUCK ENNIS

SHRINKING DOWNTOWN

81M
SQUARE FEET

Current size of downtown office market

16M
SQUARE FEET

Office space lost downtown since 2000 due to Sept. 11 attacks and conversion to residential use

Source: CB Richard Ellis Inc.

IMMEDIATE AVAILABILITY

PRE-BUILTS FROM 1,000 TO 23,750 RSF

LANDLORD WILL BUILD TO SUIT

FLEXIBLE LEASE TERMS FROM 1 TO 10 YEARS

MULTIPLE FULL FLOORS CAN BE MADE AVAILABLE

- Solid, steady ownership
- Unparalleled tenant services
- Efficient floorplates
- Distinctive classic Art Deco attended lobby
- Beautiful views
- Exceptional access to all downtown transportation
- Two blocks from Wall Street
- Entrances on Trinity & B'way

For additional info, please contact: Ramona Huegel or David M. Israni
212.609.3700

“We’re earning the right to be your next landlord”

GREAT SERVICE IS ALWAYS GOOD BUSINESS



61 BROADWAY



Where you want to be when you want to be in business

WWW.BSDRE.COM

Dutch trader signs NYC lease

AN AMSTERDAM-BASED trading firm is opening its first New York office.

Flow Traders has signed a five-year lease for 5,200 square feet of space at **1095 Sixth Ave.**, a 41-story building at West 42nd Street owned by Blackstone Properties. The asking rent was \$80 per square foot.

Established in 2004 as an independent arbitrage outfit, Flow Traders wanted a New York presence. “They’re looking to expand,

and there’s no better market to expand to than New York,” says Sam Seiler, a senior associate at CB Richard Ellis Inc., who represented the tenant along with his colleague Sinclair Li.

In the beginning of June, the firm will move into part of the 24th floor of the tower, sharing the floor with financial planning firm Dabroes Management.

Zach Freeman, also from CBRE, represented Blackstone.

—JAMES COMTOIS

Store nests in Chelsea

A NEW HOME FURNISHINGS store called The Habitat Shop is intent on giving chains such as Bed Bath & Beyond and The Container Store some fresh competition in Chelsea.

The store, founded by interior designer Kenneth Gee, recently signed for 3,000 square feet at **143 W. 19th St.** The asking rent was \$100 a square foot, and the deal is for 15 years, according to sources.

Rents in the area have remained more stable than in other neighborhoods. The space would have had an asking rent of nearly \$125 a square foot just a few years ago, brokers say.

“When you look at the recession, it’s the big businesses that are hurting,” says Mr. Gee, a former editor for *House Beautiful* magazine. “It’s the small businesses that can really get their foot in the door.”

Mr. Gee plans to roll out 10 additional New York City outposts over the next five years; a second location could come within a year.

The Habitat Shop will open for business in June.

Robert K. Futterman & Associates brokers Ariel Schuster and Brandon Singer represented the tenant. Mr. Singer and Jon Krieger, who is also with RKF, represented

the landlord, 139 W. 19th.

—ADRIANNE PASQUARELLI

Footwear maker stands firm

ES ORIGINALS SIGNED an eight-year lease renewal at its 25,000-square-foot office at **450 W. 33rd St.** The 16-story, 1.7 million-square-foot building is owned by Broadway Partners. The company will remain on part of the ninth floor. Although there was no asking rent for this deal, the average range for the building has previously been in the mid- to high \$30s per square foot.

With its lease slated to expire in 2012, ES Originals decided to re-up. “It was a pretty straightforward renewal,” says Peter Shimkin of Newmark Knight Frank, who along with colleague David Falk represented the landlord. Mr. Shimkin adds that the deal “made sense for both sides.”

Michael Beyda of Benchmark Properties represented the tenant.

—JAMES COMTOIS

Gem of a tenant signs again

A COSTUME JEWELRY IMPORTER has renewed the lease on its midtown location. Jostel & Co. has signed for another five years in its 11,500-square-foot space at **1261 Broadway**. The asking rent was \$34 per square foot.

The second-generation-owned jewelry firm occupies the entire ninth floor of the 11-story, 121,000-square-foot office building.

Although Jostel has been in the FirstService Williams-owned building for two decades, it renewed for a short term because of the volatility of the costume jewelry industry.

“Many costume jewelers have seen some problems in the recent past due to constant changes in import regulations,” says FirstService Williams’ Perry Mesmer, who represented both the landlord and tenant.

The new lease goes into effect next month.

—JAMES COMTOIS

ANCHIN

Your Expert Partner

Anchin, Block & Anchin LLP
Accountants and Advisors to the Real Estate Industry

Marc Wieder
marc.wieder@anchin.com

Robert Gilman
robert.gilman@anchin.com

Howard Krams
howard.krams@anchin.com

212.840.3456

www.anchin.com



With Anchin’s Expertise, Complex Real Estate Issues Are Simplified.

At Anchin, we have a large team of professionals experienced in the complexities of real estate accounting and taxation. Our professionals excel at creating innovative solutions to intricate issues, utilizing tax laws and incentives to our clients’ greatest advantage. We serve owners, brokers, developers and property managers. To learn how Anchin can benefit your real estate business, let us connect you with *Your Expert Partner*.

New York Area's Largest Architecture Firms

Ranked by number of area architects

Rank	Firm	Head of firm Phone/Web site	NY area architects 2009/ 2008 ¹	Worldwide architects 2009/ 2008 ¹	2009 worldwide construction volume (in millions) ²	Number of projects in 2009 ³	NY area service mix (% of billings)	'09 NY area projects total square footage (in millions) ⁴	Selected NY area projects/clients
1	Kohn Pedersen Fox Associates 111 W. 57th St. New York, NY 10019	Paul Katz President (212) 977-6500/www.kpf.com	154 146	204 201	n/a	NY area: 16 US: 26 International: 46	Architecture: 100%	n/a	Hampshire Companies, SL Green
2	Gensler Architecture, Design & Planning 1230 Sixth Ave. New York, NY 10020	Joseph Brancato, Robin Klebr Avia Managing principals (212) 492-1400/www.gensler.com	152 158	527 542	\$13.3	NY area: 909 US: 5,005 International: 656	Architecture: 31% Interiors: 65% Planning: 4%	13.0	Warburg Pincus, Robin Hood Foundation
3	Perkins Eastman 115 Fifth Ave. New York, NY 10003	Bradford Perkins Chairman, chief executive (212) 353-7200/www.perkinseastman.com	127 161	179 250	\$3,667.0	NY area: 137 US: 349 International: 70	Architecture: 80% Interiors: 12% Planning: 6% Restoration: 2%	4.8	835 Sixth Ave., New York Hospital Queens
4	HOK 620 Sixth Ave. New York, NY 10011	Kenneth Drucker, Juliette Lam, Carl Galieto Senior principals (212) 741-1200/www.hok.com	117 130	961 1,032	\$10,332.0	NY area: 77 US: 1,390 International: 1,701	Architecture: 70% Interiors: 20% Planning: 5% Restoration: 5%	n/a	Gap NYC headquarters, Avon NYC headquarters
5	Skidmore Owings & Merrill 14 Wall St. New York, NY 10005	T.J. Gottesdiener Managing partner (212) 298-9300/www.som.com	103 90	208 201	n/a	NY area: 160 US: 507 International: 360	Architecture: 86% Engineering: 5% Interiors: 5% Planning: 3%	n/a	Public Safety Answering Center II, John Jay College of Criminal Justice expansion project
6	RMJM 275 Seventh Ave. New York, NY 10001	Sir Fraser Morrison Chief executive (212) 629-4100/www.rmjm.com	93 87	1,021 840	n/d	NY area: 67 US: 302 International: 605	Architecture: 70% Interiors: 8% Planning: 16% Restoration: 6%	n/d	East River Science Park, Gouverneur Healthcare Services
7	Perkins+Will 215 Park Ave. South New York, NY 10003	Paul Eagle Principal, managing director (212) 251-7000/www.perkinswill.com	75 71	832 650	\$5,070.5	NY area: 22 US: 776 International: 70	Architecture: 43% Interiors: 39% Planning: 18%	0.3	NYPD Police Academy, Lehman College's new science building
8	Polshek Partnership Architects 320 W. 13th St. New York, NY 10014	Timothy P. Hartung, Joseph L. Fleischer Managing partners (212) 807-7171/www.polshek.com	74 77	74 77	\$500.0	NY area: 50 US: 74 International: 0	Architecture: 80% Interiors: 5% Planning: 10% Restoration: 5%	0.2	Weill Cornell Medical College, Frank Sinatra School of the Arts
9	Spector Group 19 W. 44th St. New York, NY 10036	Scott E. Spector, Marc B. Spector, Michael H. Spector Principals (212) 599-0055/www.spectorgroup.com	62 58	65 63	\$605.0	NY area: 117 US: 136 International: 8	Architecture: 42% Interiors: 42% Planning: 13% Restoration: 3%	4.4	Mercedes-Benz Manhattan flagship dealership, The Renaissance at McGinley Square
10	CetraRuddy 584 Broadway New York, NY 10012	Nancy J. Ruddy President (212) 941-9801/www.cetraruddy.com	57 56	58 58	\$131.1	NY area: 41 US: 4 International: 3	Architecture: 40% Interiors: 20% Planning: 5% Restoration: 35%	3.0	Touro College dormitory, 77 Hudson/70 Greene
11	NBBJ 2 Rector St. New York, NY 10006	Timothy J. Johnson Partner (212) 924-9000/www.nbbj.com	55 56	417 455	\$9,200.0	NY area: n/d US: n/d International: n/d	Architecture: 83% Interiors: 11% Planning: 6%	n/d	NYU Langone Medical Center
12	HLW 115 Fifth Ave. New York, NY 10003	Theodore Hammer, Susan Boyle, John Gering Managing partners (212) 353-4600/www.hlw.com	55 65	95 115	\$700.0	NY area: 110 US: 175 International: 50	Architecture: 46% Engineering: 8% Interiors: 41% Planning: 5%	2.3	J.P. Morgan Chase, Hilton Hotels
13	Ismael Leyva Architects 48 W. 37th St. New York, NY 10018	Ismael Leyva President (212) 290-1444/www.ilarch.com	55 60	55 60	\$455.0	NY area: 61 US: 61 International: 7	Architecture: 65% Interiors: 25% Planning: 10%	1.5	Yves at 166-168 W. 18th St., Riverhouse at Rockefeller Park
14	Beyer Blinder Belle Architects & Planners 41 E. 11th St. New York, NY 10003	Frederick A. Bland Managing partner (212) 777-7800/www.beyerblinderbelle.com	52 48	60 57	\$141.0	NY area: 109 US: 185 International: 5	Architecture: 33% Interiors: 8% Planning: 16% Restoration: 43%	0.3	Empire State Building, Dock Street Dumbo
15	Robert A.M. Stern Architects 460 W. 34th St. New York, NY 10001	Robert A.M. Stern Senior partner Robert S. Buford Managing partner (212) 967-5100/www.ramsa.com	50 50	50 50	\$1,136.7	NY area: 40 US: 118 International: 20	Architecture: 90% Interiors: 5% Planning: 5%	0.9	Superior Ink, Museum for African Art
16	Gruzen Samton-IBI Group, A New York General Partnership⁵ 320 W. 13th St. New York, NY 10014	Michael Kazan Principal (212) 477-0900/www.gruzensamton.com	47 42	750 42	\$3,750.0	NY area: 60 US: 1,250 International: 5,000	Architecture: 65% Interiors: 25% Planning: 5% Restoration: 5%	1.2	El Museo del Barrio, P.S. 306 (Queens)
17	Fxfowle Architects 22 W. 19 St. New York, NY 10011	Guy Geier Managing partner Dan Kaplan Senior partner (212) 627-1700/www.fxfowle.com	46 56	48 58	\$400.0	NY area: 70 US: 77 International: 4	Architecture: 55% Interiors: 20% Planning: 15% Restoration: 10%	2.3	11 Times Square, Jacob K. Javits Convention Center
18	Swanke Hayden Connell Architects 295 Lafayette St. New York, NY 10012	Richard S. Hayden Managing principal (212) 226-9696/www.shca.com	45 50	100 115	n/a	NY area: 55 US: 60 International: 40	Architecture: 75% Interiors: 20% Restoration: 5%	2.2	Westchester County Medical Center, BlackRock
19	GreenbergFarrow 44 W. 28th St. New York, NY 10001	Navid Maqami Principal (212) 725-9530/www.greenbergfarrow.com	45 55	90 114	\$1,400.0	NY area: 68 US: 543 International: 9	Architecture: 85% Engineering: 2% Interiors: 3% Planning: 5% Restoration: 5%	4.2	Bergen Town Center, Bronx Terminal Market
20	STV Architects Inc. 225 Park Ave. South New York, NY 10003	David Miles Ziskind Senior vice president, chief architect (212) 777-4400/www.stvinc.com	42 40	85 82	\$980.0	NY area: 112 US: 1,750 International: 1	Architecture: 45% Engineering: 35% Interiors: 3% Planning: 5% Restoration: 12%	4.3	West Point Military Academy Preparatory School, Bronx Family and Criminal Courthouse renovation

New York area includes New York City and Nassau, Suffolk and Westchester counties in New York, and Bergen, Essex, Hudson and Union counties in New Jersey. To qualify for this list, firms must be architecture firms with an office in the New York area. All information was supplied by the firms. In case of tied figures, firms are ranked by number of worldwide architects. Due to rounding, percentages may not add up to 100. n/a Not available. n/d Not disclosed. 1-Full-time and full-time-equivalent registered architects, as of Dec. 31. 2-Dollar amounts include only those projects completed in 2009. 3-Includes projects in design stage, under construction or completed in 2009. U.S. numbers include the New York area. International numbers are for projects outside of the United States. 4-Total square footage for projects completed in 2009. 5-Gruzen Samton formed a strategic alliance with the IBI Group in May 2009. All 2009 figures reflect the partnership. Research: Denise Southwood, Maia Blume and Selena Shen

PURCHASE THE FULL LIST OF THE NEW YORK AREA'S TOP 25 ARCHITECTURE FIRMS AND ALL OF CRAIN'S BUSINESS LISTS @ WWW.CRAINSNEWYORK.COM/LISTS

CRAIN'S CLASSIFIED

TO PLACE A CLASSIFIED AD, CALL 1-800-444-6007 OR VISIT CRAINSNEWYORK.COM

REAL ESTATE

COMMERCIAL

Hudson Valley Area - NYS

- 1) Legendary Theater / Live Music Venue, 4 Concepts
- 2) INVESTMENT - 25 K SF, Anchor - Chase Bank
- 3) Restaurant / Bar - Adjacent to Vassar College
- 4) Medical Building - Hospital Annex, 100 Bed Facility
- 5) Research & Development, Flex Building - All Utilities

www.crproperties.com
(845) 485-3100

POSITION AVAILABLE

Executive Director, Actors' Equity Association, a nationally distinguished labor union of over 48,000 professional actors and stage managers, which has focused for nearly 100 years on service to members through contract negotiations and enforcement, organizing, and policy. Requires leader who can facilitate and collaborate with elected volunteer Council; at least 10 to 15 years significant management responsibilities and successes; solid pro-union orientation; a person of transparency who values strong communication lines and collective action. Apply to consulting firm retained for search, Management Consultants for the Arts, Inc. Visit its website for full job profile and application procedures: www.mcaonline.com - Career Options.

Deadline: May 5th.

TELECOMMUNICATIONS

NYC'S MOTOROLA MOTOTRBO SPECIALISTS

MOTOTRBO™
Professional Digital Two-way Radio System provides significant productivity gains - reliably and affordably.

- Clearer voice capability and enhanced battery life
- Integrated voice and data for better productivity and privacy
- Text messaging
- Doubles channel call capacity for the price of one license

***\$100 TRADE-IN PER RADIO**

Call to learn more or to schedule a professional no obligation survey or on-site demo.

METROCOM

33 East 33rd Street
New York, NY 10016
212-532-7400

www.metrocomradio.com

PUBLIC & LEGAL NOTICES

Notice of Qualification of The Mangrove Partners Fund, L.P. App. For Auth. filed with Secy. of State of N.Y. (SSNY) on 3/3/2010. Office location: New York County. LP formed in DE on 3/1/2010. SSNY designated as agent of LP upon whom process against it may be served. SSNY shall mail process to: 100 W. 58th St., Ste. 8F, New York, NY 10019, Attn: Nathaniel August. DE address of LP: 615 South DuPont Hwy., Dover, DE 19901. Name/address of each genl. ptr. available from SSNY. Cert. of LP filed with DESS, P.O. Box 898, Dover, DE 19903. Purpose: to engage in any act or activity under the NY LP Law.

PUBLIC & LEGAL NOTICES

Notice of Qualification of NAVISS, L.L.C. Authority filed with NY Dept. of State on 3/2/10. Office location: NY County. LLC formed in MO on 12/10/09. NY Sec. of State designated as agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. MO and principal business address: 618 Spirit Dr., Ste. 125, Chesterfield, MO 63005. Arts. of Org. filed with MO Sec. of State, 600 W. Main St., Jefferson City, MO 65102. Purpose: any lawful activity.

Notice of Formation of BRICK-RUN SPORTS PHYSICAL THERAPY, PLLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 10/24/06. Office location: NY County. SSNY designated as agent of PLLC upon whom process against it may be served. SSNY shall mail process to Gurjeet Chadha, 5800 Arlington Ave., Apt. 3M, Riverdale, NY 10471. Purpose: Any lawful activity.

Notice of Formation of MSMG VENTURES, LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 03/05/10. Office location: NY County. Princ. office of LLC: Felix Nihamin & Associates, PC, 65 W. 36th St., NY, NY 10018. 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 CIVITAS ENERGY ADVISORS, LLC. Arts. of Org. filed with the Secy. of State of NY (SSNY) on 2/10/10. NY Office location: NY County. SSNY is designated as agent upon whom process against the LLC may be served. SSNY shall mail a copy of any process against the LLC served upon him/her to The LLC, **201 East 69th Street, #7S, NY, NY 10021.** Purpose: Any lawful activities.

Notice of Qualification of LINDENKOHLE HOLDINGS, LLC. Authority filed with Secy. of State of NY (SSNY) on 02/10/10. Office location: NY County. LLC formed in Delaware (DE) on 12/11/09. Princ. office of LLC: 850 Third Ave., 16th Fl., NY, NY 10022. 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. DE addr. of LLC: c/o Corporation Service Co., 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Arts. of Org. filed with Secy. of State of DE, State of DE, 401 Federal St., Dover, DE 19901. Purpose: Any lawful activity.

Notice of Formation of LEROYAUME SERVICES, LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 4/17/09. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: Corporation Service Company, 80 State St., Albany, NY 12207, registered agent upon whom process may be served. Purpose: any lawful activity.

Notice of Formation of JAC AND MARI LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 12/15/09. Office location: NY County. Princ. office of LLC: 22 River Terr., Apt. 17P, 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. Purpose: Any lawful activity.

Notice of Formation of 129 West 29th Street Nominee, LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 12/4/09. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: c/o Thor Equities LLC, 25 W. 39th St., NY, NY 10018. Purpose: any lawful activity.

Name: 58 WEST 70th STREET, LLC Art. Of Org. Filed Sec. Of State of NY 02/04/10. Off. Loc.: New York Co. SSNY designated as agent upon whom process against it may be served. SSNY to mail copy of process to THE LLC, Attn: Ray Longwell, 58 W 70th St., New York, NY 10023. Purpose: Any lawful act or activity.

NOTICE OF FORMATION OF ESK Capital Management LLC. Arts. of Org. filed with Secy. of State of N.Y. (SSNY) on 2/11/10. Office location: New York County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: 10 E. 13th St., 5F, New York, NY 10003. Purpose: any lawful activity.

BLACKDIVINE, LLC. Appl. for Auth. filed with Secy. of State NY (SSNY): 02/12/10. Jurisd. and date of org.: TX 11/13/08. NY State office loc.: NY Cty. SSNY designated as agent of LLC upon whom process may be served. SSNY shall mail process to: c/o KVB PARTNERS, 60 Broad St., Suite 3502, New York, NY 10004. Addr. of LLC in TX is c/o PARACORP INCORPORATED, 3610-2 N. Josey Ln #223, Carrollton, TX 75007. Cert. of Form. filed with TX Secy. of State, Corps. Sec., P.O. Box 13697, Austin, TX 78711-3697. Purpose: any lawful activity.

Notice of Formation of a Limited Liability Company (LLC): Name: NATIVE RESONANCE PRODUCTIONS LLC, Articles of Organization filed with the Secretary of State of New York (SSNY) on 01/28/2010. Office location: New York County. SSNY has been designated as agent of the LLC upon whom process against it may be served. SSNY shall mail a copy of process to: C/O NATIVE RESONANCE PRODUCTIONS LLC, P.O. Box 277 Lanesborough, MA 02137. Purpose: Any Lawful Purpose. Latest date upon which LLC is to dissolve: No specific date.

NOTICE OF FORMATION OF LIMITED LIABILITY COMPANY. NAME: EUROPEAN BAKERY LLC. Articles of Organization were filed with the Secretary of State of New York (SSNY) on 02/26/10. Office location: New York County. SSNY has been designated as agent of the LLC upon whom process against it may be served. SSNY shall mail a copy of process to the LLC, 5800 Arlington Avenue, Unit 6S, Bronx, New York 10471. Purpose: For any lawful purpose.

Notice of Registration of EPHRON-MANDEL ALBIN & HOWARD, L.L.P., a registered limited liability partnership (RLLP). Cert. filed with Secy. of State of N.Y. (SSNY) on 1/19/2010. Office location: NY Cty. Principal bus. loc.: 299 Broadway, 17th Fl., NY, NY 10007. SSNY designated as agent of LLP upon whom process against it may be served. SSNY shall mail process to: The RLLP, 299 Broadway, 17th Fl., NY, NY 10007. Purpose: practice the profession of law.

845 REALTY LLC, a domestic Limited Liability Company (LLC) filed with the Sec of State of NY on 2/22/10. NY Office location: New York County. SSNY is designated as agent upon whom process against the LLC may be served. SSNY shall mail a copy of any process against the LLC served upon him/her to Sami Katri, 7 E. 14th St., Apt. 518, NY, NY 10003. General purposes.

Notice of formation of limited liability company (LLC). Name: AUM CAPITAL, LLC. Arts. of Org. filed with the Dept. of State of NY on May 05, 2009. Office loc., New York County. Secretary of State of New York (SSNY) is designated as agent of LLC upon whom process against it may be served. The principal business location and address SSNY shall mail copy of process to is Paul Shin, 2 Rector St., 16th Fl., New York, NY 10006. Management of the LLC shall be by one or more members. Purpose: To engage in any lawful act or activity.

LYNN HERMAN ASSOCIATES LLC, a domestic Limited Liability Company (LLC) filed with the Sec of State of NY on 1/22/10. NY Office location: New York County. SSNY is designated as agent upon whom process against the LLC may be served. SSNY shall mail a copy of any process against the LLC served upon him/her to The LLC, 1763 Second Ave., NY, NY 10128. General purposes.

NOTICE OF FORMATION of Janeric Fashions LLC. Arts. of Org filed with the Secy of State of New York (SSNY) on 10/9/09. Off loc: NY Cty. SSNY has been designated as an agent upon whom process may be served and shall mail a copy of any process the principal bus. add: 214 W. 39th St, 300, NY NY 10018. Purpose: any lawful act.

Notice is hereby given that a license (#TBA) for Liquor has been applied for by 157 Brick Oven LLC at retail, in a Restaurant, under the ABC Law at 157 2nd Ave., NY, NY 10003 for on-premises consumption.

Notice of Formation of AMBROSIA CAPITAL LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 03/25/10. Office location: NY County. Princ. office of LLC: 10 W. 46th St., 7th Fl., NY, NY 10036. 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 Stuntbox, LLC. Arts of Org filed with the Secy of State of New York (SSNY) on 2/23/10. Office location: NY County. SSNY has been designated as an agent upon whom process may be served and shall mail a copy of any process to the principal business address: 310 E. 44th Street, Apt M, NY, NY 10017. Purpose: any lawful act.

Notice of Qualification of Warburg Pincus (Callisto) Private Equity X, L.P. Authority filed with NY Dept. of State on 3/11/10. Office location: NY County. LP formed in DE on 3/9/10. NY Sec. of State designated as agent of LP upon whom process against it may be served and shall mail process to the principal business addr.: c/o Warburg Pincus LLC, 450 Lexington Ave., NY, NY 10017, Attn: General Counsel. DE addr. of LP: c/o The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Name/addr. of genl. ptr. available from NY Sec. of State. Cert. of LP filed with DE Sec. of State, Townsend Bldg., Dover, DE 19901. Purpose: any lawful activity.



Place your business card in Crain's Business Connections and reach New York City's Top Level Executives

Contact
John Gallagher
jgallagher@crainsnewyork.com
212.210.0189

Don't miss Crain's City Facts, Anniversary Issue & Book of Lists!

Let Crain's New York Business help you secure new clients in 2010.

PUBLIC & LEGAL NOTICES

Notice of Qualification of HM Infinitum LLC. Authority filed with Secy. of State of NY (SSNY) on 3/2/10. Office location: NY County. LLC formed in Delaware (DE) on 11/19/09. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: Davis & Gilbert LLP, 1740 Broadway, NY, NY 10019. Address to be maintained in DE: 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Arts. of Org. filed with DE Secy. Of State, 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: any lawful activities.

BEIGE CAPITAL LLC Arts. of Org. filed with NY Sec. of State (SSNY) 12/3/2009. Office in NY Co. SSNY design. agent of LLC upon whom process may be served. SSNY shall mail process copy to: 1 Penn Plaza, Ste. 4501, NY, NY 10119. Purpose: any lawful activity.

MICHELLE RUBEL EVENTS & DESIGN LLC Articles of Org. filed NY Sec. of State (SSNY) 3/15/2010. Office in NY Co. SSNY desig. agent of LLC upon whom process may be served. SSNY shall mail copy of process to 103 E. 86th St., Ste. 12B, NY, NY 10128, which is also the principal business location. Purpose: Any lawful purpose.

Notice of Qualification of PFS Holdings, LLC. Authority filed with NY Dept. of State on 3/26/10. Office location: NY County. LLC formed in DE on 11/24/09. NY Sec. of State designated as agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: 1209 Orange St., Wilmington, DE 19801. Arts. of Org. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: any lawful activity.

Notice of Qualification of Equity Long-Short HedgeAccess II LLC. Authority filed with NY Dept. of State on 3/1/10. Office location: NY County. Princ. bus. addr.: 4 World Financial Ctr., 250 Vesey St., 6th Fl., NY, NY 10080. LLC formed in DE on 2/19/10. NY Sec. of State designated as agent of LLC upon whom process against it may be served and shall mail process to: CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Arts. of Org. filed with DE Sec. of State, P.O. Box 898, Dover, DE 19903. Purpose: any lawful activity.

Notice of Qualification of JAMES PASSIN LLC II. Authority filed with Secy. of State of NY (SSNY) on 2/4/10. Office location: NY County. LLC formed in Delaware (DE) on 2/2/10. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: 2112 Broadway, Apt. 7B, NY, NY 10023. DE address of LLC: c/o National Registered Agents, Inc., 160 Greentree Drive, Ste. 101, Dover, DE 19904. Arts. of Org. filed with DE Secy. of State, 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: any lawful activity.

NOTICE OF FORMATION of Little Brown NYC Lexington LLC .Arts of Org filed with the Secretary of State of New York (SSNY) on 4/1/10. Office location: NY County. SSNY has been designated as an agent upon whom process may be served. SSNY shall mail a copy of any process to: 1838 Second Ave. #136, NY, NY 10128. Principal business address: Coffee Shop, NY, NY 10028. Purpose: any lawful act.

CM CAREER MANAGEMENT LLC a domestic Limited Liability Company (LLC) filed with the Sec of State of NY on 2/11/10. NY Office location: New York County. SSNY is designated as agent upon whom process against the LLC may be served. SSNY shall mail a copy of any process against the LLC served upon him/her to Mike Levine, 11 E. 44th St., Ste. 500, NY, NY 10017. General Purposes.

Notice of Formation of Dana L. Wolf, DMD, MS, PLLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 3/5/10. Office location: NY Co. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: Dana L. Wolf, DMD, MS, 2373 Broadway, Apt. 709, NY, NY 10024. Purpose: any lawful activities.

Notice of Qualification of Kenneth Productions, LLC. Authority filed with NY Dept. of State on 11/25/09. Office location: NY County. Princ. bus. addr.: 603 W. 50th St., NY, NY 10019. LLC formed in DE on 5/21/99. NY Sec. of State designated as agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Arts. of Org. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: any lawful activity.

Notice of Qualification of LIBER CAPITAL, LLC. Authority filed with Secy. of State of NY (SSNY) on 01/15/10. Office location: NY County. LLC formed in Delaware (DE) on 03/10/09. Princ. office of LLC: 711 Third Ave., Ste. 1806, 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 princ. office of the LLC. DE addr. of LLC: Corporation Service Co., 2711 Centerville Rd., Ste. 400, Willmington, DE 19808. Arts. of Org. filed with Secy. of State of DE, Div. of Corps., John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Formation of 6 Bedford Street LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 2/24/10. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: c/o The LLC, 2502 Muir Circle, Wellington, FL 33414. Purpose: any lawful activity.

Notice of Formation of AVID Holdings LLC. Arts. of Org. filed with Secy. of State of NY (SSNY) on 2/23/10. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: The LLC, c/o Rosemarie Ottomaneli, 385 First Ave., Apt. 10F, NY, NY 10010. Purpose: any lawful activity.

Notice of Formation of LAW OFFICES OF SIDNEY R. BRESNICK, LLC, a Prof. LLC. Arts. of Org. filed with the SSNY on 11/19/2009. Office location: NY County. SSNY has been designated as agent upon whom process against it may be served. SSNY shall mail a copy of process to: Sidney R. Bresnick, 510 E 80th St. Apt 14A, NY, NY 10075. Purpose: To Practice The Profession Of Law.

Notice of Qualification of Goldman Sachs ESF Holdings, L.P. Authority filed with Secy. of State of NY (SSNY) on 3/5/10. Office location: NY County. LP formed in Cayman Islands (CI) on 10/29/09. SSNY designated as agent of LP upon whom process against it may be served. SSNY shall mail process to: 200 West St., NY, NY 10282. CI address of LP: Maples Corporate Services Ltd, P.O. Box 309, Ugland House, Grand Cayman, KY1-1104, CI. Name/address of each genl. ptr. available from SSNY. Cert. of LP filed with Registrar of Exempted LPs, Elizabethan Sq., 4th Fl., Phase Four, George Town, Grand Cayman, CI. Purpose: any lawful activity.

Notice of Formation of Gray Gull LLC. Articles of Organization filed with Secy. of State of NY (SSNY) on 03/05/10. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC, c/o Robinson Brog Leinwand Greene Genovese & Gluck, P.C., Attn: Leonard B. Nathanson, Esq., 1345 Avenue of the Americas, 31st Fl., NY, NY 10105. Purpose: any lawful act or activity.

Notice of Formation of Egremont Associates LLC. Arts. of Org. filed with NY Dept. of State on 2/24/10. Office location: NY County. Princ. bus. addr.: 473 West End Ave., Ste. 8C, NY, NY 10024. Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: c/o Geringer & Dolan LLP, 5 Hanover Sq., 3rd Fl., NY, NY 10004, Attn: Harold I. Geringer. Purpose: any lawful activity.

NOTICE OF FORMATION OF BNL Partners LLC Arts. of Org. filed with NY Sec of State (SSNY) on 9/24/09. Office location: New York County. SSNY has been designated as agent of LLC upon whom process against it may be served. SSNY shall mail a copy of process to: Corporation Service Company, 80 State St, Albany, NY 12207. Purpose: any lawful activity.

Notice of Qualification of 1350 LLC, App. for Auth. filed Sec'y of State (SSNY) 2/25/10. Office loc.: NY County. LLC org. in DE 10/26/99. SSNY desig. as agent of LLC upon whom process against it may be served. SSNY shall mail copy of proc. to c/o Nat. Reg. Agents, 875 Ave of the Americas, NY, NY 10001, the Reg. Agt. upon whom proc. may be served. DE office addr.: 160 Greentree Dr., Ste. 101, Dover, DE 19904. Cert. of Form. on file: SSDE, Townsend Bldg., Dover, DE 19901. Purp.: any lawful activities.

Notice of Qualification of P&A Film Fund LLC. Authority filed with NY Dept. of State on 4/8/10. Office location: NY County. Princ. bus. addr.: 60 S. 6th St., Ste. 3900, Minneapolis, MN 55402. LLC formed in DE on 3/19/10. NY Sec. of State designated as agent of LLC upon whom process against it may be served and shall mail process to: c/o CT Corporation System, 111 8th Ave., NY, NY 10011, regd. agent upon whom process may be served. DE addr. of LLC: The Corporation Trust Co., 1209 Orange St., Wilmington, DE 19801. Arts. of Org. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: any lawful activity.

Notice of Qualification of CENTRAL PARK REALTY NY LLC. Authority filed with Secy. of State of NY (SSNY) on 03/22/10. Office location: NY County. LLC formed in Delaware (DE) on 03/16/10. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to c/o Corporation Service Co. (CSC), 80 State St., Albany, NY 12207-2543. DE addr. of LLC: c/o CSC, 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Arts. of Org. filed with Secy. of State of DE, State of DE - Div. of Corps., John G. Townsend Bldg., 401 Federal St. - Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

Notice of Qualification of Concierge Auctions LLC. Authority filed with Secy. of State of NY (SSNY) on 3/23/10. Office location: NY County. LLC formed in Florida (FL) on 6/25/08. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to: National Corporate Research, Ltd., 10 E. 40th St., 10th Fl., NY, NY 10016. FL address of LLC: 777 S Flagler Dr., Ste. 800, W Palm Beach FL 33401. Arts. of Org. filed with FL Secy. of State, 2661 Executive Center Circle, Tallahassee, FL 32301. Purpose: any lawful activity.

Notice of Formation of 677 Lexington Acquisition, LLC. Arts. of Org. filed with Sec. of State of NY (SSNY) on 5/1/02. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served and shall mail process to: c/o Anderson & Rottenberg, P.C., 369 Lexington Ave., NY, NY 10017, Attn: Charles S. Rich, Esq. Purpose: any lawful activity.

Notice of Formation of 110th Street Holdings NY, LLC. Arts. of Org. filed with NY Dept. of State on 2/1/10. Office location: NY County. Sec. of State designated as agent of LLC upon whom process against it may be served and shall mail process to the principal business addr.: c/o The Olnick Organization, Inc., 135 E. 57th St., 22nd Fl., NY, NY 10022, Attn: Legal Dept. Purpose: any lawful activity.

FORMATION NOTICE OF THE LIMITED LIABILITY COMPANY (LLC). NAME: SKATE'S, LLC. App. for Auth. filed with NY Secretary of State (SSNY): March 16, 2010 under fictitious name SKATE'S ART MARKET RESEARCH, LLC. LLC originally filed with DE Secretary of State: February 1, 2010. Office location: 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 575 Broadway, 5th Floor, New York, New York 10012, ATTN: President/CEO. Purpose: All lawful purposes.

Notice of Qualification of SOUND HARBOR CAPITAL LLC. Authority filed with Secy. of State of NY (SSNY) on 03/29/10. Office location: NY County. LLC formed in Delaware (DE) on 08/21/09. Princ. office of LLC: Michael J. Zupon, CEO, 12 E. 49th St., 36th 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. DE addr. of LLC: c/o Corporation Service Co., 2711 Centerville Rd., Ste. 400, Wilmington, DE 19808. Arts. of Org. filed with DE Secy. of State, Div. of Corps., 401 Federal St., Dover, DE 19901. Purpose: Any lawful activity.



**WANT TO GET YOUR COMPANY
IN FRONT OF 250,000 INFLUENTIAL
BUSINESS PROFESSIONALS?**

Contact John Gallagher at 212-210-0189
for classified advertising opportunities.

ABOUT THIS SECTION

FOR THE RECORD is a weekly listing of information from the public record that can help businesspeople in the New York area find opportunities, potential new clients and updates on competitors.

To ask questions or get more information on this section, contact Denise Southwood at DSouthwood@crainsnewyork.com.

BANKRUPTCIES

The following listings are selected from the most recent available filings by companies seeking bankruptcy protection in the Southern and Eastern Districts of New York. Information was obtained from U.S. Bankruptcy Court records available on Public Access to Court Electronic Records. Listings are in alphabetical order.

● **Di Lorenzo's Restaurant and Tavern Inc.**
1086 Mastic Road
Mastic, L.I.

Filed for Chapter 11 bankruptcy protection on April 6. The filing cites estimated liabilities of \$500,001 to \$1 million and estimated assets of \$0 to \$50,000. Among the creditors with the largest unsecured claims are HSBC Bank USA, owed \$41,826.91; and Go Green Environmental, owed \$7,086.74.

● **Pali Holdings Inc.**
650 Fifth Ave.

Filed for Chapter 11 bankruptcy protection on April 1. The filing cites estimated liabilities of \$10,000,001 to \$50 million and estimated assets of \$1,000,001 to \$10 million. Among the creditors with the largest unsecured claims are Mandeville Holding Ventures Co., owed \$20,000,000; and J.P. Morgan Chase, owed \$4,500,000.

● **Plastic Solutions Inc.**

20 Rajon Road
Bayport, L.I.
Filed for Chapter 11 bankruptcy protection on April 1. The filing cites estimated liabilities of \$500,001 to \$1 million and estimated assets of \$100,001 to \$500,000. Among the creditors with the largest unsecured claims are the New York State Department of Taxation and Finance, owed \$351,801.66; and the Internal Revenue Service, owed \$300,000.

● **Rock & Republic Enterprises Inc.**

400 West Broadway
Filed for Chapter 11 bankruptcy protection on April 1. The filing cites estimated liabilities of \$10,000,001 to \$50 million and estimated assets of \$50,000,001 to \$100 million. Among the creditors with the largest unsecured claims are Condé Nast Publications, owed \$1,265,657.87; and Tavex Algodonera, owed \$725,677.57.

GOVERNMENT CONTRACT OPPORTUNITIES

Following are selected contract opportunities recently announced by New York City agencies. To learn how to sell goods and services to city government, visit www.nyc.gov/sellnyc. For a searchable database of current procurement notices, visit www.nyc.gov/cityrecord. Listings are alphabetical by category and department.

CONSTRUCTION SERVICES

● **Department of Design and Construction**
Requests competitive sealed bids by 2 p.m. on May 11 for an elevator upgrade at the Studio Museum in Harlem. A recommended prebid conference will be held at 10 a.m. on April 29 at the museum, located at 144 W. 125th St. For further information, contact Ben Perrone at (718) 391-2614.

Seeks competitive sealed proposals by 4 p.m. on May 4 for engineering design and related services for retaining walls citywide. For additional information regarding this bid, contact John Katsorhis at (718) 391-2263 or katsorhjo@ddc.nyc.gov.

● **Department of Parks and Recreation**
Requests competitive sealed bids by 10:30 a.m. on May 5 for the demolition of handball courts and reconstruction and construction of tennis courts in Crotona Park in the Bronx, and the reconstruction of ball fields in Highbridge Park in Manhattan. For more information about this solicitation, contact Juan Alban at (718) 760-6771 or juan.alban@parks.nyc.gov.

Seeks competitive sealed bids by 10:30 a.m. on May 5 for the reconstruction of a portion of the west side of Ocean Parkway Mall in Brooklyn. Contact Juan Alban at (718) 760-6771 or juan.alban@parks.nyc.gov with questions about this bid.

● **Housing Authority**
Seeks competitive sealed bids by 10 a.m. on April 28 for the restoration of concrete slabs, beams and columns at stores at Williamsburg Houses. For questions about this bid, contact Gloria Guillo at (212) 306-3121 or gloria.guillo@nycha.nyc.gov.

● **School Construction Authority**
Requests competitive sealed bids by 10 a.m. on April 21 for cafeteria and multipurpose room upgrades with low-voltage electrical systems at the P.S. 219 annex in Brooklyn. For additional information about this bid, contact Stephanie Lyle at (718) 752-5854 or slyle@nycsca.org.

GOODS AND SERVICES

● **Department of Correction**
Seeks competitive sealed bids by 11 a.m. on May 5 for maintenance services for refrigeration systems and equipment. Questions regarding this solicitation should be directed to Cassandra Dunham at (718) 546-0766.

● **Department of Transportation**
Requests applications by 5 p.m. on June 30 for site proposals for new public plazas from eligible not-for-profit organizations. For information regarding this bid, contact Vaidila Kungys at (212) 839-6693 or plazas@dot.nyc.gov.

● **Health and Hospitals Corp.**
Seeks competitive sealed bids by 3 p.m. on April 30 for security equipment and installation. A mandatory prebid conference will be held at 10 a.m. on April 20 in the lobby of Metropolitan Hospital Center, 1900 Second Ave. Contact Ivan Rawls at (212) 562-2552 or ivan.rawls@nychhc.org for questions regarding this bid.

● **Office of the Chief Medical Examiner**
Requests competitive sealed bids by 12 p.m. on May 7 for emergency generator maintenance and repair services. A prebid conference will be held on April 22 at 10 a.m. at 421 E. 26th St., room 1018 East. Questions should be directed to Miriam Acevedo

at (212) 323-1739 or miaacevedo@ocme.nyc.gov.

REAL ESTATE DEALS

Firms that would like to have details of their recent transactions appear in these listings should e-mail descriptions following this format to JComtois@crainsnewyork.com, with "Real estate transaction" in the subject line, or enter them online at crainsnewyork.com/submitadeal. Deals are listed in order of square footage.

OFFICE

● PineBridge Investments signed a 15-year lease for 111,700 square feet at **399 Park Ave.**, a 39-story, 1.75 million-square-foot building owned by Boston Properties. The former global investment arm of American International Group will occupy the entire 97,300-square-foot fourth floor and a 14,400-square-foot portion of the sixth floor. Mitchell Steir and Matthew Barlow of Studley brokered the transaction on behalf of the tenant, while John Powers and Peter Turchin of CB Richard Ellis represented the landlord and sublessor Legg Mason Inc. The asking rent was not disclosed.

● Satterlee Stephens Burke & Burke signed a 15-year lease extension for 49,000 square feet at **230 Park Ave.**, a 34-story, 1.4 million-square-foot building owned by Monday Properties. Peter Hennessy and Martin Horner of Jones Lang LaSalle represented the law firm in the transaction, while Jordan Berger of Monday Properties and Paul Amrich of CB Richard Ellis represented the landlord. The asking rent was \$50 per square foot.

● Select Corporate Communications has signed a renewal for its 8,110-square-foot office at **131 Varick St.**, owned by Edison Spring Street Co. Peter Sabesan and Wayne Siegel of Coldwell Banker Commercial Hunter Realty represented the tenant in the transaction. Lenny Lazzarino represented the landlord. Neither the length of the lease nor the asking rent was disclosed.

● The World Health Organization has signed a 10-year lease for 6,150 square feet of space at **885 Second Ave.**, also known as 1 Dag Hammarskjold Plaza, a 50-story, 815,000-square-foot building owned by Ruben Cos. The WHO plans to relocate this month on the new building's 26th floor from its current, smaller location at 2 United Nations Plaza. Nicky Heryet and Stephen Bellwood of Cassidy Turley represented the tenant in the transaction; the building was represented in-house by Jonathon Yormak of Ruben Cos. The asking rents at the building run in the high \$40s to the low \$50s.

● David Barrett Partners renewed and expanded its footprint at **230 Park Ave.**, signing a 10-year renewal for 5,400 square feet of office space at the 34-story, 1.4 million-square-foot building owned by Monday Properties. The financial executive search firm's office is on the fourth floor. Ivan Hillman of CB Richard Ellis represented the tenant, while Monday Properties and CBRE represented the landlord. The asking rent was in the mid-\$50s per square foot.

● Focus Capital Markets signed a seven-year renewal for 5,400 square feet at **230 Park Ave.**, a 34-story, 1.4 million-square-foot building owned by Monday Properties. The financial executive search firm's office is on the fourth floor. Monday Properties and CB Richard Ellis represented the landlord. The asking rent was in the mid-\$50s per square foot.

● BBMG signed a 10-year lease for 4,850 square feet of space at **20 Jay St.** in Brooklyn, an 11-story, 443,000-square-foot building owned by Two Trees Development Co. Caroline Pardo represented the deal for the owner in-house. There was no broker for the tenant, an integrated branding and marketing firm. The asking rent was \$24 per square foot.

STOCK TRANSACTIONS

Following are recent insider transactions at New York's largest publicly held companies filed with the Securities and Exchange Commission by executives and major shareholders. Listings are in order of transaction value. The information was obtained from Thomson Reuters.

● **Starwood Hotels & Resorts Worldwide Inc. (HOT)**

Simon M. Turner, president of global development, exercised options on 137,242 shares of common stock at \$11.39 on April 5, in a transaction worth \$1,562,500. Between April 5 and April 6, he sold 117,564 shares at prices ranging from \$47.76 to \$48.42, in a transaction worth \$5,634,598. He now directly holds 36,958 shares.

Philip Patrick McAveety, executive vice president and chief brand officer, exercised options on 37,056 shares of common stock at \$11.39 on April 5, in a transaction worth \$421,883. On the same day, he sold 37,056 shares at prices ranging from \$47.76 to \$48.04, in a transaction worth \$1,775,590. He now directly holds 111,089 shares.

● **Tiffany & Co. (TIF)**

James E. Quinn, president, exercised options on 50,000 shares of common stock at \$25.85 on April 5, in a transaction worth \$1,292,250. On the same day, he sold 50,000 shares at \$49.00, in a transaction worth \$2,450,000. He now directly holds 86,498 shares.

● **WebMD Health Corp. (WBMD)**

Kevin M. Cameron, director and part-time special adviser to the chairman, exercised options on 72,215 shares of common stock at \$39.49 on March 31, in a transaction worth \$2,851,770.

Between March 31 and April 7, he sold 51,064 shares at prices ranging from \$46.40 to \$46.68, in a transaction worth \$2,378,002. He now directly holds 333,221 shares.

Martin J. Wygod, chairman, sold 48,781 shares of common stock at prices ranging from \$46.56 to \$46.66 between April 5 and April 7, in a transaction worth \$2,273,063. He now indirectly holds 3,652,630 shares.

Nan-Kirsten Forte, executive vice president of consumer services, exercised options on 27,500 shares of common stock at \$17.50 on April 6, in a transaction worth \$481,250. On the same day, she sold 27,500 shares at prices ranging from \$46.44 to \$46.54, in a transaction worth \$1,278,885. She now directly holds 18,293 shares.

● **Vornado Realty Trust (VNO)**

Russell B. Wight, trustee, sold 28,800 shares of common stock at \$80.08 on April 6, in a transaction worth \$2,306,422. He now directly holds 6,487,700 shares.

● **John Wiley & Sons Inc. (JW.A)**

Ellis E. Cousens, executive vice president, chief financial officer and chief operations officer, exercised options on 50,000 shares of common stock at \$24.95 on April 5, in a transaction worth \$1,247,500. On the same day, he sold 50,000 shares at \$43.63, in a transaction worth \$2,181,500. He now directly holds 138,230 shares.

● **G-III Apparel Group Ltd. (GIII)**

Morris Goldfarb, chief executive, exercised options on 75,000 shares of common stock at \$4.27 between April 5 and April 6, in a transaction worth \$320,250. During the same period, he sold 75,000 shares at prices ranging from \$27.00 to \$27.46, in a transaction worth \$2,025,962. He now directly holds 3,274,090 shares.

● **Aéropostale Inc. (ARO)**

Julian R. Geiger, chairman, sold 64,216 shares of common stock at prices ranging from \$28.38 to \$28.90 between March 29 and April 1, in a transaction worth \$1,840,058. He now directly holds 30,338 shares. ■

DEALS ROUNDUP

COMPANY	TRANSACTION SIZE (IN MILLIONS)	BUYERS/INVESTORS	TRANSACTION TYPE
Seacoast Banking Corp. of Florida	\$250.0	CapGen Capital Advisors (Manhattan)	GCI
Landis+Gyr AG	\$165.0	DLJ Merchant Banking Partners (Manhattan)	GCI
Virgin Money Group Ltd.	\$151.9	WL Ross and Co. (Manhattan)	GCI
Summit Housing Partners	\$100.0	Rothschild Realty Inc. (Manhattan)	GCI
VantaCore Partners (Manhattan)	\$100.0	Trilantic Capital Management (Manhattan)	GCI
Achaogen Inc.	\$56.0	Alta Partners, Arch Venture Partners, Domain Associates, Frazier Healthcare Ventures, Venrock (Manhattan), Versant Ventures, Wellcome Trust investment division, 5AM Ventures	GCI
Jagran Prakashan Ltd.	\$50.6	Blackstone Alternative Asset Management (Manhattan)	GCI
Boot Ranch Real Estate	\$50.0	Lehman Brothers Holdings Inc. asset management arm (Manhattan)	SB M&A
EnStorage Inc.	\$15.0	Canaan Partners, Warburg Pincus (Manhattan), Greylock Partners, Siemens Technology-To-Business Center, Wellington Partners Venture Capital GmbH	GCI
Quirky Inc. (Manhattan)	\$6.0	RRE Ventures (Manhattan), Village Ventures, Contour Venture Partners (Manhattan), Lowercase Capital, individual investors	GCI

Selected deals announced for the week ended April 10 involving companies in metro New York. GCI: Growth capital investment represents new money invested in a company for a minority stake. SB M&A: Strategic buyer M&A represents a minority or majority acquisition of existing shares of a company without the participation of a financial buyer. SOURCE: CAPITALIQ

Runaway growth

Continued from Page 1

forced to limit the number of new members. Its balance sheet is so strong—the co-op paid off its mortgage in January—that general manager and founding member Joe Holtz wonders what to do with more than \$500,000 in profits. Last year's revenues were \$39 million.

"If we continue to accumulate cash like this," he says, "we'll have to have a meeting and maybe lower our prices again."

For the first time in its history, the co-op is confronting the fact that it can't grow its physical space any more. It has purchased all of the available buildings in its path. If the weekend checkout lines get much longer, *Linewaiters' Gazette*—the co-op's aptly named newsletter—won't be enough to keep shoppers amused.

"We're pushing the capacity of the building," says Mr. Holtz, who was the co-op's first paid employee in 1975.

In trying to alleviate the pressure on the Park Slope store, longtime members like Mr. Holtz are now looking beyond Brooklyn to help other communities replicate their success.

While there are three other food co-ops in the city, including one in Flatbush, Brooklyn, that opened in 1976, they haven't really caught on. Yet some Park Slope members are hoping they can help make co-ops part of the solution to a lack of grocery stores in underserved neighborhoods. They note that prices can be as much as 40% less than at other stores, which have higher labor costs. To that end, the Park Slope board recently voted in favor of allowing the store's members, who

hail from all over the city, to earn their work requirement by helping to start food co-ops elsewhere.

It is a response, in part, to what is already happening across the city. There are nearly a dozen food co-ops in various stages of development. Last year, the South Bronx Food Coop opened its doors on Third Avenue and East 158th Street, while organizers in Brooklyn are making strides to open co-ops in neighborhoods such as Fort Greene, Bushwick, Crown Heights and Flatbush.

Known for their affinity for natural and organic products, food co-ops have long attracted affluent, well-educated consumers. But as nutrition becomes one of the hottest political issues of the day, New Yorkers in all socio-economic groups are becoming more concerned about what they eat and clamoring to buy healthier food. Co-ops also are gaining new popularity for their emphasis on locally produced products.

Benefits for city

"WE ARE WORKING very hard to make the city recognize the benefits of food co-ops," says David Buckel, a 20-year member of the Park Slope store, who last month wrote a white paper on the topic to win support from the city.

Mr. Buckel points out that the Park Slope co-op last year sold nearly \$800,000 worth of food to people receiving public assistance. There are other ways the co-op helps the community: Members can earn their monthly volunteer credit outside the store by working in soup kitchens, spearheading blood drives or cleaning up garbage in their neighborhoods.

Stuart Reid, who runs an organ-

ization that provides assistance to startup co-ops across the country, says about half the requests he gets are from low-income communities.

"The traditional demographic for a food co-op is an upper-middle-class area, but that's not always what we are seeing now," says Mr. Reid, executive director of the Food Coop Initiative, based in Minnesota.

200 co-op startups

HE'S TRACKING more than 200 startups currently under development across the country and expects about 150 of them to open over the next five years. Put another way, the new crop equals two-thirds the number of existing food co-ops in the country right now.

Still, the co-op model is not for everyone. Many people find the work requirement an annoyance. And there is no shortage of rules associated with being a member—a status that can be revoked or suspended if someone shirks their allotted hours. Members are discouraged from shopping for nonmembers or having a member of their household ring them up at the checkout.

Recent New York arrival Chris Smith, a Park Slope Food Coop member of several weeks, says he joined to make new friends, even though he and his girlfriend live in Crown Heights.

On a recent afternoon, he was wearing a bright vest and walking shoppers home, waxing enthusiastic about the job.

"I talk to them while we walk together," he says. "I'm from Maryland, and it's a nice way to meet people."

It's a tale Mr. Holtz, the general manager, hears from members again and again. "People are here out of a desire for a sense of community," he says of the co-op's enduring popularity. "That's what drives this." ■

Prophet of doom

Continued from Page 3

50%, he says, and he's hired three staffers to help uncover investments.

"His work is so detailed, so accurate, it's among the best in the world," says Eric Sprott, CEO of Sprott Asset Management, a Toronto firm that manages about \$5 billion and subscribes to Mr. Middleton's research.

Michael Riley, managing member at Coastal Management Group, a Rhode Island investment firm, adds: "On the housing crisis, he was way ahead. You see a lot of guys like Reggie out on their own, thinking they're really onto something, and in his case, I think he really may be."

Finding investors won't be easy, though. A few bloggers have landed backers recently, including Footnoted.org, acquired by investment research firm Morningstar, and Gothamist.com, by Cablevision. But most media concerns and venture capitalists have steered clear. Many blogs' revenues are scant, with few opportunities to grow and churn out the \$10 million to \$15 million in revenues that venture capitalists want.

"The climate for blogs is almost always lousy," says Roger Ehrenberg, founder of IA Capital Partners, which has invested in BlogTalkRadio and BusinessInsider.com.

Such words fail to discourage Mr. Middleton, even though his bearish blog faces other challenges as the stock market recovers. Traffic is only a quarter of its 2008 high, according to Quantcast research.

Mr. Middleton blames the drop on fad-chasing investors jumping on the bullish bandwagon, and insists his remaining audience is loyal and sophisticated. With enough money, he believes he can build the Boom Bust Blog into a research outfit with 10,000 subscribers and \$100 million in annual subscription and advertising revenue—all in five or six years.

If that sounds outlandish, read on.

Mr. Middleton's previous lives include selling insurance via cold calls, and starting an unsuccessful software business. His fortunes changed in 2000 when he began dabbling in Brooklyn real estate. He hunted for broken-down brownstones and other properties in such areas as Fort Greene and Clinton Hill. Although he had only \$3,000 in savings, bankers were eager to lend, and he came to meetings armed with carefully prepared spreadsheets showing how he could generate enough cash to pay the mortgage. He did most of the fix-up work himself until he had enough money to hire contractors.

"The first time he walked into my office, he looked like he came from a construction crew," says Phil Laverder, a lawyer who helped Mr. Middleton on his real estate deals. "But he'd done his homework. He'd examined the neighborhoods closely, knew which buildings were diamonds in the rough, and his proposals always made sense financially—which wasn't necessarily the case with other people's. And most im-

portantly, he knew when to get out."

Brooklyn apartment prices had soared so high by 2005 that Mr. Middleton concluded he couldn't charge enough rent to take on new mortgages. He sold his holdings about six months before the peak.

After a year off to recharge, Mr. Middleton tried launching a hedge fund and, in late 2007, started a blog to demonstrate his expertise. The fund never caught on with prospective investors. The blog, however, quickly found an audience as he colorfully captured the pain that loomed ahead for so many companies.

Early warnings

IN AN OCTOBER 2007 post, Mr. Middleton accurately warned that home builder stocks were on the verge of total collapse as lenders finally tightened mortgage standards: "People, get in your car ... and drive [to] every Centex, PHM, DR Horton community. Are any of them bustling? Every community is getting its arse kicked."

In January 2008, six weeks before Bear Stearns collapsed, he warned that the mortgage-heavy firm will "soon be, if not already, in a fight for its life" and berated the rest of Wall

Street "for consistently underestimat[ing] the severity of this real estate crash." He also warned that General Growth Properties wouldn't be able to refinance its debt load and was "most likely headed for difficult times." The mall operator filed

for bankruptcy last year.

"I just respected and understood the severity of the downturn that was coming," Mr. Middleton recalls. "I crunched the numbers that everyone else had access to."

He says his investment portfolio soared 452% in 2008, but fell 39% last year, when the market's strong recovery caught him off guard. Now he's forecasting more trouble.

Government efforts to rescue the banking system have "papered over the wounds, but haven't cauterized anything," he says, warning of big losses in commercial real estate loans. It's a matter of time, he adds, before Greece and other heavily indebted European nations default and drag the continent into a major recession.

Earlier this month, Mr. Middleton took a break from blogging to tend to his yacht. Cruising the Hudson River, as the headquarters of Wall Street's big banks sparkled brightly, he warned of dark times. He pointed at Goldman Sachs' huge new tower and proclaimed the bank "overvalued." Bank of America Merrill Lynch is worse: "They bought Countrywide and some of the biggest trash out there." He hasn't shorted banks' stocks lately, but plans "to go after them again" in the near future.

Mr. Middleton likens himself to the character in the movie *The Sixth Sense*, who sees things no one else can. "I see dead countries, companies, municipalities," he says. "They are dead and flying high in pricing." ■

Goldman sacked by fraud charge

Continued from Page 1

ing "business principles." Topping the list is one that reads: "Our clients' interests always come first. Our experience shows that if we serve our clients well, our own success will follow."

Less than two weeks ago, Chief Executive Lloyd Blankfein harked back to that guiding principle. In a letter to shareholders, he acknowledged that his firm had bet against residential mortgages in the financial meltdown, but he went on to insist that "our short positions were not a 'bet against our clients.'"

Today, Goldman's virtuous clients-first claim is open to question. The SEC alleges the firm created a mortgage-backed bond that, unbeknownst to buyers, was not only designed to collapse in value but had actually been assembled by a prominent hedge fund manager who made billions from betting against housing.

Goldman vigorously denies the charges, but investors are clearly concerned that the suit will harm Goldman's reputation and its ability to do business. They drove its stock down as much as 16% Friday, at one point wiping \$12 billion off its market value.



BULL'S-EYE: Chief Executive Lloyd Blankfein now faces the prospect of an ugly legal duel.

"The suit is very negative from a reputation point of view," says Brad Hintz, an analyst at Sanford C. Bernstein & Co.

Fallen paragon

CHARLES MASSIMO, president of CJM Fiscal Management, a \$200 million investment advisory firm, says he is avoiding Goldman's stock.

"This is Goldman Sachs, a place that held itself as what a firm was supposed to be like," he adds. "So the charges make you wonder."

The hard knocks sustained by the shares of other banks on Friday

also suggest that investors are wondering if Congress will now be far more likely to approve a strong financial reform bill that would strictly regulate derivative and other complex securities that Goldman and many others have mined for huge profits in recent years.

For Goldman itself, the SEC charges present perhaps the gravest threat to the firm's standing since 1987, when a federal prosecutor named Rudolph Giuliani charged the firm's head of merger arbitrage with insider trading. The executive pleaded guilty in 1989 to a reduced charge of mail fraud and served about three months in prison. In that case, the damage to Goldman proved fleeting at most.

For now, the best hope for Goldman may be that its rivals get dragged into court as well. After all, analysts say, it's quite possible Goldman wasn't the only Wall Street bank crafting mortgage-backed bonds to the exact specifications of important hedge fund clients who then bet against the securities.

"We would view it as a positive for [Goldman's] stock if other firms were charged as well," meekly offered Oppenheimer & Co. analyst Chris Kotoski in a note to clients. ■

Startlingly steely tower prices

Continued from Page 1

many expected. Last week's winning \$193 million bid for 600 Lexington Ave., although below the suggested price, beat most predictions. Meanwhile, sources say, bids for 340 Madison Ave. are running so high that the final price could top what the building commanded when it sold in 2006, as the market was still climbing.

It's not just trophy midtown properties that are attracting attention. A small, mostly vacant office building on Sixth Avenue at West 35th Street drew \$420 a square foot, and another on West 27th Street brought in \$346 a square foot. That's especially rich considering that a major office tower at 1540 Broadway sold for roughly \$330 a square foot last year.

The sudden froth in the market has surprised industry experts. They note that the large number of buyers chasing a small number of properties seems to be creating a mini-bubble.

"This is really crazy," says Peter Hauspurg, chairman of Eastern Consolidated Real Estate Investment Services. "It almost feels like we are back in 2007."

Headed for a fall

BACK THEN, the surging economy and an ocean of easy credit drove property prices to record highs. The subsequent Great Recession was supposed to slash real estate prices as much as 60%.

In anticipation, major developers and investment funds raised billions of dollars. Their plan was to gobble up properties dumped on the market by creditors who had seized them in foreclosures.

That has yet to happen. Instead of foreclosing, most banks have opted to restructure and extend borrowers' loans to keep the properties off the still-fragile market.

"Buyers are extremely frustrated," says Scott Latham, executive vice president of the capital markets group at Cushman & Wakefield Inc. "There is a dramatic supply-and-demand imbalance."

That mismatch, which is driving up prices, is unlikely to last. For openers, many predict that as bank balance sheets are shored up, regulators will pressure institutions to write down their bad real estate loans—a move that could trigger a jump in the number of properties for sale and a massive repricing of properties.

"I don't think the current situation is going to last," says Mr. Hauspurg. "At some point, the banks are going to have to get rid of these loans."

That did happen early in the crisis. In 2008, for example, a group of Deutsche Bank-led lenders repossessed seven buildings that Harry Macklowe bought at the peak of the market. Deutsche Bank then sold them for 30% to 60% less than Mr. Macklowe had paid. Vulture investors salivated over the prospect of highly leveraged developers, such as Joseph Moynihan, suffering similar fates. Yet most have managed to hold on.

In contrast, the three major office towers that were put on the market recently—600 Lex, 340 Madison and 125 Park—are all owned by financially healthy operators that could afford to pull their properties from the block if bids fall short.

Clearly, a fund led by Hines Interests was satisfied with the \$636-per-square-foot price that SL Green Realty Corp. agreed to pay for 600 Lex. That's a modest 18% discount from the average price of \$772 a square foot at the very peak of the market in 2008, according to Cushman & Wakefield.

"Investors were waiting for the dramatic drop in values," observes

Mr. Latham.

There hasn't been a major decline, but some investors are jumping in anyway.

In a statement, SL Green Chief Executive Marc Holliday explained his purchase of 600 Lex. He noted that buying opportunities have been rare and that improvements in the leasing and credit markets are signaling a rebound in the real estate market.

"I think when people see what SL Green paid, they might put properties on the market," says Ralph Herzka, CEO of Meridian Capital Group, a mortgage broker. "I think this is the start of a recovery."

Well below average

MAYBE SO, but there are still some major obstacles in the market, which is still anemic at best. Although leasing activity in the first quarter surged 84% from the deeply depressed year-earlier period—reaching 5.7 million square feet, according to Cushman & Wakefield—it was still below the five-year average.

Meanwhile, the overall vacancy rate hit 11.6%, up from 9.6% a year earlier. Asking rents, a key determinant of building prices, fell to \$55.38 a square foot. That's their lowest point in three years, and 24% off their peak. Effective rents, which take into account months of free rent and other landlord incentives, are down 50% from their high point.

Richard Mack, U.S. CEO of Area Property Partners, is among those who are betting that prices have more room to fall. As a result, the firm, which has raised \$3 billion to invest in real estate, is playing it safe and investing in debt instead.

"There is still too much uncertainty in the market," Mr. Mack says. "Rents are down, and valuations have to follow suit." ■

Broadway musicals pack 'em in

Continued from Page 2

"There is more diversity in what's being offered—and the demographics those shows appeal to—than ever before," says Charlotte St. Martin, executive director of The Broadway League. "That's why we're doing well."

Troubling trends

NOT EVERYONE is so sanguine, however. If attendance numbers do end up lower than last year, it will be the third consecutive annual drop in attendance, something that hasn't happened in 25 years.

The grosses are buoyed by the large number of premium-priced tickets that are sold for the hit productions, but attendance is a stronger indicator of Broadway's overall health.

"The drop in attendance is a significant issue Broadway is facing," says producer Ken Davenport. "People want to go to the theater, but they're not going to as many shows, and they won't take as many

risks. Now they want a major hit, the great title, the star, the spectacle, everything."

Some producers are scratching their heads over audiences' response this season. In some cases, critics—who have long had the power to make or break a show—were able to move the market, but in other instances they were ignored entirely.

The critics made a big difference, for example, for the show *Million Dollar Quartet*. Before it opened, it was limping along, earning around 30% of its potential gross. The day after the musical opened to across-the-board rave reviews, ticket sales almost quadrupled, according to a spokesman for the production. And it's become one of the most popular choices for group bookings into the fall, according to Scott Mallalieu, president of Group Sales Box Office.

But with *Addams Family*, it wasn't just the awful reviews that came out 10 days ago, when the

show opened, that were completely ignored by theatergoers. The production had suffered bad press for months, with reports about show-doctors being brought in after the Chicago trial run and difficulties on the set with Bebe Neuwirth, who plays Morticia Addams. None of this seemed to matter a bit to audiences, who at a show last week screamed and cheered before the curtain even opened, and laughed heartily at all of lead actor Nathan Lane's jokes.

Critic proof

"WE ALL GET SO worried about bad buzz and [*New York Post* theater gossip columnist] Michael Riedel, and this is the perfect indication that we should not," Mr. Davenport says. "There is such a discrepancy between what we read and what our audience reads and hears. There couldn't have been a more troubled show than *Addams Family* six months ago, and look at their numbers now." ■



ONE VIEW: Parks and playing fields are among the proposed uses for the former military base.

WEST 8 / ROGERS MARVEL ARCHITECTS / DILLER SCOFIDIO + RENFRO / MATHEWS NIELSEN / URBAN DESIGN +

Governors Island

Continued from Page 3

Economic Development Robert Lieber. "It's really important to come up with a critical mass that mixes uses on the island, so people don't feel they're out there alone. That's the challenge, but it's also the opportunity."

Other challenges remain, most notably regaining the confidence of private investors, who may have been turned off by the repeated false starts in developing the island. The financing market is also far different than it was in 2006.

End housing restrictions?

STEVEN SPINOLA, president of the Real Estate Board of New York, adds that federal deed restrictions prohibiting permanent housing will turn off many developers: "Unless you deal with the restrictions, you're going to have limited interest. When you take away permanent housing, you're taking away a major vehicle for assuring that you're going to be able to generate a few bucks."

Mr. Lieber says the city will not seek to overturn the deed restrictions that prohibit such uses as permanent housing and casinos. He won't tip his hand as to what exactly the city will look for in its requests for proposals, but says educational uses would be "a dominant and important" part of the island's future. "That's going to be our challenge: Being specific enough to give people confidence, and nondirective enough to see new ideas that may be presented."

Already, New York University has expressed interest in building a satellite campus on Governors Island. The Cornell University Cooperative Extension wants to revive its proposal to build an environmental research center, confirms Executive Director Don Tobias. "Economic times will make it much harder to find funds, but we thought it was a good idea in 2006, and we still do," he says.

The City University of New York, which had proposed a village for up to 10,000 students and staff, is no longer considering development on the island, a spokesman says.

Other groups that made proposals in 2006 could jump back into the mix. Connecticut-based Becker+Becker Associates, which had proposed housing in some of the historic buildings and a fitness facility, remains interested. California-based Industrial Realty Group would consider revitalizing its plan,

which included a marina, conference center and Ferris wheel.

It's uncertain whether major New York developers like The Related Cos. will return to the drawing table, since this time the city does not plan to ask for proposals to develop the entire island. Related previously pitched a master development plan that included a global health center, aquarium, hotel, conference center and concert shell. A spokeswoman did not return a call seeking comment.

Financing, of course, remains a big question. The city is solely responsible for the island's operational costs—\$14 million this year—under the deal announced last week. Some \$41.5 million has already been committed to the first phase of the park and to infrastructure upgrades, and an estimated \$200 million must be spent to upgrade water, power and voice and data systems.

"These kinds of large projects almost always start with very substantial public commitments for basic infrastructure to set the table for the private sector to come in," says James Lima, a partner at economic development advisory HR&A and the founding president of the Governors Island Preservation and Education Corp.

Making it "self-sustaining"

NEVERTHELESS, the city faces a \$5 billion budget deficit. "It's nice to have big-picture thinking, but the city already has very high capital expenditures and debt service," says Carol Kellermann, president of the Citizens Budget Commission.

"It is the hope and goal that Governors Island eventually will be self-sustaining," insists Leslie Koch, current president of GIPEC.

As a step toward that goal, Ms. Koch is working to confront what she calls the "psychological challenge" of increasing the visibility of a one-of-a-kind site that most New Yorkers have never experienced. The opening of a public high school and artist studios should help her efforts to expand the visitor rolls well beyond the 275,000 people who enjoyed bike tours, concerts, art installations, a Water Taxi Beach and city views during a 60-day window last summer.

"There was a cloud hanging over the island for some time," she says. "The agreement between the city and state means there is now certainty and commitment to a strategy." ■

BUSINESS LIVES

Nearly **800,000** U.S. households had dropped cable by end-'09 and watch shows only online or on DVD

Source: The Convergence Consulting Group Ltd.

HOT JOBS

ADMINISTRATOR AND PRESIDENT

ORGANIZATION Prospect Park Alliance

JOB DESCRIPTION Manage renovations and restorations of the park

MOST IMPORTANT TASKS Oversee projects, establish committees and create a community in Brooklyn

CREDENTIALS NEEDED Experience working with city agencies and government officials to raise money

RECRUITER Phillips Oppenheim

SALARY \$150,000-plus

DOWNSIDE Lobbying elected officials and raising funds in a down economy

UPSIDE Working with volunteers and organizing events to unite Brooklynites

Prospect Park Alliance was formed in 1987 as a public-private partnership with the City of New York. The alliance's annual budget has grown to about \$9 million, up from \$200,000 at its inception. Visitors to the park now number more than 9 million annually.

—SELENA SHEN



GOING THE HOLE WAY: Mike Feder and his team are drilling holes so that trees can be planted.

BUCK ENNIS

EXECUTIVE MOVES



The McGraw-Hill Cos.: Keith Fox, 45, was appointed president of McGraw-Hill Construction. He was previously president of *BusinessWeek*.

Fordham University:

David A. Gautschi, 62, was appointed dean of the Graduate School of Business Administration. He had been dean of the Lally School of Management and Technology at Rensselaer Polytechnic Institute.



FlexiSphere: Bob DeSantis, 54, was named president and chief operating officer at the financial services computing company. He joins FlexiSphere from

Plainfield Asset Management, where he was chief financial officer.

CBC Hunter Realty: Sheldon Snyder, 57, was appointed senior managing director. He was previously a senior managing director at The Reise Organization.

ContextWeb Inc.: Tim Murray, 53, was appointed chief executive at the ad exchange company. He was previously chief operating officer at Dialogic.

The Salvadori Center: Leonisa Ardizzzone,

See EXECUTIVE MOVES on Page 26

GOTHAM GIGS

Getting Down to Earth

'I want to be able to put a name on everything here that's alive'

FOR THE SECOND TIME THIS MONTH, Mike Feder rips out a small bamboo patch that has no business growing near Strack Pond, in Queens' Forest Park Preserve. ¶ "Someone must've planted it over the weekend," says the forestry crew chief for the Department of Parks & Recreation. He usually weeds out non-native species, which overrun local plants. The bamboo bandit hasn't got a chance. ¶ With the natural resources group, Mr. Feder maintains parks in Brooklyn and Queens. The department has dozens of events planned for Earth Day this week. Mr. Feder's team is busy drilling holes for the 20,000 trees to be planted on April 24 as part of the MillionTreesNYC program. ¶ The 41-year-old Long Islander didn't set out to become a naturalist. He has a degree in Chinese literature, speaks Mandarin and was working at the China Institute in Manhattan when he picked up bird-watching a decade ago. He learned to identify all 300 local birds and moved on to botany. ¶ "I want to be able to put a name on everything here that's alive," says Mr. Feder, who spends most weekends searching for rare plants—a hobby he calls "botanizing."

—HILARY POTKEWITZ

EXECUTIVE INBOX

Anne Fisher

Want loyal clients? Trust your employees

WHEN CLAIRE CHAMBERS opened the doors to luxury-lingerie store Journelle (www.journelle.com), on East 17th Street in Manhattan, she laid down strict rules. To make sure that each bra buyer got the right fit, Ms. Chambers instructed her salespeople on measuring each customer. Her rules for returns and exchanges included a 30-day time limit.

Just one problem: It didn't work. In 2008, after about a year in business, Ms. Chambers **threw out the rule book.**

"Instead of giving a bunch of very specific instructions, I outlined the overall feeling I want the customer to have when she leaves our store or our Web site"—that of feeling understood as a unique person.

Ms. Chambers gave her salespeople leeway to cater to customers' quirks. For instance, she now admits that measuring shoppers "can be tricky, because customers range from totally relaxed to very shy and nervous," she says. "If someone doesn't want to undress all the way, employees can find ways to deal."

Ms. Chambers observes: "It took a while for me to get used to **not controlling so many of the details.** It requires you to trust your employees' judgment."

Her former boss is all for that. Before Journelle, Ms. Chambers worked for Katzenbach Partners (www.katzenbach.com), now part of Booz, which specialized in helping huge outfits like the U.S. Marine Corps get the most out of what Jon Katzenbach dubs "the informal organization."

Now he has co-written a book called **Leading Outside the Lines.** Even a startup can benefit from Mr. Katzenbach's ideas, like this one: Let employees make most customer-service decisions.

Consider: Journelle projects that it will hit \$3 million in revenue this year. Customers come in three times a year for lingerie, twice the industry average.

DO YOU ENCOURAGE your employees to use their own judgment when dealing with customers? Tell us at www.craigslist.com/execinbox.

Cross-cultural funding feats

Red Cross chief wipes out deficit, taps new resources to help Haiti

BY MIRIAM KREININ SOUCCAR

WHEN GAIL MCGOVERN was hired as chief executive of the American Red Cross two years ago, the 128-year-old nonprofit had a deficit of \$209 million. By the time the current fiscal year ends on June 30, the former Harvard University professor and former president of Fidelity Personal Investments will have erased it entirely. This year, to tap new donors to raise money for Haiti's earthquake victims, she turned to new high-tech strategies, raising \$32 million from mobile texting. Ms. McGovern, 58, will be honored at the annual dinner being held by the Financial Women's Association in Manhattan on April 26.

How much have you raised for Haiti so far?
Just north of \$400 million.

How does that compare with amounts for other disasters?

We raised \$581 million for the tsunami, and for Katrina, we raised over \$2 billion. But what made [Haiti] different was that the money mostly came from individual giving rather than businesses.

You went to Haiti twice. What struck you the most?

The first trip there was the most devastating thing I've ever seen. The deceased were everywhere. But when I went back in March, the debris was cleared, the deceased were buried and, more important, there were smiles on the faces of the Haitian



BLOOMBERG NEWS

people. And what really warmed my heart was that this fledgling economy has come back. On every inch of curb, someone is selling something.

Why did you switch to the nonprofit world?

I had 28 years of corporate, and I was feeling itchy. I wanted to be the new kid on the block somewhere. That's why I started in academia, but after a very short period at Harvard, I felt I wanted to run something again. When I got the call from the American Red Cross, I thought, "This is it." The place is humbling; the mission is incredible.

What are the differences in running a nonprofit versus, say, Fidelity?

The intellectual challenge and the need for business acumen are very similar in both places. However, when I had to do layoffs at Fidelity, people got upset, but they moved on. In a humanitarian organization, where people are here because they want to give back, any layoff is a thousandfold more complicated. When I had to lay people off at the Red Cross, people were heartbroken that their friends were no longer on the payroll. In the nonprofit space, you have to lead not only with your head but with your heart. If I look back on my career in the for-profit space, I'm realizing I could have used my heart more. ■

RÉSUMÉ REVIEW

Is your job search all it could be? We ask the experts.

NAME DEBRA HEITZLER

SUMMARY

Administrative assistant in the financial services industry

PROFESSIONAL EXPERIENCE

- J.P. Morgan, 2008-2009
Executive assistant to managing director and executive director
Provided administrative services, prepared correspondence, itineraries and reports
- Bear Stearns & Co., 1988-2008
Executive assistant to co-head of commercial mortgage department
Compiled and approved departmental expenses, oversaw volunteer initiatives, supported managing projects
Quality assurance specialist, corporate marketing
Partnered with business units in the production of marketing materials, served as resource for current and historic corporate information
Sales assistant to managing director, private client services

EDUCATION

- Long Island University, B.S., administration, 1981
- SUNY at Farmingdale, L.I., A.A.S., administration, 1979

Résumé appears in condensed form.

EXPERT ADVICE

Debra has captured her career well by starting each line below her job titles with a verb, a very proactive way to demonstrate action. She has adequately told employers what she does, but not how well she does it. Debra should include achievements or accomplishments to augment her list of essential responsibilities—for example, if she has saved the company money, made a division more efficient or won a departmental award. These are points that companies may ask about when reading her résumé, and they should be addressed.

—JOHN FLATO, career services expert, Vault.com

To contact this candidate or to be featured in "Résumé Review," e-mail us at cnyb_resume@crainsnewyork.com.



EXECUTIVE MOVES

Continued from Page 25

41, was promoted to president at the professional development nonprofit. She was formerly executive director.

Michelman & Robinson: *Judith J. Sullivan*, 45, was named partner in the New York office. She was formerly a partner at White & Williams.

HVS Executive Search: *Alison Brody-Smith*, 42, was named senior vice president. She was most recently at Korn/Ferry International, where she served as a client partner.

Argo Real Estate: *Lynn Whiting*, 47, was

promoted to vice president from director of management at the full-service real estate firm.

Michael Donuk, 43, was promoted to director of management. He had been a senior property manager and director of operations.



Time Inc.: *Samantha Fennell*, 41, was named executive director of corporate sales. She was formerly executive director of sales at The Huffington Post.

Kayne Anderson Real Estate Advisors: *David Friedman*, 50, was named managing

director of asset management at the private equity firm. He was most recently vice president and national director at Jones Lang LaSalle.

Media Storm: *Jeremy Cornfeldt*, 38, was named managing director of digital, a newly created position. He was formerly senior vice president and group client director at Carat New York.

KBW Inc.: *Michael Errichetti*, 52, was named managing director and head of real estate investment banking at the investment bank. He was previously a managing director at J.P. Morgan.

Kantar Health: *Mary Sobiechowski*, 55, joined the health care consultancy as chief information officer. She was previously CIO and worldwide director of technology at Sudler & Hennessey.

Porter Novelli: *Joseph Landi*, 49, joined the public relations firm as executive vice president and director of New York health care. He was most recently president of Landmark Communications, which he also founded.

LECG: *Joseph Decilveo*, 56, joined the consulting firm as a managing director. He was formerly a senior managing director at Huron Consulting Group Inc.

Peter C. Hagan, 61, was named a managing director. He was most recently a consultant.

Sonnenschein Nath & Rosenthal: *Jeffrey H. Koppelle*, 47, was promoted to partner from counsel in the law firm's tax practice.

Alliance for Downtown New York Inc.: *Jennifer Mikitan*, 34, was named director of retail attraction. She was previously on-site sales director at The DeNiro Group.

Quinn Emanuel Urquhart & Sullivan:

Sandra Bresnick, 45, joined the law firm as a partner in the intellectual property practice and co-chair of the global life sciences practice group. She was formerly a partner at Sidley & Austin.

Helen Keller Services for the Blind: *Christopher D. Maher*, 43, was named chairman at the nonprofit organization. He currently serves as executive vice president and chief retail officer at Dime Community Bancshares Inc.

The Red Peak Group: *James Fox*, 35, joined the marketing services company as chief strategic officer. He was formerly executive vice president and planning director at BBDO New York.

Freshfields Bruckhaus Deringer: *Marshall H. Fishman*, 54, joined the law firm as a partner. He was previously a partner at Kramer Levin Naftalis & Frankel. *Walter Stuart*, 64, joined as a partner. He was formerly a partner at Vinson & Elkins.



New York Life Insurance Co.: *Michael Gordon*, 35, was promoted to senior vice president from first vice president.

Six Flags Media Networks: *Thomas Haidinger*, 46, was

named vice president. Previously, he served as vice president of client services at Genesco Sport Enterprises Inc.

Hilton Worldwide: *Conrad Wangeman*, 52, was named area vice president of operations for the Northeast. He was previously the general manager of Hilton New York.

The Orchard: *Prashant Babadur*, 37, was promoted to general manager from director of retail marketing at the music and video distribution company.

Scott Bergman, 38, was promoted to vice president of sales and marketing from senior director of physical sales and marketing.

Tom Lorenz, 42, joined as vice president of engineering. He was formerly director of technology at RDAI.



Donnelly Sustainable Energy Services: *Nicholas D'Alessandro*, 55, was named vice president. He was most recently at KPMG, where he served as a member of the construction tax

planning practice.

FTI Schonbraun McCann Group: *Glenn Brill*, 52, joined the consulting firm as a managing director in the real estate advisory group. He was previously a private real estate consultant.

J&M Construction Management: *Sam McClain*, 46, was named vice president. He was previously chief operating officer at Wing Inc.

Duff & Phelps: *Michael Braverman*, 47, was named managing director at the financial advisory and investment banking services firm. He was formerly a managing director at Huron Consulting Group Inc.

Kaplow Communications: *Elizabeth McGovern*, 32, joined the marketing agency as vice president of the consumer lifestyle group. She was most recently at Bloomingdale's, where she served as director of national media relations.

—MAIA BLUME

CORPORATE LADDER

STRUGGLING TV GUIDE GETS NEW PUBLISHER

LORI O'CONNOR, 35, was named publisher of *TV Guide Magazine*, owned by OpenGate Capital. Ms. O'Connor faces tough challenges as she takes the reins at the magazine, which saw a 35.5% decrease in ad sales revenue from December 2008 to December 2009, according to Publishers Information Bureau, and was sold off by Macrovision for \$1 in 2008. **A user-friendly redesign** of *TV Guide* hit newsstands on April 15, and the hope is it will help the publication rebound from a tough few years.

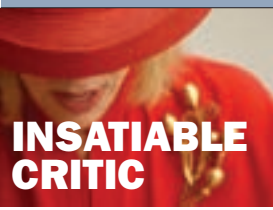
Ms. O'Connor will be responsible for directing all the advertising programs and sales teams and expanding the publication's presence online and across mobile platforms. She has substantial experience in advertising, having previously served as advertising sales director and Eastern sales manager for the magazine. Prior to joining *TV Guide*, Ms. O'Connor was in the ad sales department of *Golf for Women* at Meredith Publishing.

—MAIA BLUME



EXECUTIVE PROMOTIONS

The fastest way to get an announcement into *Crain's* is to submit details online. Fill out the form at www.crainsnewyork.com/submit. The Executive Moves column is also available online.



INSATIABLE CRITIC

Gael Greene

Where the dishes are on target

Jean-Georges' Mark serves top chef's idea of comfort food

LOOKING AT the world through Upper East Side eyes, it sometimes seems there's nowhere to eat. Maybe that's why the entire 10021 ZIP code was just waiting for The Mark Restaurant by Jean-Georges. It's not to be confused with the chef's four-star temple, Jean Georges, across town.

We're eating the Alsatian-born chef's idea of comfort food, rustic and classic everyday dishes from his childhood and ours: pizza; a Frenchman's take on pasta; and fish, birds and chops "simply cooked."

Crispy calamari with lemon dip and a brie cheeseburger—no matter how delicious—may seem laid back and unambitious in contrast with designer Jacques Grange's refined ambience: the illuminated columns and Mondrian-like panels, the beige-and-brown palette, and the glorious skylight of the dining room. From the heat of a hoity crowd, I thought the place would do well. After all, the entrées seem affordable in this neighborhood.

I was seduced by the intense black truffle fontina melt pizza that evening. I liked the rack of lamb pebbled with black olive crumbs and the swirl of angel hair with basil-pistachio pesto and the tiniest Brussels sprouts I've ever seen. I came by for lunch to taste the "decadent" Croque M. the chef had raved about on his blog, and it was good. His secret, he confided: Gruyère and Comté in the classic Mornay with a fried quail egg on top. Still, the place left me lukewarm. I was distracted by Jean-Georges himself at ABC Kitchen, his second launch in two weeks.

Well, what about The Mark? I needed to go back. It's Saturday night and we're stuck at a tiny round in a corner of the lounge. Still, there are freesias sending their perfume aloft. Best of all, the service is smoother, intuitive, on the mark, I'd say.

In just a month, there's been a sharp uptick of flavor. I loved winter's buckwheat fettuccine with Maine seafood and big clots of sea urchin, but the broth is especially powerful in tonight's spicy linguine with clams. Sent by the kitchen, hamachi sashimi exquisitely decked out with slices of avocado, bits of cucumber and radish in a soy-yuzu dressing sings an oratorio in my mouth.

Of course it's spring, so there are rhubarb and English peas in the smart onion fondue with the perfectly grilled veal chop—well-seasoned, caramelized and rare, as re-



OLIVE-PEBBLED: A rack of lamb

THE MARK RESTAURANT BY JEAN-GEORGES

25 E. 77th St.
(212) 606-3030

www.themarkrestaurantnyc.com



CUISINE Eclectic comfort

PRICE RANGE Entrées \$23 to \$37

SERVING Breakfast, lunch, brunch, dinner

RESERVATIONS Advised

NOISE LEVEL Civilized

I can't wait to return.

I will definitely go back.

I'll let them simmer awhile.

NO HATS Never again.

quested. The sweet pea soup on parmesan foam is not the miracle of the original that inspires ecstatic murmurings across town, but it's spring in a shallow soup bowl. I can't guess where the jumbo asparagus grew but they're here, properly al dente, bathed in lemon and olive oil, along with another house gift, a spiky bouquet of maitake mushrooms—crisply singed and smoky.

Altogether, except for the one-note ennui of fettuccine with lemon, parmesan and black pepper, an impressive performance.

Beyond the dessert list's classic warm chocolate cake—a Jean-George signature—profiteroles and a passion fruit Pavlova, pastry chef Erik Hubert makes his mark with whole cakes and tarts brought to the table on a tray and sliced to order, mostly sweet and very sweet. Better by far: the cassis sorbet and whatever ices the season brings. I've never seen Jean-Georges here except in photographs. But I'm sure he feels covered, having a veteran like Pierre Schutz running the kitchen. Meanwhile, Mr. Vongerichten will hit the jet stream again soon, sowing global seeds. If Singapore is next and then Doha, can Katmandu be far behind?

Copyright © 2010 by Gael Greene.
Syndicated by www.insatiable-critic.com.

THE WEEK AHEAD

APR. 26-MAY 2

CONFERENCES

WEDNESDAY, APRIL 28
CRAIN'S NEW YORK BUSINESS will sponsor a breakfast forum with Chris Ward, executive director of the Port Authority of New York and New Jersey, from 8 a.m. to 9:30 a.m. at the Grand Hyatt New York, 109 E. 42nd St. Tickets cost \$70 for an individual and \$650 for a table of 10 with registration by April 21. It is \$75 for an individual and \$750 for a table of 10 thereafter. Tickets can be purchased online at www.craainsnewyork.com/events.

FORUMS

MONDAY, APRIL 26
AIA NY MARKETING AND PR COMMITTEE AND THE OCLUSUS COMMITTEE will host a forum on the changing state of the design press from 6 p.m. to 8 p.m. at the Center for Architecture, 536 La Guardia Place. The event is free for members and \$10 for nonmembers. Call (646) 742-1700 for more information.

NETWORKING RECEPTIONS

THURSDAY, APRIL 29
NY ENTREPRENEURS BUSINESS NETWORK will host a mixer from 6 p.m. to 10 p.m. at The Arena, 135 W. 41st St. Admission is free with advance

registration and \$10 at the door. For additional details, call (646) 278-7050.

SEMINARS

WEDNESDAY, APRIL 28
Join the **URBAN LAND INSTITUTE OF NEW YORK** for a lecture on the stages of development and the impacts of Project Green Light street closures in Times Square. The lecture will take place from 7:15 p.m. to 8:15 p.m. at Times Square Info Center, 1560 Broadway. Fees are \$40 for members, \$65 for nonmembers, \$35 for public sector members and \$30 for Young Leaders Group members and students. Call (800) 321-5011 for more information.

DREAM IN COLOR will hold a seminar on video marketing strategies to stay ahead of your competition from 5:30 p.m. to 7:45 p.m. at Select Office Suites, 116 W. 23rd St., fifth floor. Fees are \$10 in advance and \$20 at the door. Call (646) 375-2134 for further details.

THURSDAY, APRIL 29

SCORE NYC will hold a seminar on how to establish and run a not-for-profit business from 10:15 a.m. to 1 p.m. at the Science, Industry and Business Library, 188 Madison Ave., lower level. Fees are \$49 in advance and \$59 at the door. Call (212) 264-4507 or e-mail info@scorenyc.org.

CULTURAL EVENTS

FRIDAY, APRIL 30
Head to the **JOYCE THEATER** at 175 Eighth Ave. at 8 p.m. to celebrate the end of the Stephen Petronio Company's 25th anniversary season. Tickets range from \$19 to \$49 and can be purchased online at www.joyce.org.

—MAIA BLUME



BUCK ENNIS

WHAT HE'S READING

HE'S USUALLY REVIEWING SCRIPTS for *The Dr. Oz Show* or reading the Harry Potter series aloud to his son. But Dr. Mehmet Oz found time recently to pick up *You Say More Than You Think: A 7-day Plan for Using the New Body Language to Get What You Want*, by Janine Driver and Mariska van Aalst.

"It lets you know **how you can tell if people are lying**," he says. "It's funny, and I like the way it is crafted."

Dr. Oz, who performs some 250 heart operations annually, says he loves books that "educate and entertain" with the turn of a page. *In You Say More Than You Think*, a bit about **navel intelligence** did both. The book says a person is lying if he directs his belly button toward the door. The small body shift signals that he wants to get out of there.

—BARBARA BENSON

To view *Crain's* full calendar listings, go to www.craainsnewyork.com/events

Pick of the week

MARCUM LLP

is pleased to announce that it has acquired the New England practices of UHY Advisors and UHY LLP.

Marcum will now have offices in three of New England's major business markets – Boston, Massachusetts, and New Haven and Hartford, Connecticut.

APRIL 16, 2010

MARCUM
ACCOUNTANTS ▲ ADVISORS



marcumllp.com ■ marcumgroup.com



WHEN YOU WANT YOUR 3G NETWORK TO WORK, YOU WANT VERIZON.



BlackBerry® Curve™8530

Wi-Fi enabled and support for popular apps, including Skype mobile.™

BUY ONE GET ONE

FREE
\$29⁹⁹

\$129.99 2-yr. price – \$100 mail-in rebate debit card. New 2-yr. activation on voice plan with data pak \$29.99/phone or higher req'd.



A small business owner's day is full of critical moments. There are times when what stands between you and success is the ability to connect wirelessly to information, when you're on the go. To the Internet. To an important file. To sales data. These are 3G moments. So before your next one, be sure to remember: when you want your 3G Network to work, you want Verizon. **To learn how Mobile Office Solutions can help put your business on the map, call 1-800-VZW-4BIZ or visit a Verizon store.** verizonwireless.com/onthemap