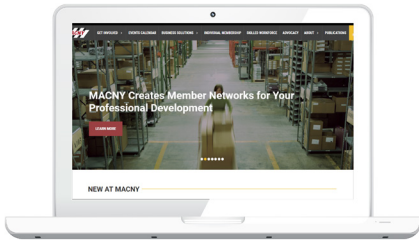


# MANUFACTURING MATTERS

## Near or Far, We've Got You Covered.



We are excited to announce that we are starting off 2020 with another technology upgrade that will elevate the member experience for those both near and far!

Last year we updated our online registration platform to enhance capabilities and serve our members in a more efficient and organized way. Another investment we made last year was outfitting our East Conference Room and Legacy Room with new technology that makes distance learning and distance meetings a possibility. The rooms were upgraded to include large television screens, multiple cameras and microphones, and enhanced presentation capabilities.

This year's announcement builds upon both of those. We have now launched many of our council events and training offerings digitally through Webex and we've again upgraded our online registration process to make registering to attend digitally seamless. Launched last month, members now have the option to select how they attend our events. While we always love to see you in person, this new capability will break down the barriers of distance and cater to those who need a bit more flexibility in their schedules.

This technology will also give us the capability to record some of our council events and training sessions to create a MACNY Training Library - something that our membership has been increasingly requesting. Keep an eye out for more information on this later in the year year!

At MACNY, we are committed to making investments to meet the needs of our membership. We plan to continue to do so throughout 2020 and beyond. If you have suggestions or ideas that you would like to share, please contact Cindy Nave, COO, at [cnave@macny.org](mailto:cnave@macny.org).

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**Do you know a high school senior looking for a scholarship in engineering, architecture, computer science or nursing?**

**Everyone is a Winner!**

## WELCOME OUR NEW MEMBERS...

### Granger Construction Company Inc.

Granger Construction Company Inc. is a general contracting firm providing commercial construction services for new ground up buildings, interior fit outs, major additions, renovations, and complete re-purposing projects. They are focused on their relationships with clients to fully understand their project needs in order to provide the best results every time.

Visit them at: <https://grangerconstructioncompany.com/>

### InStream

InStream helps organizations improve efficiency through intelligent business processes and customized solutions. InStream provides solutions for workflow automation, technical and IT project management, process automation, outsourced transactional processing, cloud document management, and more.

Visit them at: <https://instreamllc.com/>

# WELCOME



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Randy Wolken  
President & CEO

## New York State Manufactures Need the USMCA

Congress needs to move forward quickly on a bipartisan deal on the United States-Mexico-Canada Agreement (USMCA). MACNY is urging lawmakers to pass the agreement and implement it as soon as possible. Designed to replace the North American Free Trade Agreement (NAFTA) and agreed to last year by leaders from all three countries, the USMCA now awaits approval by Congress. It appears that we are close to a historic agreement.

Canada and Mexico purchase more U.S.-manufactured goods than our next 11 trading partners combined. Exports to Canada and Mexico support two million manufacturing jobs and 40,000 small and medium-sized businesses across the United States. Comprehensive data composed by the National Association of Manufacturers shows the USMCA's positive impacts in every state. New York's largest trading partner is by far Canada. Total Manufactured Goods Exports to Canada and Mexico (NAFTA, 2018) is \$12.42 billion.

The new United States-Mexico-Canada Agreement (USMCA) will support mutually beneficial trade leading to freer markets, fairer trade, and more robust economic growth in North America. Key achievements include important agreements on Intellectual Property, Digital Trade, De minimis, Financial Services, and the Environment. Labor would see significant improvements in protections and labor unions, such as The American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), are supportive of the passage of a final bill.


If ratified and implemented, the agreement can lead to expanded U.S. exports, improved intellectual property protections and enforcement, and leveling the playing field for U.S. workers. MACNY urges quick passage and implementation of the USMCA to ensure manufacturers and businesses can grow, compete globally, and support millions of well-paying jobs.

**Looking for more  
updates like this?**

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subscribe](https://macny.org/government-relations-subscribe)**



**LET YOUR VOICE BE HEARD!**

A photograph of the Albany State Capitol building, a large, ornate, light-colored stone structure with multiple stories, arched windows, and red-tiled roofs. The building is set against a blue sky with light clouds. In the foreground, there is a paved plaza with some construction barriers and a small white utility box.

# **MANUFACTURING LOBBY DAY**

**ALBANY, NY**

**MARCH 3, 2020  
8 AM - 3 PM**

Lobby Day kicks off at the Fort Orange Club with breakfast, networking, and a legislative update, followed by legislative visits at the Capitol. The event will conclude in the afternoon with lunch, keynote address, working session, and dialogue.

**Visit [macny.org/events](https://macny.org/events) to register!**



Tiffany Latino-Gerlock  
Director of Government Relations  
& Communications

## What Will the New Year Bring in Albany?

### **New York State Faces a Multi-Billion Dollar Budget Shortfall**

– It's sure to be a challenging new year in Albany as New York state faces a projected budget deficit of \$6.1 Billion, and state legislators will be tasked with trying to fill it. This budget shortfall is in large part due to ballooning Medicaid costs made evident with the state's mid-year budget report that showed such deficits growing in New York's Medicaid program. This means the State Legislature and the Governor will have some serious work ahead to try and come up with a balanced budget for the next fiscal year starting in April. While Assembly Speaker Carl Heastie has mentioned revenue raisers or taxes as a way to deal with the situation, Senate Majority Leader Andrea Stewart-Cousins has voiced concern with taxing residents as a main solution, and instead suggested looking for collective solutions.

**New State Laws Taking Effect** - With the new year also comes new state laws. Here are a few new measures taking effect that could have an impact on your business in 2020.

New York Minimum Wage - The latest phase of New York's minimum wage increase took place on December 31, 2019. In Upstate New York, the rate increased from \$11.10 to \$11.80 an hour. The minimum wage will continue to increase every year across New York until it reaches \$15.00 per hour in 2020.

Salary History Ban – This new state law prohibits employers from asking job applicants and employees about their wage or salary history. The ban takes effect on January 6, 2020.

Non-Disclosure Provisions – Starting January 1, 2020, non-disclosure agreements must state that employees are not

prohibited from “speaking with law enforcement, the Equal Employment Opportunity Commission, the state Division of Human Rights, a local commission on human rights, or an attorney retained by the employee or potential employee.”

Mandated IVF Coverage – Starting on January 1, 2020 a new law will require private, large-group health plans serving more than 100 employees to cover up to three cycles of in vitro fertilization. The new requirements do not apply to public or self-funded health plans.

New York's “SHIELD Act” – The Stop Hacks and Improve Electronic Data Security Act (SHIELD Act) will take effect on March 21, 2020. The Act broadens the definition of “private information” and expands the definition of “breach of the security of the system,” requiring all businesses in New York to implement certain safeguards for the private information of residents.

For more information on any of these measures, please e-mail me at [tiffanylatinog@macny.org](mailto:tiffanylatinog@macny.org).

**Election Year** - As most of you know, 2020 is a state election year and there will be many open seats up for grabs. Several State Senators have already announced that they won't seek re-election. Two western New York senators, Rob Ortt and Chris Jacobs, are seeking a congressional seat. Senator Robert Antonacci, who represented the Greater Syracuse area, won a judgeship in November and vacated his Senate post at the end of last year. State Senators Joe Robach, George Amedore, Michael Ranzenhofer, and Betty Little also have announced their plans to not run again. We expect this number to grow, making it a very interesting election year.

**Manufacturing Lobby Day 2020** - It will once again be crucial for us to share our collective voice with state representatives, so MACNY and our team of Alliance Partners and dedicated advocates will head to Albany for MACNY's Annual Manufacturing Lobby Day on March 3rd. We will kick off the day at the Fort Orange Club around 8:00 am and then head to the Capitol for key legislative appointments. If you would like to be part of this important initiative, to share your perspective with our state legislators, please contact me via e-mail at [tiffanylatinog@macny.org](mailto:tiffanylatinog@macny.org) or phone at 315-474-4201 ext. 13.

I would like to wish all of you a happy and healthy New Year! And I will continue to keep you posted on additional news as the 2020 Legislative Session unfolds.

## Cost Accounting 101: Understanding Product Costs and Pricing

Brian W. Johnson, CPA, CFE, Dannible & McKee, LLP



Cost accounting is a systematic set of procedures manufacturers use for recording and reporting measurements of the cost of manufacturing goods and performing services. It includes methods for recognizing, classifying, allocating, aggregating and reporting such costs and comparing them with standard costs.

Cost accounting was originally developed to help manufacturers estimate the full costs of manufactured goods. “Costs” include the variable costs of the labor and raw materials needed for production, as well as the fixed costs. The total of these costs, divided by the number of units produced, represents the per-unit cost. As manufacturers have increased the range of goods and services they provide and new technologies and management philosophies have developed, costs became more difficult to assign.

### Purpose of Cost Accounting

An effective cost accounting system is needed to determine the “true” cost of a product, which is critical for all manufacturers in order to:

- Properly assign costs to inventory items for financial statement purposes.
- Determine sales price for products.
- Identify money makers / money losers.
- Compare different options for product mix.
- Locate opportunities for cost improvement or reduction.
- Assist in the preparation and actualization of a business plan that includes an economic breakeven point.
- Improve strategic decision making.

### How effective is your Product Costing?

It's likely that many small or mid-sized manufacturers are putting themselves at considerable risk through the use of outdated costs if products have not been updated to take into account ongoing changes in the way the Company's products are made. Consideration needs to be given to the cost impact of new technologies or recently-added business overhead. A periodic review should be conducted where individual product costs are reevaluated and overhead application rates and costing practices are adjusted accordingly.

The first step to determining how effective your product costing is involves a determination of what your most profitable and least profitable products and customers are. Communication with management and the sales department can go far to create a more profitable product mix and provide valuable input whereby sales prices can be properly adjusted. Product profitability analysis drives corporate profitability; a function that is entirely controllable by management.

### Methods of Cost Accounting

There are several different cost accounting approaches that may be considered before implementing a cost accounting system. Traditional cost accounting is most effective for manufacturers with homogeneous products that have very few differences in the manufacturing process. This method assumes that there is a relationship between overhead and some volume-based measure, such as direct labor dollars/hours or machine hours. Advanced traditional cost accounting uses multiple factors as a base for allocating overhead and can significantly improve costing. Activity-based costing is a practical tool that can be used by manufacturing companies of all sizes to not only better determine the cost of their products, but also to better understand why those products cost what they do.

### Factors for Determination of Market Price

When determining the right market price for your product it's important to know what your competition is doing. Maintaining a history of your competition's pricing and price changes will assist you in anticipating their future decisions and allow you to react accordingly. Considering your customers' feedback is another valuable source of data to use in your pricing strategy. Your sales force should be seen as a resource to provide management with information related to customer satisfaction, and for reactions on product quality and value.

In summary, understanding key factors impacting product costs and pricing is a critical function for any organization and will ensure that your organization has the information it needs to maintain or improve its competitive position.

*Brian W. Johnson, CPA, CFE, is an audit partner with over 30 years of experience providing audit and accounting services to clients. He has extensive experience in a variety of industries including manufacturing, and specializes in inventory and cost accounting, fraud and forensic examination, audits of the controls of service organizations (SOC), internal audit outsourcing and internal controls evaluation and consulting.*





**Cindy Oehmigen**  
Director of Energy & Corporate Services

## Rain Drops on Roses and Whiskers on Kittens

I first learned about stem cell therapy a long time ago. A lot of the research was being done using embryonic stem cells. That brought much negative publicity in the past, but the research today has advanced to a point where amazing work is being done that could alter much of our fear and suffering of disease, and because we are finding ways to use a patient's own stem cells, the risk of rejection is eliminated. Rudolph Jaenisch is a founding member of the Whitehead Institute for Biomedical Research and a pioneer in transgenic mice, mammalian cloning, and regenerative medicine. His research is demonstrating some encouraging progress.

Stem cells normally found in an embryo have the potential to become any type of cell. They are pluripotent. From an article dated 2010 by Anne Trafton, MIT News office, I learned that there is a process by which healthy body skin cells can be removed from a patient. Next, they can be "re-programmed" into any type of cell. The description provided by this article helped me to understand how this works. The article stated, "Every cell in the body has the same DNA, but the DNA of different cell types is decorated with molecules that promote or prevent genes from being expressed. This annotation determines which parts of the cell's genes are readable, much like adding punctuation and spaces allows people to read a piece of text."

Here is where it gets really interesting. In most adult cells, the genes that allow pluripotency are blocked. In 2006, researchers at Kyoto University showed that pluripotency could be reactivated in rat cells by adding four specialized genes. They were able to remodel the cell's epigenome, allowing it to express all the genes necessary for pluripotency. My interpretation is the process erased all the instructions that were telling the cell what to become and created a blank slate again.

At the time this work was being done, the challenges still existed for how to induce pluripotency without using viruses to carry the reprogramming genes. It is also much more difficult to insert genes in humans than it is in mice. Lastly, if a way could be found to induce pluripotency in blood rather than skin cells, it would be easier to customize treatments for individuals.

This was all occurring in 2010. What got me particularly interested was a recent episode of Good Morning America (November 27, 2019). Chris Barr suffered serious spinal cord injury in a surfing accident. It left him likely without motion and freedom, a paraplegic. He was convinced to give physical therapy and rehabilitation a chance. But then his progress plateaued.

It was then that Barr received a phone call from Dr. Mohamad Bydon at the MAYO clinic in Rochester, MN. Chris was offered the opportunity to participate in a 10-patient study in which Chris's own stem cells would be injected into his spinal cord to repair the injury. Patient Number One. His comment was, "What did I have to lose?" I watched the episode and was spell bound. He reported that almost immediately after the injection he began to sense feeling in his limbs. With therapy he is now walking again.

This is all very early stage research, but the more I learn about stem cells, the more optimistic I become about how this field of work will change people's lives. I know of multiple people who have had some success with various types of stem cell treatments. I also know of so many people who would greatly benefit from the successes of the research. Imagine the number of diseases we might minimize or eliminate as the research progresses. I wish for it to be sooner rather than later. These are a few of my favorite things.



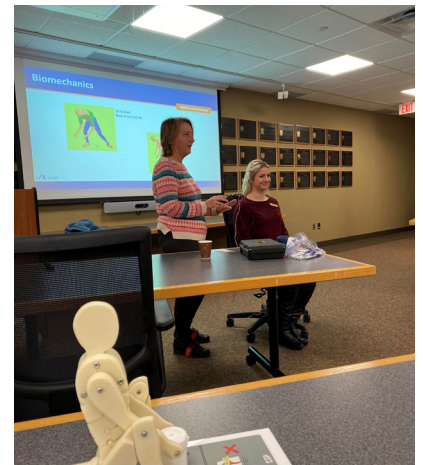
Hilary Hext  
Training & HR Manager

## The Importance of Posture at the Office

Have you ever learned about ergonomics? According to the Oxford Dictionary, ergonomics is, “the study of working conditions, especially the design of equipment and furniture, in order to help people work more efficiently.” Basically, it is how a person moves their body and how that movement can affect their body’s comfort throughout the workday.

On December 5th, MACNY’s HR Council welcomed MEMIC’s Maureen Anderson to come in and present on ergonomics and risk factors when it comes to movement within the workplace. Below are some of my key takeaways from the presentation.

- Your body does not like being in the same posture for an extended period. You start to realize this when you start experiencing pain or discomfort when doing the same motion over and over or sitting in the same position.
- When in a workspace, your “comfort” reach zone is from 13-17 inches away from your body. Repetitively movement or reaching any further than that should be limited.
- Try stretching before and after lunch to give your body a break in the middle of the day.
- Eye strain is becoming more and more of a problem with the current workforce working mainly on a computer or screen all day – a tip to help this is the 20-20-20 rule which is every 20 minutes, look 20 feet away from you for at least 20 seconds.
- When in a job that requires lifting 50 pounds or more, make sure to lift with the core and lower body muscles. Also, build in recovery time when lifting – try not to lift something more than 50 pounds more than 12 times in an hour.



Besides the informative statistics and information listed above, there were interactive examples participants were able to experience in the presentation like how looking down at your phone at certain angles can strain your neck with up to 75 pounds of pressure! Think about how often you strain your neck at a 60-degree angle looking down at your phone when you are at your desk or sitting on the couch – no wonder we all have neck and back pain! The takeaway that had the most impact on me is to avoid keeping your body in one position for too long and make sure to mix up your movements throughout the day to avoid repetition.

If you have any questions or would like to learn more about ergonomics please contact me at [hhex@macny.org](mailto:hhex@macny.org).





David Freund  
Chief Leadership Officer

## Make 2020 the Best Year Ever

Most of the time, I ask you to spend time thinking about what you want and how you will accomplish it. Today I want to go in a completely different direction. The inspiration came to me last week when I couldn't sleep. At 3:00 am, I was wide awake and decided to make the best use of my time, so I spent some time listening to a teaching from one of my mentors. It was a great reminder that I would like to share with you as you prepare for 2020.

Stop living to please yourself and live your life for others. You may wonder how that will make your year the best year ever, and that's a valid question. Many people live their lives to serve themselves and then wonder why they aren't happy or satisfied. The problem with trying to please ourselves is that it's a never-ending cycle. We get on the hamster wheel and keep running. Albert Schweitzer said it best; "I don't know what your destiny will be, but one thing I do know: the ones among you who will be really happy are those who have sought and found how to serve." The difficulty in living our lives for others is that it goes against human nature. This servant mindset will not come naturally, so you need to approach it intentionally. Here are a few daily habits that, if cultivated, will help you live a life for others and will give you your best year ever.

1. Start by valuing others. Everything starts with a thought. Your thoughts become your beliefs, and your beliefs become your actions. You become what you think about the most. When you see a person, realize that on a scale of one to 10, they are a 10. Now you might not see them as a 10 at that moment; just presume they are, and you will begin to see the uniqueness of that individual.
2. Each day, think of ways you can add value to others. Who will you be meeting or interacting with that day? How might you be able to help them or make their life better?
3. As you go through your day, look for ways to add value to others. When you enter a building, hold the door for someone. If someone is struggling to carry something, offer to help. Whose load are you lifting each day. Benjamin Franklin said it best, "No one is useless in this world who lightens that load for someone else."
4. Do things that encourage others each day. A son asked his father how he would know if someone needed encouragement, and the father replied, "Son, if they are breathing, they need encouragement." Taking time to encourage others not only brightens their day, but it brings a feeling of joy into your life.

Living your life for others will not be easy and expect to be inconvenienced. You serve others on their timetable, not yours. Don't forget that those who are hurting hurt other people, so don't take it personally when someone reacts harshly. We don't know what struggles or difficulties they are trying to work through, so patience is critical.

You will not always feel like serving others, so remember this, whiners wait to do something until they feel like it. Winners just do it so they will eventually feel like it. Be a winner, not a whiner.

The happiest people are not always the most successful. The happiest people are those who live for others.



Marianne Ferris  
Associate Director  
Partners For Education & Business

## **Do you know a high school senior looking for a scholarship in engineering, architecture, computer science, or nursing?**

Partners for Education & Business, Inc. (PEB) has found many ways to bring students and businesses together. We coordinate events like Manufacturing Day, where employers open their doors to give students a first-hand look at employment opportunities. We also bring in speakers from local businesses and arrange field trips and job shadows for students interested in different career paths. We provide career coaches for six different local P-TECH programs. We oversee Apprentice and Pre-apprentice programs. All of the above offer a different pathway to each students' ultimate goal—a career! There is also a path via a college education, and PEB helps with that effort as well.

For the past seven years, PEB has solicited local employers to offer four-year college scholarships for students majoring in studies they currently recruit. When we began the program, inspired by SRC, the majority of scholarships were geared toward students studying engineering or computer-related programs. SRC was joined by C&S Companies, Carrier, and Schneider Packaging, each searching for students majoring in mechanical or electrical engineering. In the scholarships' fifth year, King + King Architects started offering scholarships to students majoring in Architecture. Marquardt followed in 2018 and was joined by INFICON and Ephesus Lighting in 2019. This year we are pleased to add TTM Technologies (formerly known as Anaren) and Loretto.

In the first seven years, we awarded 45 different scholarships with a total value of \$490,000. This year we will be adding 9 more scholarships with a value of \$108,000. These scholarships are unique in that they also include a paid internship between the students' third and fourth year in college.

We maintain an updated database of high schools in seven counties and reach out to STEM teachers, counselors, and administrators, and over the years, we have received applications from hundreds of students in 25 different school districts.

Interested students can complete an online application at [cnystem.com](http://cnystem.com). The deadline for applications is March 1, 2020. The process includes independent reviews of the application, students' academic records, letters of recommendation, a listing of students' honors/awards, and extracurricular activities. Students are ranked and finalists are brought in for in-person interviews. One of the interview questions keys in on whether a student is interested in returning to Syracuse to live, work, and grow our community.

Help us keep Central New York's best and brightest right here in Central New York.

## Everyone is a Winner!



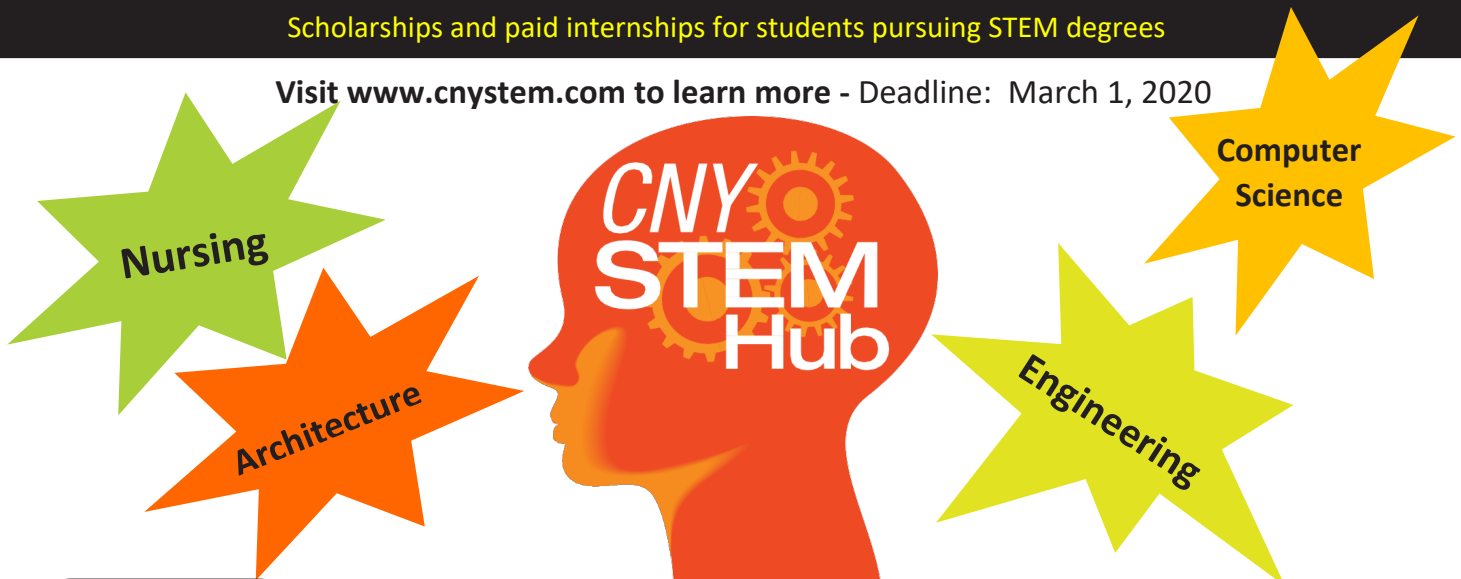
After starting the CNY STEM Scholarship Program, we knew there was plenty of talent in Central New York. Because there were only a few scholarship recipients among the hundreds of more-than-qualified applicants, we knew we needed to start a connection between them and employers looking for that talent. That is when the CNY STEM Connection was born! We know these college-bound students are home during the holidays and at the end of their school year; each year in early January and June, we host a STEM Scholar Connection event. This year's January event was hosted by Upstate Medical University and held at the Central New York Biotech Accelerator. Previous hosts include CXTec, SRC, Lockheed Martin, and INFICON.

College Juniors and Seniors are encouraged to bring their resumes and network with local employers. Several students have landed paid internships which have led to permanent job offers. College freshmen and sophomores take advantage of a resume workshop and panel discussions which include interview tips. Panel members are former scholarship applicants that are now working at some of the companies previously mentioned.

## CNY STEM SCHOLARSHIPS

Scholarships and paid internships for students pursuing STEM degrees

Visit [www.cnystem.com](http://www.cnystem.com) to learn more - Deadline: March 1, 2020



- Three scholarships of \$5,000 per year for four years (\$20,000 total per student)
- Students intending to study computer science, computer or software engineering, or electrical engineering will be considered
- Two scholarships will be focused on minority and female applicants



- Two scholarships of \$2,500 per year for four years (\$10,000 total per student)
- Students intending to study Nursing (including advanced degrees such as NP and PA) will be considered
- One scholarship to be focused on minority applicants



- Two scholarships of \$2,000 per year for four years (\$8,000 total per student)
- Students intending to study mechanical and electrical engineering will be considered



- One scholarship of \$2,000 per year for four years (\$8,000 total per student)
- Students intending to study architecture will be considered



- One scholarship of \$1,000 per year for four years (\$4,000 total per student)
- Students intending to study mechanical, electrical or software engineering will be considered





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