

MANUFACTURING MATTERS

MACNY and CNYSBA:

An Affiliation Vital to Education and the Economy in our Region

We are excited to announce that MACNY and the Central New York School Boards Association (CNYSBA) have agreed to affiliate to take advantages of joint-operational opportunities that would realize mutually beneficial and sustainable outcomes within the vital educational and economic constituencies served by the two organizations.

For over two years, the staffs and boards of CNYSBA and MACNY have had on-going, in-depth conversations about how a formal partnership and joint operations could leverage the strengths of both organizations. In December 2017, these talks led to an important first step in this process as CNYSBA entered into a co-location agreement with MACNY. Through economies of scale, this move has provided fiscal savings for both organizations, while also enhancing facility capabilities.

In 2018, CNYSBA and MACNY began leading workshops together for a small group of area public school Boards of Education with a focus on professional development, team building, and leadership. School board workshops and professional development activities are practices highly recommended by education experts, including the NYS Department of Education. CNYSBA annually receives requests to provide these programs to their member boards but has been unable to honor more than a handful based on limited staff capacity. CNYSBA's collaboration with MACNY's Leadership Development and Training department is a significant example of how we can take advantage of opportunities with a well-designed and strategic affiliation.

The two associations are also exploring service delivery opportunities to support a key MACNY priority — increasing the number of young people working in MACNY member companies as well as in other organizations in Central New York. An initial step in this process is Pathways to Jobs, a program whose objective is to build awareness among educators, business leaders, parents, and other key stakeholders of the employment and career needs and opportunities in our region. Several of these special forums were held in March and April in Syracuse, Auburn, Oswego, and Ithaca.

If you have any questions about our affiliation, please contact any of the staff at CNYSBA or MACNY. We are so excited to bring this new capability to you, our members, and our community.

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Randy Wolken
President & CEO

Manufacturers Concerned About Future Growth

The National Association of Manufacturers (NAM) recently released the results of its Manufacturers' Outlook Survey for the third quarter of 2019. For the second consecutive quarter, the survey showed a significant drop in manufacturers' optimism amid uncertainties, a softening global economy, and worsening workforce shortage. Nearly 68 percent of manufacturers had a positive outlook for their business in the third quarter, down from 79.8 percent in the second quarter and 89.5 percent in the first quarter. The inability to attract and retain a quality workforce remained manufacturers' top business concern (69.9 percent) for the seventh straight quarter.

Manufacturers have an all-time high of 522,000 open jobs, according to the most recent JOLTS data, and a landmark report published last year by Deloitte and The Manufacturing Institute—the workforce and education partner of the NAM—found that 2.4 million manufacturing jobs could go unfilled by 2028.

The survey found that trade uncertainties among manufacturers rose to 63.4 percent in the third quarter, up from 56.0 percent in the second quarter, as Congress and the administration work to approve the USMCA, secure a U.S.–China trade agreement and reauthorize the Ex-Im Bank.

The Manufacturers' Outlook Survey is conducted by NAM Chief Economist Chad Moutray. The survey is of the association's membership of 14,000 large and small manufacturers and has been done on a quarterly basis since 1997 to gain insight into their economic outlook, hiring and investment decisions and business concerns. The NAM releases the results to the public each quarter. (Further information on the survey is available <https://www.nam.org/manufacturers-outlook-survey/>.)

NAM's Manufacturers' Outlook Survey results reflect what I am hearing here in New York State. Members are on-edge. Because of their concerns, I am hearing that they are more cautious in their hiring and investments. I have become concerned that this is affecting our growth rate. It is important that our elected officials and community leaders recognize this and look to encourage growth and investment in the technology and manufacturing sectors.

In the coming year, MACNY and The Manufacturers Alliance of New York State will be working to secure elected official support for growing the workforce available to manufacturers. In order to grow, a skilled workforce available to hire is essential. Also, maintaining an economic environment supportive of investment is critical. The New York State Tax Parity Act would provide an income tax cut for small and medium manufacturers on par with large manufacturers is vital. Tax policy does drive investment and New York State can ill-afford not to be focused on creating the best environment possible to get all manufacturers to stay and invest in New York and our local communities.

We have much to be proud of here in New York. We also have much more to do to secure a strong manufacturing sector in our hyper-competitive global economy. We all need to stay focused on maintaining manufacturing as a vital part of local economies. At MACNY, we are committed to advocating on behalf of our members. Please help us continue this effort.



Cindy Oehmigen
Director of Energy & Corporate Services



Chris Kimpland
Lead Cybersecurity Consultant, Infinite Group, Inc.

Are You Ready for the NY SHIELD Act?

On July 25, 2019 New York State Governor, Andrew Cuomo, signed the “Stop Hacks and Improve Electronic Data Security” (SHIELD) Act which expands the New York State Breach Notification Law (N.Y. Gen. Bus. Law § 899-aa). This not only expands the definition of the word “breach,” but it also requires any business collecting “private information” to implement data security controls in accordance with the newly created Section §899-bb. This law follows a similar trend set by other states such as California, Ohio, and Pennsylvania requiring the safeguarding and accountability of those businesses and agencies collecting and licensing the private information of its state’s residents. Let’s look at how your organization can prepare to comply with the law which is set to go into effect on March 21, 2020.

Who Has to Comply?

New York State businesses in almost all vertices and sizes are going to be impacted and required to comply with this law. It is because of the wide breadth of the term “private information” that makes this law applicable to almost all New York businesses, and those businesses without a New York State presence. Private Information is a New York resident’s...

- Social Security Number
- Driver’s License Number
- Name
- Credit or Debit Card Number
- Biometric Information (fingerprints, retina scans)
- Username or Password that grants access to an online account

That being said, different size organizations are going to have different ways of satisfying their compliance requirements. For example, organizations with fewer than 50 employees or less than \$3 million in annual revenue

need only demonstrate that their data safeguards are appropriate for the size of the organization and complexity of their environment.

So Now What?

If you have reviewed the new law, it can seem vague and leave you wondering where to start. Luckily, because of the law’s somewhat non-prescriptive nature, it does allow latitude for an organization to reach compliance. Let’s break it down so you can understand what you must address, and how you can do it!

First, you must understand the expansion of what constitutes a “breach.” Previously, a breach was defined as an unauthorized **acquisition** of data. Now “breach” is defined as the unauthorized **access** of data. Unauthorized access of data now includes: viewing, downloading, or copying data. This expanded definition does increase the likelihood that under the expanded breach notification law your organization may have to notify the appropriate parties of a breach where in the past they may not have had to. This can be addressed for compliance purposes by simply creating a Breach Notification Policy or include a breach notification section in your Incident Response Plan (IRP). As always, you should consult with legal counsel before making any breach notification, or even declaring an incident as a “breach.”

Secondly, there is the newly defined “private information.” In order to comply with the SHIELD Act, organizations must implement a “data security program.”

Come to our “SHIELD Act Compliance Workshop” on December 11 to learn more about how to ensure your organization is in compliance with this new law. Learn more or register online at www.macny.org/events.

MANUFACTURER SOLUTIONS



The New York Manufacturing Extension Partnership (NY MEP), a network of organizations that provides growth and innovation services to small and mid-sized manufacturers in every corner of the state, helps hundreds of companies a year create and retain jobs, increase profits, and save time and money.



- **INDUSTRY 4.0**
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- **TECHNOLOGY INNOVATION**





Tiffany Latino-Gerlock
Director of Government Relations
& Communications

MACNY's Annual Legislative Breakfast Focuses on Key State Issues

Approximately 90 MACNY members, elected officials, and staff members attended MACNY's Annual Legislative Breakfast at the Cavalry Club on October 15. Each year, this signature MACNY event provides members with access to our local, state, and federal representatives, as well as the opportunity to hear more about significant legislation that has either passed or is pending in the State Legislature or the United States Congress.

This year's legislative breakfast included an economic development report from Onondaga County Executive Ryan McMahon and an informative presentation on the implementation timeline of the Climate Leadership and Community Protection Act (CLCPA) by Ken Pokalsky, Vice President of The Business Council of New York State. Both presentations stimulated a spirited dialogue among our members at hand.

In addition, this year's Member Spotlight was cryogenetic equipment manufacturer, Cryomech. Chief Executive Officer Kelly Wypych shared some of the exciting details about the company's recent groundbreaking for a new 76,000 square-foot facility in the Town of DeWitt, among other thought-provoking topics.



This year's panel discussion covered a lot of ground—from cyber security measures to new state labor laws, our five panelists offered unique perspectives and instructive feedback on various state issues. Paul Henry from The Bonadio Group discussed how small to medium sized manufacturers could benefit from a zero percent income tax rate as do C-Corps, while Anne Tarpinian with Ostroff Associates explained how New Yorkers could become better prepared to meet the goals of the Climate Leadership and Community Protection Act once it takes effect. In addition, Chris Dugan with Knowles shared his insightful knowledge about leading and building business operations in New York State, and Steve Stazeokonis with Secure Network Technologies urged attendees to be mindful of cyber crimes and

encouraged them to protect themselves from hackers. Furthermore, Andrew Bobrek with Bond Schoeneck & King provided helpful information about the many state labor bills taking effect in New York, such as the new pay equity measures.

I would like to thank everyone who attended and participated in this year's event. I'd also like to extend sincere gratitude to our event sponsors for their valued support: Attis Ethanol, C&S Companies, Covanta, Fust Charles Chambers, Gear Motions, INFICON, and WestRock.

MACNY realizes how important it is that we continue to garner feedback from you, our members, as we plan our legislative agenda for 2020. We will be following up with an online legislative survey at the end of the year, and we highly encourage you to fill out this questionnaire. We also hope you will consider joining us as we head to Albany in March for our annual Manufacturing Lobby Day.



Laury Ferguson
Assistant Director of Apprenticeship

Building Career Pathways, One Apprenticeship at a Time!

The Industrial Manufacturing Technician Apprenticeship program helps inexperienced workers gain entry-level positions in manufacturing and assist current entry-level employees with enhancing their skills and eliminates the skills gap that prohibits them from advancing within their current position. The truth is, technology in manufacturing is quickly changing. Entry level workers require higher skills than ever before and the struggle employers face with recruiting and retaining these types of workers is real. The Industrial Manufacturing Technician (IMT) Apprenticeship program was created to help meet these employer's needs.

The IMT program is a 16-month apprenticeship, registered with the NYSDOL, and provides production workers with a cross functional experience that combines knowledge and competencies with on-the-job learning in a diverse set of areas. These areas include: safety, production equipment set-up and operation, quality production and quality assurance, routine equipment maintenance, inventory and material processes, general business knowledge and continuous improvement, which are all needed in the advanced manufacturing environment.

Registered apprenticeships have an "Earn While You Learn" approach for building workers' skills. During their apprenticeship, each apprentice will be assigned an experienced mentor by their employer, complete 2,700-hours of on-the-job learning from experienced trainers, and 216-hours of related technical instruction. All apprentices are employees of a specific company, earning wages, benefits, and seniority while they learn new skills, build knowledge, and close the skills gap.

Benefits for Apprentices:

- Improved skills and competencies that meet the specific needs of their employer
- Wage progression – incremental increase of wages as skills improve
- On-the-job learning with focused education
- A defined career pathway and growth opportunities
- Industry issued, nationally recognized credentials
- Little to no college debt
- Opportunities for college credit which can be applied to obtaining a college degree

Benefits for Employers:

- Customized training specific to the organization's needs that result in highly skilled employees trained to their specifications and industry requirements
- Increased productivity and knowledge transfer due to on-the-job learning from an assigned mentor and experienced trainers combined with related technical instruction
- High retention rates (According to the U.S. Department of Labor, 91% of apprentices retain employment after the program ends)
- Provides a stable and predictable pipeline for the development of qualified workers
- Ensures that employees are trained, experienced, and certified to produce at the highest skill levels required for their position
- Grows the number of experienced and knowledgeable workers within your company and allows you to quickly adapt to customer and technology changes
- Creates a culture of continuous improvement and learning to meet the needs of the next generation of industrial workers
- Creates a sense of loyalty to the employer

If you're interested in learning more about the Industrial Manufacturing Technician Apprenticeship program or other registered trades, contact me at LFerguson@macny.org or 315-474-4201 x49.

Ownership Transition Planning for Manufacturers

Victor W. Vaccaro, Jr., CPA/ABV, CFF, CDA

Partner, Dannible & McKee, LLP



Planning for ownership transition is important for all businesses. This importance is magnified for manufacturers who may also rely on future owners for everything from management to rainmaking and product development! As a result, it is critical that manufacturers have a robust ownership transition plan that is updated on a regular basis.

Following are five key steps to successfully transition ownership.

Understand your goals for ownership transition

One of my favorite Yogi Berra quotes is “If you don’t know where you’re going, you’ll end up someplace else.” Unfortunately, this often applies to ownership transition as many manufacturers just move along with no particular destination in mind. It is critical that the most important goals are defined if you even hope to get there.

One of the biggest questions to answer is whether it will be an internal or external ownership transition. Most manufacturers look first at an internal plan as it provides for a continuation of the business, access to a pool of buyers within the company, and ongoing control until retirement. While an external sale might provide for a higher price and greater liquidity, manufacturers will most often look at an external sale only after an internal transition fails or when they are approached by a potential buyer.

Obtain a proper valuation

When you transition ownership within your company, you are really transitioning value. To understand the amount in dollars that must be bought and sold, as a starting point, you must know the value of the business. From there, you can begin to consider how to best plan for transition of that value. Business values are determined in ways that range from educated guesses to established valuation formulas to detailed valuation reports prepared by qualified appraisers.

We have found that in practice the best valuation methods consider both a company’s adjusted book value and an earnings factor based on historical income. Other factors to consider include the company’s technology, contracts and

customer relationships along with any guideline valuation multiples or techniques specific to the industry in which they operate.

Consider the non-financial aspects of the plan

Often one of the most challenging non-financial aspects of the plan is determining how the selling owners will eventually “let go” of their myriad of responsibilities. Criteria for ownership must also be established to help understand how key employees or family members can progress on their path to future ownership. The plan must also address the transition of firm management and other key operational roles and customer relationships.

Evaluate the mechanics of the plan

A proper plan is one that will mesh the goals of the selling generation and that of the buying generation and address the key concerns of timing, affordability, tax-efficiency, and cash flow. While it is critical that the plan be financially beneficial to the sellers, it is equally important that the plan be affordable to the buyers. This will often lead to a plan that involves gradual cross purchases of ownership and funding with payments over a period of years. Other possible vehicles to consider include deferred compensation, stock bonuses, and stock redemptions.

Formalize the plan

A mandatory step in the plan for ownership transition is the adoption of a comprehensive agreement among the owners that is often referred to as a buy-sell agreement. For companies with existing agreements in place, the agreement should be reviewed to ensure the ownership transition planning objectives are being met and the agreement is updated with respect to the current economic and tax environment.

Victor W. Vaccaro, Jr., CPA/ABV, CFF, CDA, is an audit partner with Dannible & McKee, LLP, a public accounting firm with offices in Syracuse, Albany and Binghamton. The firm has been providing services to the manufacturing industry since its inception in 1978. To learn more about ownership transition planning, contact Vic at 315-472-9127 x220 or vvaccaro@dmcpas.com.



David Freund
Chief Leadership Officer

ThanksforGiving

We are quickly approaching Thanksgiving, and typically I would be asking you to begin a gratitude journal for the month of November. I still think that's a great exercise, but this year I would like to offer a play on words. Instead of focusing on Thanksgiving, I would like to say *Thanks for Giving*. I want to thank all of you leaders who realize that leadership is never about you, but about those around you that you add value to. You are one of the best leaders. Thank you for making a difference in our community. Thank you for lifting others up by helping them realize potential they never knew they had. Leaders who know they need to give their best to their team are indeed the best of the best.

For a leader to give, they need to continually grow because you cannot give what you do not have. The best leaders are growing daily. Abraham Lincoln said, "I don't think much of a man who is not wiser than he was yesterday." Are you satisfied with where you are right now? Are you content with the level of knowledge you presently have? If yes, you are in great danger of becoming obsolete.

Recently I heard these four questions that can shine some light on our growth...

- 1. When was the last time you did something for the first time?** When we were new in our careers, we were doing new things almost every day. Each day was like opening a box filled with opportunities to grow. As we get established in our roles we begin to settle in and feel that we have arrived. Settling in, how tragic.
- 2. What have you learned and applied in the last week?** Okay, I will make it easier. What have you learned and applied in the last month? Was this an easy question or a tough one? Tomorrow will require a better version of you than today required. Tomorrow will require a better version of your team than today required. Will you be ready?
- 3. What do you do daily to facilitate your growth?** You read that correctly, what are you doing daily? Not what course will you take? Not what event will you be attending, but what are you doing daily? What success habits have you implemented that will keep you growing daily?
- 4. Are you teaching others what you are learning?** Several months ago, a father shared with me that his son was having trouble studying for entrance exams for medical school. When the son spoke to his academic advisor about the struggle the advisor told the son that he should teach the information he was studying to his parents. The best way to learn is to teach what you are learning as you learn it. The great news is that you learn information and your team grows as you grow. Now that's a high return on investment.

The best leaders are always growing. They continue to learn and grow so they always have something new to give to their team. They realize that you cannot give what you do not have. If you want to be one of the best leaders, you need to be intentional about your growth and plan for it. If you are one of those "best" leaders, thanks for giving!



Hilary Hext
Training & HR Manager

Curriculum-Based Learning Plans

Does your company have each training for each employee planned out for the year? Training employees is a moving target and can be difficult for HR departments to organize annually for each employee. For example, training requirements may change, employees may request different opportunities throughout the year, and budgets are usually tight.

What if there was a solution for the challenges of training planning? I'm excited to share that MACNY is currently designing curriculum-based learning for members to utilize throughout the year. This will include "bundles" of classes in succession that will allow employees to learn different topics/subjects throughout the year.

For example, in the communication track there will be the following courses:

Level 1 – Everyone Communicates, Few Connect - *To be a successful leader, you need to learn to communicate in a way that connects with others. Learn how to identify with people and relate to others in a way that increases your influence with them.*

Level 2 – Mastering Emotional Intelligence - *Whether you are aware of them or not, emotions are intertwined in everything you think, do, and say each day on the job, in your career, and throughout your life. Emotional Intelligence (EQ) is how you handle yourself and others on the job. People who develop their EQ communicate effectively, handles stress well, make good decisions, handle conflict productively, are better team players, respond flexibly to change, influence others more, and provide top-notch performance. The program has one purpose...to increase your EQ.*

Level 3 - Crucial Conversations - *Teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics—at all levels of your organization. By learning how to speak and be heard (and encouraging others to do the same), you'll surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment.*

The purpose of curriculum-based learning plans is to assist with the planning of learning and development for MACNY member employees. Our hope is to help ease the stress of the HR department's training planning by bringing the plan to you! If you have any feedback or comments please email me at hnext@macny.org.

FEATURED TRAINING

Charting Your Path for Growth

Are you ready to start living the life you were meant to live? A life in line with who you are and what matters most to you?
Are you ready to love what you do and do what you love? Are you ready to be the best version of you possible?

If yes, you need to start Charting Your Path for Growth.

This two-session workshop will help you identify your core values and develop a personal growth plan that is specifically tailored to your goals. You will walk away from this workshop with a detailed plan to grow into the life you desire!

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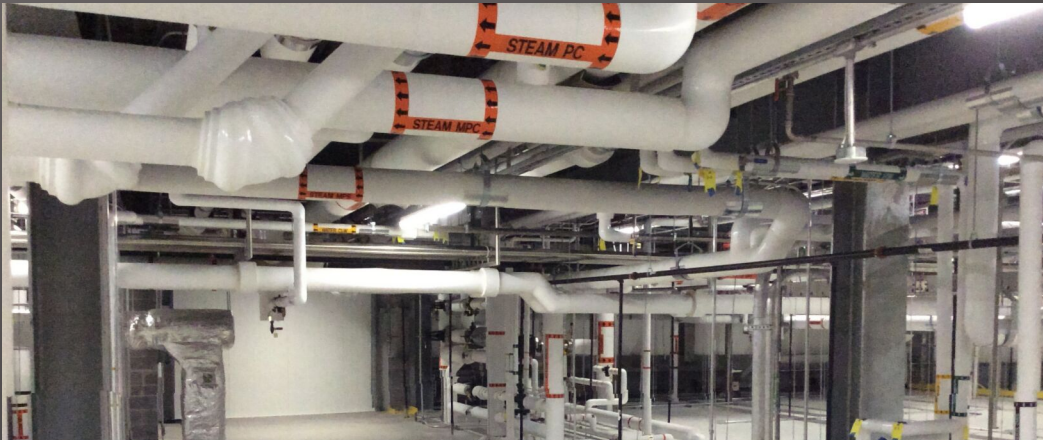
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Joe Vargo
Executive Director
Partners For Education & Business

Developing an Urgency to Support Careers in Manufacturing

Held annually on the first Friday in October, Manufacturing Day helps show the reality of modern manufacturing careers by encouraging thousands of companies and educational institutions around the nation to open their doors to students, parents, teachers, and community leaders. The New York State Sponsor of Manufacturing Day 2019 is Novelis, who also sponsored the local event at Hillrom along with Huhtamaki. Again this year, Partners for Education & Business coordinated the efforts of local manufacturers and schools and was able to bring 350 students to Hillrom and more than 50 students to INFICON. Oswego County also celebrated Manufacturing Day with an open house attracting more than 200 students and almost 20 different sponsoring manufacturing organizations.

The morning session at Hillrom began with a workforce panel including Randy Wolken, President & CEO of MACNY; Martha Ponge, Director of Apprentice at MACNY; Mark Southwick, Plant Manager at Huhtamaki; and Kelly McBride, Executive Director of Operations at Hillrom. Representatives from various businesses attended the session including Bartell Machinery, Beech-Nut, Critical Link, Fluid Power, National Grid, PaperWorks Packaging Group, Revere Copper, Tessy Plastics, and many more.

The panel conversation was centered around managing the shortfall of manufacturing workers. Job openings have been growing at double-digit rates since mid-2017. Those that thought new technologies would eliminate jobs could not have been more mistaken—more jobs are actually being created because of artificial intelligence and robotics. This fact, coupled with the large number of retirements due to the aging of the baby boomer population, is responsible for the increase in open positions.

How can we prepare workers for these advanced technologies? What are the skills that will become must-haves in the workplace? What are the pathways for training and education to enable these skills? This panel of manufacturers and educators, facilitated by MACNY's Chief Leadership Officer, David Freund, discussed how we will be able to find potential solutions to close the widening skills gap.

Students at Hillrom were treated to six different tour stops inside the facility and were addressed by Valerie Finarty, Vice President of Operations. Students at INFICON were also given guided tours of that facility. Both of these organizations require digital skills, technology and computer skills, critical thinking, and programming skills, in addition to the ability to work with tools and techniques. Many of these jobs do not require 4-year degrees; some may require a 2-year degree or a certification. Apprentice programs, as well as some pre-apprentice programs, offer a solution with short-term specialized training.

This year's Manufacturing Day was a huge success thanks to Hillrom, INFICON, and CiTi BOCES. Thank you to our many sponsors including Huhtamaki, AT&T, Marquardt, SRC, National Grid, and PaperWorks. Students that visited either Hillrom or INFICON came from Auburn, Cayuga BOCES, Central Square, East Syracuse-Minoa, Jordan-Elbridge, Liverpool, Marcellus, four different OCM BOCES locations, Solway, Syracuse Academy of Science, the Syracuse City School District, and West Genesee.





Marianne Ferris

P-TECH Business Outreach Coordinator
Partners For Education & Business

Open Your Doors!

“Open your doors!” was the advice offered by MACNY’s Director of Apprenticeship, Martha Ponge, to attendees of this year’s Manufacturing Day on October 4. Ponge, participating in a panel discussion, spoke to a critical question on the minds of audience members: how do we help students see the career opportunities offered by local manufacturers?

The event, hosted by Hillrom in Skaneateles, in collaboration with MACNY and Partners for Education & Business, Inc. (PEB), featured events that touched over 500 students, teachers, and manufacturers in our region. This year’s panel discussion focused on the need to create an urgency around increasing the awareness of the great jobs and careers in our region.

It was local news anchor, Dan Cummings, who opened the discussion by declaring that the 2019 theme was urgency. “In the news business,” stated Cummings, “if you want to grab attention, you use the word urgency.” Cummings agreed that this word perfectly described the existing challenge of building a skilled manufacturing workforce.

Randy Wolken, President & CEO of MACNY, acknowledged that these are difficult and challenging times. Experienced workers (many with over 30 years in their trades) are retiring, creating a situation that keeps Val Finarty, President of Hillrom’s Skaneateles operations, up at night; what workers will replace them? Mark Southwick, from Huhtamaki, commented on the “skills desert” in Central New York, citing Huhtamaki’s current 63 openings in operations, expected to grow to 400 openings over the next few years. These manufacturers are certainly feeling the urgency.

According to Ponge, “The real problem is that we don’t have people coming into manufacturing. MACNY realizes that to make this happen, we must start in middle schools and develop the pathways that become the on-ramps to manufacturing.” MACNY works to grow robust apprentice programs that can take any employee from where they are to where an employer wants them to be. Ponge stressed the importance of developing apprenticeships for brand new trades, for which these programs don’t yet exist. Such curriculums help an employee to envision the pathway, exciting for them and the employer. Apprenticeships aid in attracting new employees and in long-term retention.

MACNY and PEB recognize that this crisis is not going away, that we need to be aggressive in order to acquire the talent we need. Working closely with the CNY School Boards Association, MACNY and PEB connect to all 50 School Districts. This opportunity to share the message means that students of all academic levels are shown pathways into the best jobs available.

Event facilitator and MACNY’s Chief Leadership Officer, David Freund, elicited a question from the audience: how do we convince young people that they don’t have to go to college to be successful? “We have to improve our relationships with the schools,” responded Ponge. “We have to reach parents and students together and begin a very focused conversation. Most important is that manufacturers need to open their doors! Help us with field trips, digital tours, speakers from your company. Help us help students see the opportunities you have.”

And understand that it is urgent.

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IT'S TIME TO GET NERVOUS!



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