

EDITION 05

A publication of The Manufacturers Association



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Smoothing the transition between generations.

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Keeping the family business all in the family.



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Central Upstate Mfg. is published for MACNY by Advance Media New York

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Family-Owned Businesses Dodge a Federal Bullet, For Now

BY KARYN BURNS.

VICE PRESIDENT OF GOVERNMENT RELATIONS AND COMMUNICATIONS

IN AUGUST 2016, family-owned manufacturers nationwide were stunned when the IRS introduced proposed regulations specific to family-owned business. This area was under the Internal Revenue Section 2704, referred to as the "proposed minority discount rules." The area focused on changing the valuation of transfers of family-owned businesses for gift and estate tax purposes.

Specifically, the proposed regulations were intended to severely reduce, or even eliminate, a family-business owner's ability to take advantage of valuation discounts when transferring interests in family businesses to other family members. These regulatory shifts were not only a surprise to most, but through the law of unintended consequences, cause for significant tax increases for businesses and manufacturers alike.

The specifics were released by the IRS in August 2016:

■ Treat as an additional transfer the lapse of voting and liquidation rights for transfers made within three years of death of interests in a family-controlled entity, thereby eliminating or substantially limiting the lack of control and minority discounts for these transfers.



- Eliminate any discount based on the transferee's status as a mere assignee and not a full owner and participant in the entity.
- Disregard the ability of most nonfamily member owners to block the removal of covered restrictions unless the nonfamily member has held the interest for more than three years, owns a substantial interest in the entity, and has the right, upon six months' notice, to be redeemed or bought out for cash or property, not including a promissory note issued by the entity, its owners, or anyone related to the entity or its owners.
- Disregard restrictions on liquidation that are not mandated by federal or state law in determining the fair market value of the transferred interest.
- Clarify the description of entities covered to include limited liability companies and other entities and business arrangements, as well as corporations and partnerships.

When these new rules were proposed, administration officials, including President Obama, were confident in the good intent of the regulations and that they would be passed. This caused much angst within family-owned businesses and manufacturing communities nationwide. They saw higher taxes, fees, and regulations. This would hold a negative and unexpected impact on the jobs, capital investment, and economic growth plans already put in place for our nation's family-owned businesses, many of whom sustain their small communities from one generation

to the next. Business groups called for the immediate withdrawal of the regulations. MACNY joined in.

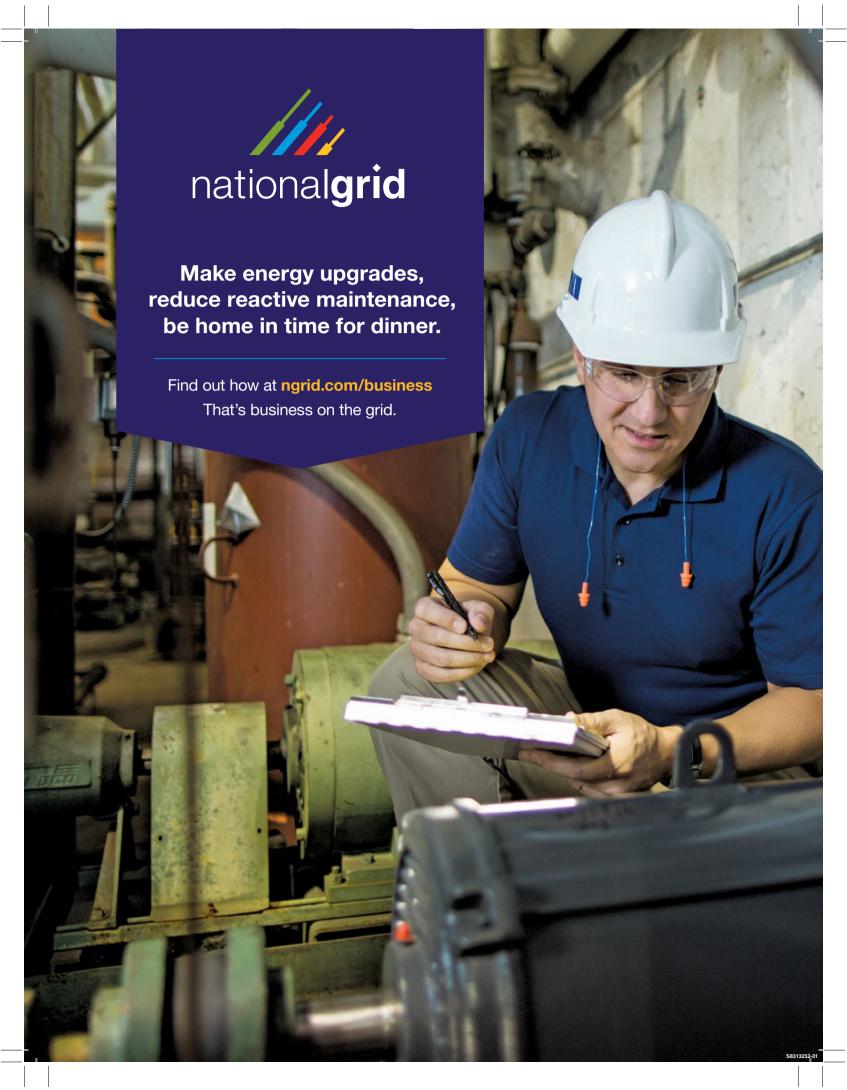
On December 1, 2016, the IRS held a hearing on the 2704 proposed regulations. At the hearing, valuation experts, business owners, and business advocacy groups commented on potential problems if the regulations passed.

Ten days after taking office, President Donald Trump signed an executive order limiting regulation of small businesses. The executive action, "Reducing Regulation and Controlling Regulatory Costs," focused on two key changes to current government. For starters, any new regulation must be met with two regulations that will be eliminated. Secondly, there would be a cap on the cost of new regulations for the federal government, to the tune of \$0 for the fiscal year 2017.

With that, the likelihood of these regulations being passed into law became highly unlikely. Today, the regulations remain inactive. This shows how a simple change of our nation's leadership can change policy. It is critical to remain active, engaged, informed, and most importantly, prepared.

Karyn Burns serves as MACNY's Vice President of Government Relations and Communications. Email Karyn at kburns@macny.org.







Faces of the generations?
Left: Millennial
Mark Zuckerberg;
opposite, from
top: Boomers'
Beatles; Gen Xers'
"Friends" and J.K.
Rowling. Like their
cultural icons,
each generation is
unique. Successful
managers will
embrace that.

ASSOCIATED PRESS



Rocking Ages

Leveraging the multigenerational workplace

BY PATTY CLARK, HR SERVICES MANAGER

IT IS ESSENTIAL
FOR EMPLOYEES
OF DIFFERENT
GENERATIONS
TO FIND WAYS TO
WORK TOGETHER.

WRITING IN THE Harvard Business Review, Rebecca Knight observed that managers soon will be dealing with employees from five generations. In other words, managers will have their work cut out for themselves as they deal with Traditionalists (born before 1946), Baby Boomers, Gen X, Millennials, and Gen 2020 (workers born after 1997).

How well managers work with these groups will determine the levels of frustration, conflict, and morale. Organizations that address generational conflict and use the strengths of each generation will succeed at keeping employees motivated and productive in an ever-changing work environment.

In her article, *Managing People from 5 Generations*, Knight says it is important to embrace the differences.

"Recognize that they each have distinct sets of skills and

different things they bring to the table," Knight wrote. Effective employers understand that each generation has different life experiences and that they can use these differences in a positive manner.

It is essential for employees of different generations to find ways to work together. Fortunately, it is possible, according to an article from Birkman International, which does behavioral and occupational assessments. The article, How Generational Differences Impact Organizations & Teams, cites research from the Society for Human Resource Management stating that "collaborative discussion, decision-making, and problem solving are successful ways to deal with generational differences in the workplace."

Collaboration plays an important part in any company. To

succeed, team members need to understand the different collaboration styles of each generation.

At the risk of making generalizations, older generations have not yet adapted and do not understand how to develop a relationship through email. They prefer personal outreach.

At the other end, Millennials grew up using social media and see it as a primary way to connect with others.

Everyone in a group processes information differently. It is unfair to assume an employee doesn't care or has an ulterior motive if they don't understand an idea right away.

Jeanne C. Meister, co-author of the book The 2020 Workplace, advises managers to consider "where your employees are in their lives and what their needs are."

Employees in the early stages of their careers tend to be free of outside obligations and are motivated by new experiences and opportunities. Those in their 30s and 40s often have family obligations and need flexibility, larger pay checks, and advancement within the company. Those toward the end of their careers may not be as career hungry, but still want interesting work. Understanding where your employees are on their life path will help you determine how to motivate them.

While most generations have the same values and behaviors, their priorities can be different. Baby Boomers have a strong work ethic, are team players, display loyalty to their employer, are worried that technology is replacing human interaction, and take a more personal approach to work and values.

Those from Generation X prefer to work independently and are more loyal to people they work with than to the company. They are "tech literate," but worry about younger colleagues. They adapt to change and enjoy simplifying the way things are done.

Millennials multitask and prefer to work in teams, but sometimes need structure. They do not expect to "pay dues" but instead expect immediate results. They like flexible work schedules and prefer to communicate through blogs, text messages, and emails. Millennials are tech-savvy and can be impatient with those who are not. They are communityminded, like to be connected 24/7, and are confident. Some co-workers might misinterpret that confidence as cockiness.

Each group is unique. Successful managers strive to understand each member of the organization, to embrace differences, and to leverage differences for the good of the company.

Patty Clark is the HR Services Manager at MACNY. Contact her for your HR needs at 315-474-4201 x10 or pclark@macny.org.





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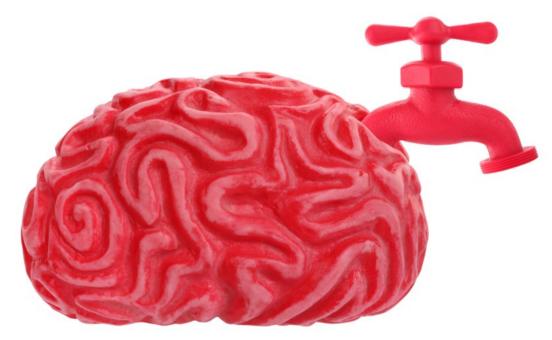












Stopping Brain Drain

STEM Scholarship Program is keeping students in CNY



BY JOSEPH C. VARGO, EXECUTIVE DIRECTOR, PARTNERS FOR EDUCATION AND BUSINESS

A DIVERSE AND
INFLUENTIAL SET
OF PARTNERS IN
THE PUBLIC AND
PRIVATE SECTOR
USES THE STEM
HUB TO CONNECT
BUSINESS, HIGHER
EDUCATION,
COMMUNITY

ORGANIZATIONS, AND PK-12

Joseph C. Vargo

SCHOOLS.

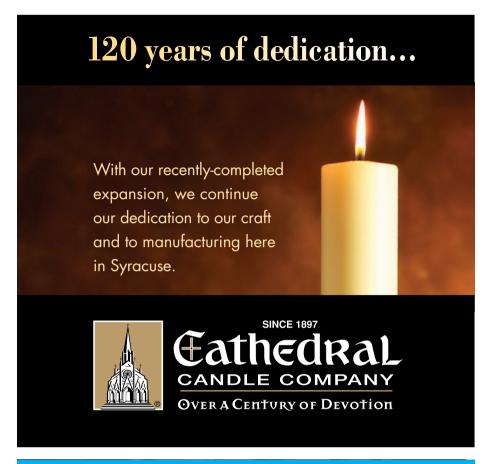
TOO OFTEN, TALENTED young people leave Central New York for college but don't return to the region for their careers.

That "brain drain" makes it difficult for Central New York companies to hire enough highly skilled people – particularly in the scientific and engineering fields. The STEM fields – science, technology, engineering, and math – are a growing sector.

Partners for Education & Business (PEB), an affiliate of MACNY, has programs that help students excel in the STEM fields and help employers find them.

The Central New York STEM Hub is a regional branch of the Empire State STEM Learning Network. The Network designs and incubates educational models for students to excel in a rapidly changing world.

A diverse and influential set of partners in the public and private sector uses the STEM Hub to connect business, higher education, community organizations, and PK-12 schools. The Hub partners design, develop, and demonstrate



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innovative, sustainable, and transferable STEM learning experiences. Dr. Donna DeSiato, Superintendent of the East Syracuse-Minoa School District, leads the Hub. MACNY's Partners for Education & Business serves as the Hub Administrative Steward.

Here's how that stewardship works to benefit employers and employees.

The Tech Sector is a partner organization of businesses led by SRC, Inc. and administered by PEB. The Sector partnership proposed a joint scholarship program in 2012 to support the best and brightest students in the Central New York Region in their quest to pursue STEM fields in college.

Scholarship funds help students pursue their dreams of attending college, while a paid summer internship connects them to each other and to companies in the region for potential employment.

The Scholarship

Graduating high school seniors who are U.S. citizens attending public or private school in Onondaga, Cayuga, Madison, Cortland, and Oswego counties are eligible to apply for the scholarship. Students with a 3.5 GPA or higher who intend to major in a STEM field are encouraged to apply. Students attending colleges and universities in New York State and students intending to study electrical engineering, computer engineering, or computer science are given preference during the selection process.

A selection committee comprised of members of the STEM Hub meets annually to award the scholarships. Recipients are selected based on overall academic record, participation in relevant extracurricular activities, and articulation of their plans for college.

In the first year, four students were selected from 69 applicants. Each received the scholarship in each of the remaining three years based on satisfactory academic progress and participation in scholarship-related activities. Students were reevaluated every year based on their grades from the previous year. Criteria for students to maintain their scholarship was a 3.0 GPA or higher and continuation of a STEM major.

In each subsequent year, additional companies joined the effort – C&S Companies, Carrier Corporation, King + King Architects, Schneider

STUDENTS ATTENDING COLLEGES AND **UNIVERSITIES IN NEW YORK STATE** AND STUDENTS INTENDING TO STUDY **ELECTRICAL ENGINEERING. COMPUTER ENGINEERING, OR COMPUTER SCIENCE ARE GIVEN PREFERENCE DURING THE SELECTION** PROCESS.

Packaging Equipment Corporation, and INFICON. Some companies were interested in sponsoring scholarships for two-year degrees, primarily at Onondaga Community College.

Networking

Since the program's inception, a networking program has been added. Twice a year, all scholarship applicants are invited to an event with Tech Sector companies. This networking connects students to local companies for internships and ultimately employment.

One of the greatest parts about the networking experience is that all scholarship applicants are invited — bringing the best and brightest together with future employers.

Results

So far, more than 500 applications have been submitted. About 30 students on CNY STEM Scholarships are pursuing their STEM majors. The value of this year's scholarships surpassed \$100,000. A growing number of companies are interested in joining.

Two 2017 college graduates, part of the first cohort of four CNY STEM Scholars, were recruited to work at SRC, Inc. before they graduated. John Drogo (East Syracuse-Minoa High School and Rensselaer Polytechnic Institute) and Aaron Lim (Christian Brothers Academy and University of Rochester) completed their educations in electrical/computer engineering in 2017 and went to work at SRC, Inc. They could have chosen to work anywhere in the country, but they came back to CNY.

Contact Joe at joev@macny.org.









A Family Affair

Ensuring success from one generation to the next involves some risk taking. But how much risk should the incoming generation take on?

BY CINDY OEHMIGEN, DIRECTOR OF ENERGY AND CORPORATE SERVICES



IT IS
ENTREPRENEURIAL
THINKING
THAT GAVE THE
FOUNDERS THE
OPPORTUNITY
TO HAND OFF
SOMETHING
OF VALUE.
WITHOUT AN
ENTREPRENEURIAL
MINDSET, THE
COMPANY HAS A

SHORT FUTURE.

TRANSITIONS OF FAMILY-OWNED companies between generations create some vulnerabilities. Some companies survive. Some do not. Our community has its success stories. Given the complexity, our local successes deserve tremendous respect.

Generally, the out-going generation has put countless hours into making a business through sacrifices, time away from family, and skipped vacations. These business owners have invested heart and soul into something that they're handing over to their child. They probably have tried to groom the next generation to take over, but that generation doesn't have the relationships that the success was built on. And family dynamics cannot be underestimated.

Let's not forget the "recipient" of the obligations. How do they feel? Family, friends, and community members bestow great expectations. Add to that the responsibilities to maintain the same level of success and, likely, a desire to grow.

Businesses hire consultants to work with company leadership to assure a smooth transition. They often work on skills assessment and fit of the successor, leadership development, business acumen, establishing processes and procedures, and other activities. I rarely see discussions on technology and how it impacts the transition.

These transitional businesses have functioned successfully

for years- sometimes generations. Even so, technological changes make products and services obsolete at lightning speed.

Who would have guessed 10 years ago that Uber and Lyft would have come upon the scene with such vigor? Taxi companies? Probably not. 3D printing is changing the tool and die/prototyping industry. It is only a matter of time until 3D printing will be manufacturing-ready. Are contract machine shops ready for that?

What kind of technological explosion does Amazon's recent acquisition of Whole Foods present? How will it impact local grocery shopping? Transportation? Warehousing?

This isn't meant to instill fear. Quite the opposite. These challenges are the foundations for new ways to do business.

Are we preparing future business owners to balance the triedand-true approaches of founding generations while bringing products to market that customers can't even perceive? (In the words of Henry Ford: "If I had asked people what they wanted, they would have said faster horses.")

During transition, it might not seem right to go through risk again. Yet, it is entrepreneurial thinking that gave the founders the opportunity to hand off something of value. Without an entrepreneurial risk-taking mindset, the company has a short future.

The great news: Incoming generations have never known life

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Corporate Services for MACNY. Contact her at coehmigen@macny.org.

Cindy Oehmigen is the Director of Energy and

company for a solid future.

without fast-moving technology. This generation

is prepared for a fast pace. And they embrace it!

There are times I am irritated by the technology that surrounds me. However, I am not blind to the fact that these devices make us productive. It has been said that we are in the 4th Industrial Revolution. Industry 4.0 is all about connecting everything and everything being connected. What an exciting

The opportunities to leverage technology are all around. Machine shops, are you looking for ways to adapt sensors? If you are an equipment builder, how could you "sensor up" and provide automated maintenance service? As a supply chain member, what can you do to help your

customers and your suppliers improve the productivity, flexibility, and cost reduction up and down the supply chain? Have you considered tapping into the emerging renewable energy

industry? After all, wind generators need parts.

is riskier. There is a message in here for several

groups of folks:

there and done it.

None of this is without risk. But not preparing

Founding Leaders: The challenge for you

is passing on to future generations, the

entrepreneurial culture, measured risk-taking

thought processes, and curiosity to search for

novel approaches to problem-solving. Most

importantly, hand the next generation tenacity

to understand that an occasional failure is not

a failure, but a lesson learned. You have been

Incoming Leadership: Think about how the

responsibility of acquiring the family business

can affect your decision making. Of course, you

don't want to risk all that your predecessor built,

but don't let that get in the way of thinking like

an entrepreneur. It is what the business was founded on, and it is what will carry it forward.

Consultants, Service Providers, Stakeholders

(Including Boards of Directors): Look to develop services that address the technology challenge.

There are techniques to inspire creative thinking. Encourage or deliver these to prepare the

time to think about the future.





Giovanni Has a Recipe for Three Generations of Success

BY MARISA NORCROSS,

MEMBER RELATIONS AND COMMUNICATIONS MANAGER

Above, Giovanni Foods relocated its plant to 8800 Sixty Road in Lysander. Bob Scheemaker is the production supervisor for Line 1. PHOTO BY JOHN BERRY

Giovanni Foods is an excellent example of legacy businesses that survive and thrive through succeeding generations.

It is a third-generation, family-owned business, manufacturing mostly tomato-based products. The company traces its roots to the 1930s at the DeMent Grill in Oswego. The restaurant closed in the 1970s, but Giovanni Foods is still owned by the DeMent family. Lou DeMent is CEO. This year, Giovanni is expanding and relocating its production and other operations to the former PaperWorks Industries Inc. plant on 60 Road near Baldwinsville in the town of Lysander. The move means it can consolidate its production, storage, and distribution under one roof with space for future growth.

GIVE US SOME DETAILS ABOUT THE GIOVANNI HISTORY.

Giovanni Foods has been making pasta sauces since 1934,

when the DeMent family — the grandmother and great aunt of the current CEO — opened a tavern. Customers asked to take the Italian sauces home. The demand inspired the DeMents to start their own line of sauce, which has since expanded to a successful food manufacturing company operating five production lines and packaging several types of products.

WHAT DOES YOUR COMPANY MAKE?

We are a manufacturer of tomato-based products such as pasta sauce, salsa, barbeque sauce, and pizza sauce. We also make cooking sauces, marinades, drinks, and vinegars.

HOW HAS BUSINESS BEEN GOING?

Business has increased year over year for the past three years. We have seen considerable growth due to our new



Tim Budd, shown in the filler room, is the Vice-President of Operations for Giovanni Foods. PHOTO BY JOHN BERRY



Giovanni Foods, which makes tomato-based products, packaged its first item at the new location on June 29, 2017. PHOTO BY JOHN BERRY

product and packaging capabilities. Our products are sold across the U.S. and abroad.

WHAT THREE COMPONENTS WOULD YOU ATTRIBUTE TO YOUR COMPANY SUCCESS?

The company is built on the foundation of its employees. We have honest, hardworking, and loyal employees. We are proud of this culture that we strive daily to build on. This is the biggest asset we bring to our customers - we refer to customers as "Partners." Another aspect of our culture is continuous improvement. We are constantly finding ways to do things just a little bit better. We strive to enhance quality for our partners. At the same time, we strive to maintain a safe and comfortable place to work.

TELL US ABOUT YOUR RECENT INVESTMENT.

We bought a 167,000-square-foot facility near Baldwinsville. It allows us to bring together our production, office operations, and shipping and receiving, all under one roof for greater efficiency and improved service to partners. The extra space offers the opportunity for future expansion. We needed the relocation because of our considerable growth over the last several years. We invested in two new production lines, one to pack vinegars. and one to pack several different types of products into flexible pouch packaging. This was a major factor in recent growth of our company and led to the need for more space.

WHAT MAKES YOUR COMPANY DIFFERENT?

Our company is different because of our commitment to customer service and our desire to help our customers succeed. We provide extensive support to our customers in the form of culinary development, packaging innovation, and category optimization. We want our customers to turn to us for help with problem solving so we can be a partner in their success.

TELL US ABOUT A CHANGING POINT IN THE COMPANY HISTORY THAT CONTRIBUTED TO YOUR SUCCESS.

It's hard to pick just one point. If we have to pick one, it would be when we moved from Oswego to Liverpool in 2006. We went from 6,000 square feet to 60,000 square feet. We were able to produce and warehouse out of the same facility. It gave us flexibility and gains in efficiency. However, it still left us with just one, semi-automatic production line. Our next changing point occurred in 2009, when we bought the Ventre Packing plant. That provided three fully automatic production lines and 67,000 square feet of space. We like to refer to this as the quantum leap in our operation capabilities. We're in the process of moving again, which we believe will be another changing point in our company's history.

44

WHEN UNEASY ABOUT A NEW PROJECT OR TASK, SEEK FIRST TO UNDERSTAND. FROM THERE, GAIN ANY
TECHNICAL INFORMATION NECESSARY, WORK WITH OPERATORS OR THOSE CLOSEST TO THE
PROJECT AND THEN DIVE IN WITH AN OPEN MIND, WHILE HAVING THE END IN MIND!

Barbara Schindler, President and COO, Golden Artist Colors Inc.

Taking The Lead

DELIVERING RESULTS IN a hyper competitive world requires outstanding leadership. We talked to three leaders who are ensuring their company's sustainability and success through experience, hard work and a passion for their industry.

44

OUR BUSINESS IS GOING TO CHANGE IN THE
YEARS TO COME, AND WE NEED TO MAKE SURE
WE ARE PREPARED TO ADDRESS THE CHANGES IN
TECHNOLOGY, SOLUTIONS, AND SERVICES.

Peter DiLaura, President, CADimensions Inc.

44

I WAS WORKING ON MY
MBA WHEN MY DAD AND
BROTHER CAME UP WITH
THE PLAN FOR CURRIER
PLASTICS. HONESTLY,
I WAS UNHAPPY BEING IN
SCHOOL AND SAW BEING
INVOLVED IN CURRIER AS
A GREAT ADVENTURE. MY
PRECONCEIVED NOTIONS
ABOUT BUSINESS WERE
ABOUT TO BE TURNED ON
THEIR HEAD.

John Currier,

President, Currier Plastics Inc.







BE WILLING TO TAKE BIGGER RISKS AND TRUST YOUR DATA AND **INSTINCTS. I WAS VERY CAUTIOUS AND ALTHOUGH THE BUSINESS GREW WE COULD HAVE GROWN FASTER IF WE HAD TAKEN A BIGGER RISK TO INCREASE OUR POTENTIAL. WE** ARE MORE DIRECT AND **ANALYTICAL NOW WITH** THE ADDITION OF MY TWO SONS WHO ARE NOW **WORKING IN THE BUSINESS** AND LEARNING QUICKLY.

Peter Dil aura

Peter DiLaura

PRESIDENT. CADIMENSIONS INC.

TELL US ABOUT YOUR COMPANY.

CADimensions Inc. is a family-owned business starting our second generation. For 28 years, we have built our organization on the mission of providing the proper tools for our manufacturing customers so they can realize a shorter time to market with a reduction in costs for design, manufacturing, and overall operation. We have been fortunate to be able to work with best-in-class vendors in providing their software and hardware solutions. Our long history of customer success has given us the ability to continue to grow our business year over year and expand into new areas and products. With the influence of the family's second generation of talent, we are now able to expand our bandwidth in knowledge. product diversity, and motivation to take on more people and applications. It is great to see the next generation step in with ideas to help grow the company in new ways. Our business is going to change in the years to come, and we need to make sure we are prepared to address the changes in technology, solutions, and services. It will be the next generation of the family that blends old inspirations and new technologies to keep CADimensions on a continued growth plan.

HOW DID YOU DECIDE TO EMBARK ON A CAREER IN MANUFACTURING?

CADimensions is not a traditional manufacturer, but we support manufacturing through our products that we sell, service, and support. We provide 3D Design software and 3D printing solutions for our manufacturing customers. Having worked in the startup era of CAD/CAM (computer-aided design and manufacturing) for larger organizations, it was apparent that the need was there for these software tools to become available for all size companies. Once the opportunity presented

itself I was ready to move forward. It did not take long for technology to penetrate the manufacturing market with PC applicationdriven solutions. In November of 1989, I started working toward my goal of my own business and in June of 1990, CADimensions incorporated as a CAD/CAM Solutions Provider. Today we have 60 plus people and five regional offices.

OVER THE COURSE OF YOUR CAREER, WHAT TOOLS, METHODS, WAYS DID YOU TAP INTO TO **GROW WITHIN YOUR CAREER?**

I was very fortunate to have a few key employees that have been involved in the company for many years. They shared my work ethic and vision early on and that allowed us to develop the company and grow the business to where we are today. We have also found that training and putting resources back into our staff is a great way to increase our productivity and help us keep everyone engaged in our plans. Various training classes from supporting resources such as MACNY, our vendors, and our local Family Business Council are also wonderful resources to exploit to increase personal and professional skills. We have taken advantage of many local activities that allow us to help train our staff. They offer new and improved methods for us to work with our teams to make a difference.

IF YOU COULD HAVE GIVEN YOURSELF ANY ADVICE EARLY ON IN YOUR MANUFACTURING CAREER, WHAT WOULD THAT ADVICE BE?

Be willing to take bigger risks and trust your data and instincts. I was very cautious and although the business grew we could have grown faster if we had taken a bigger risk to increase our potential. We are more analytical now and have more tools that can help us. We have also learned to trust our data.

LEADER PROFILE



Barbara Schindler

PRESIDENT AND COO, GOLDEN ARTIST COLORS INC.

HOW DID YOU DECIDE TO EMBARK ON A CAREER IN MANUFACTURING?

I relocated into Central New York, and I had the opportunity to interview for a controller position at Golden Artist Colors Inc. From my interview, I was delighted to meet owners who had great business values – and a unique market. The fact that Golden was a manufacturer was secondary to finding a company that believes doing the right thing is good business. Now that I have 20 years working in manufacturing, I can share that it is amazing each day to witness paint being produced. The daily sounds of certain pieces of equipment are like hearing your own heartbeat.

OVER THE COURSE OF YOUR CAREER, WHAT TOOLS, METHODS, WAYS DID YOU TAP INTO TO GROW WITHIN YOUR CAREER?

Mentoring has had the greatest value for me personally. I've been fortunate to have leaders who were excellent, willing teachers. Second, would be pushing oneself into the realm of uncomfortableness. When uneasy about a new project or task, seek first to understand. From there, gain any technical information necessary, work with operators or those closest to the project and then dive in with an open mind, while having the end in mind! Lectures, seminars, and reading are all great tools to further support continuous personal growth.

TELL US ABOUT SOMEONE WHO HAD A SIGNIFICANT IMPACT ON YOU AND YOUR CAREER.

Mark Golden, CEO of Golden Artist Colors, has had significant impact on my personal development and career path. Mark is truly an entrepreneur and is always looking beyond today. As a forward thinker, he constantly and consistently pushes

possibility. Working under such conditions is not for everyone. However, for me, it strengthened my core leadership areas and it challenged everything else. From this grind we are able to create a balance of meeting the daily operational needs of the business while continuing to move forward strategic initiatives and opportunities. All this happens daily, while preserving the values of our company and engaging with our staff.

WHAT ADVICE WOULD YOU HAVE FOR SOMEONE EMBARKING ON A CAREER IN MANUFACTURING?

There are numerous resources to assist. Industry associations can provide great insights for the markets you're considering. Similarly, local Chambers of Commerce and Economic Development Agencies are available and insightful. Networking with other manufacturers in your region, regardless of their market, will always lead to individual growth in a manufacturing career.

WHAT IS A BIG CHALLENGE FACING MANUFACTURING LEADERS TODAY?

Independent of the market any manufacturer produces for, I would think succession planning is one of the biggest challenges today. We are, or will be, faced with replacing key positions and our ability to attract younger generations to the CNY area can be rigorous. Investing and involving our companies in our local communities will strengthen the draw of growing our candidate pool.

IF YOU COULD HAVE GIVEN YOURSELF ANY ADVICE EARLY ON IN YOUR MANUFACTURING CAREER, WHAT WOULD THAT ADVICE BE?

Continuous improvement! In manufacturing consumer goods, every penny of savings is critical. Develop the resources necessary to maintain an environment of continuous improvement.



THE DAILY SOUNDS
OF CERTAIN PIECES
OF EQUIPMENT ARE
LIKE HEARING YOUR
OWN HEARTBEAT.

Barbara Schindler





John Currier

PRESIDENT, CURRIER PLASTICS INC.

TELL US ABOUT YOUR COMPANY.

Currier Plastics was established in 1982 as a family-owned, general-purpose, custom-injection molder. We began molding products as diverse as piano kevs and automotive parts. Over the years. the technology has changed dramatically and our products have evolved to high volume, precise components for packaging, telecommunications, and medical markets. We have added extrusion blow molding and injection stretch blow molding to our manufacturing capabilities and focus on markets that also require our design and engineering expertise. One thing that has not changed over our history is a commitment to hiring and retaining a talented team of professionals that value innovation and creativity.

HOW DID YOU DECIDE TO EMBARK ON A CAREER IN MANUFACTURING?

Although my father and grandfather worked in the plastics industry, I didn't see that as my path. I was working on my MBA when my dad and brother came up with the plan for Currier Plastics. Honestly, I was unhappy being in school and saw being involved in Currier as a great adventure. My preconceived notions about business were about to be turned on their head.

OVER THE COURSE OF YOUR CAREER, WHAT TOOLS, METHODS, WAYS DID YOU TAP INTO TO **GROW WITHIN YOUR CAREER?**

I had the benefit of having exceptional mentors. My dad was a brilliant engineer, but his true strength was in how he treated people. He believed everyone counted and treated everyone with respect and compassion. He never instructed me, but always led by example. Gary Kieffer our VP was also a key mentor. He too was a brilliant engineer who taught me the practical aspects of plastics molding and engineering. Both my dad and Gary were patient and generous of their time. I also filled in my education with as many molding, engineering, and business development courses

and seminars as I could attend. It's hard to beat experiential learning. I was given opportunities to meet with customers and suppliers and make my own mistakes. Those were life lessons that serve me well todav.

TELL US ABOUT SOMEONE WHO HAD A SIGNIFICANT IMPACT ON YOU AND YOUR CAREER.

One of the people that had an early impact was Professor Robert Brunel at Cayuga Community College. I took a quick dislike to him because he always pushed for better work, but I learned that his efforts made me think deeper and more critically. His question: "Is this your best work?" got me to work harder and smarter first to satisfy his requirements, then, more importantly, to satisfy my growing desire to produce to my potential. Later in my career, I met Dr. Thomas Walsh, a professional development consultant who asked a similar question: "Is this your best thinking?" Both men challenged me to think more critically and then act.

HOW DO YOU ENCOURAGE CAREER GROWTH WITHIN YOUR COMPANY?

Employees are given the opportunity to apply for additional training in technical skills based on interest and aptitude. Career paths are charted and monitored and as training is completed, responsibilities and compensation are adjusted. To supplement the internal training, we have a tuition reimbursement program for college-level courses.

WHAT ADVICE WOULD YOU HAVE FOR SOMEONE EMBARKING ON A CAREER IN MANUFACTURING?

A career in manufacturing is both challenging and rewarding. It blends the best of working with technology and people and offers multiple career paths in almost every discipline. Even though a big part is understanding and applying the technology, our business is a people business.



I HAD THE BENEFIT **OF HAVING EXCEPTIONAL** MENTORS. MY DAD **WAS A BRILLIANT ENGINEER, BUT HIS** TRUE STRENGTH **WAS IN HOW HE** TREATED PEOPLE.

John Currier





'If You Do Not Change, You Can Become Extinct'

MARTHA PONGE, DIRECTOR OF APPRENTICESHIP



YOU CAN'T
BECOME
COMPLACENT.
ASK YOURSELF:
WHAT OLD
PROCESS
CAN YOUR

ORGANIZATION

LET GO?

TWENTY YEARS AGO, Spencer Johnson wrote *Who Moved My Cheese*, a classic book for dealing with change.

Whether you're part of a family-owned business or not, the lessons in Johnson's fable are relevant today. Every business must change to survive.

In the fable, four characters live in a maze. Scurry and Sniff are two mice. Hem and Haw are two "little people." The book describes the challenges when the characters' hoard of cheese disappears. Scurry and Sniff set out to find new cheese and succeed. Hem and Haw want things to go back to the way they were.

Along the way, the fable teaches that some people, like some businesses, adapt better to change. They are not frightened by the future- they are exhilarated by it.

But some people and businesses are paralyzed by fear of change.

These are lessons to consider as your organization adapts. We use these lessons to design and grow the New York State Manufacturers Alliance Intermediary Apprenticeship Program. Markets, technology and workforces change, and our training helps you adapt.

Here are some of Haw's life lessons.

Change Happens: They keep moving the cheese

Over the last 50 years, the economic underpinnings of Central New York manufacturing have changed. In 1958, about 37 percent of Syracuse's jobs were in manufacturing. By 2002, the share was 12 percent.

Even though employment has fallen, manufacturing accounts for 11.7 percent of the national GDP. Change doesn't mean manufacturing is less important. It means you can't manufacture like you did decades ago and expect to hit your goals.

The Cheese lesson? Like the four characters, some deal with change easier than others.

Anticipate Change: Get ready for the cheese to move

The best time to prepare for change is when you don't have to.

With ups and downs in the national and local economy, MACNY's member companies expanded to international clients. They expanded product offerings to remain competitive. They have planned for unforeseen challenges and opportunities.

These companies anticipated changes in manufacturing and technology. They stayed nimble and competitive. Giovanni Foods is a good example. Giovanni grew from a garage-based business to a 167,000-square-foot production facility. Some companies struggled with change. Kodak struggled as the photography market changed from analog to digital.

This is why MACNY used labor data to choose trades for the Apprenticeship Program. We wanted to spot trends and workforce needs. We can't rely on today's data to train future workers. We know things will change.

Monitor Change: Smell the cheese often so you know when it's getting old

In manufacturing, we monitor processes to find new efficiencies and discard antiquated processes that are inefficient.

The Cheese lesson? Don't be complacent. Ask: What old process can your organization let go?

Adapt to Change Quickly: The quicker you let go of old cheese, the sooner you can enjoy new cheese

Businesses that aren't agile and don't change with the times often fail. In 2014, manufacturing added \$2.1 trillion to the U.S. economy. It's important to the nation's economy to protect and grow that amount. Successful manufacturers jettison tired tactics to grow in new ways.

Change: Move with the cheese

As little as five years ago, the main workforce challenge was choosing among qualified candidates. Today, it is a challenge to find skilled workers. The challenge means companies need to "grow their own" skilled workers. Apprenticeship programs help do that. Our apprenticeship offerings blend learning models-ToolingU. for example – and classes at local community colleges.

The Cheese lesson? Don't expect old hiring and training strategies to fill your needs.

Be Ready to Change Quickly and Enjoy It Again: They keep moving the cheese

Continuous improvement is the hallmark of successful manufacturers. It's the essence of the Japanese word kaizen - continuous improvement and efficiency by everyone in the organization. Do you have a continuous improvement program?

Martha Ponge is the Director of Apprenticeship at MACNY. Contact her at mponge@macny.org.



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It's Complicated

Keeping a family business all in the family takes commitment, vision ... and a sense of humor

BY MARISA NORCROSS, MEMBER RELATIONS AND COMMUNICATIONS MANAGER

IT'S BEEN 10 YEARS SINCE I PURCHASED THE BUSINESS, **AND WE'RE NOW** IN SIX COUNTRIES, AND MY DAD SAID: **'IF I EVER TRY TO TELL YOU HOW TO RUN THE BUSINESS**

> - Sherry DePerno, owner and CEO of

Advanced Tool Inc.

AGAIN. JUST TELL

ME TO SHUT UP.

KEEPING A FAMILY-OWNED business in the family over generations takes finesse, good will, and hard work. There are delicate and sometimes blunt discussions required of siblings and parents, spouses, children, and cousins. Running any business can be fraught with competing ideas or disagreement. When it's all in the family, sometimes the dynamic can make it harder.

Five executives in family-owned companies gathered for a roundtable talk about the pitfalls, how to avoid them, as well as the satisfaction that comes with helping family ownership stand the test of time. Their insights can help any business to survive and thrive.

David Freund, MACNY's Chief Leadership Officer, guided the discussion.

David Freund: "Let's start with your general thoughts about running a family business and taking over for Mom or Dad."

Sherry DePerno: It's tough. Not only was I working with

Participants

Lisa Conway. Owner of Pioneer Warehouse and Distribution.

Mara Charlamb and Phil Rubenstein, siblings and Co-Owners of United Radio.

Edward Audi, President & Co-Owner of L. & J.G. Stickley. Sherry DePerno, Owner and CEO of Advanced Tool Inc. David Freund, Chief Leadership Officer at MACNY

my parents, but I work with my husband, so we're business partners. My two sisters were part of the business at one time. It takes a lot to stay a close-knit family, run a business together, know where the lines are, and still like each other at the end of the day. I got involved in the business at a young age. I was







From left: Rountable panelists Sherry DePerno, Owner and CEO of Advanced Tool Inc; Phil Rubenstein, Co-Owner of United Radio; and Mara Charlamb, Co-Owner of United Radio.

YOU NEED TO
TALK ABOUT A
PROBLEM RIGHT
AWAY. IF YOU TAKE
AN ARGUMENT
OUTSIDE OF
BUSINESS, IT'S
AWFUL. ONCE YOU
TALK ABOUT IT, IT'S
DONE.

Lisa Conway,
Owner, Pioneer
Warehouse and
Distribution

going up the slope of my career, and I was constantly telling my Dad: "We need to do this, we need to do that. Dad this, Dad that." He actually said: "You know, I think I need to step out of your way so that you can take the business where it's supposed to go." It took a few years to figure out, but with the help of counsel we put together a transition plan and buyout agreement that we were both happy with.

Lisa Conway: I'm at the end of our transition. I have many ideas and goals for our company, and it is sometimes hard for Dad to let go. But he sees my vision. He's at the point where he'll say: "She's the boss; she'll tell you what to do." Technology has moved past where he had ever been and he is somewhat hands-off in that respect. However, he is a wealth of knowledge and I go to him often for advice. He's also my best salesman!

Mara Charlamb: The transition with my Dad was relatively smooth. We also came from a unique place. He came out of retirement when we bought my cousin out. They had been 50/50 partners. We were now partners with Dad, and then we started the transition. The hardest part was coaching him. He was so good with senior management team meetings, and he would just jump in with questions. He'd ask great questions and say: "Get me this, and get me that." I would have to reel him in afterwards and say: "Unless your questions require a critical answer right away, can you jot them down? Let Phil and me go get the answers as part of our training and development." He was incredibly receptive to that. It didn't mean we didn't

have to tap him on the shoulder occasionally and remind him, but he wanted to help us grow and develop our skills in order to take over the business and buy him out. Which we did.

Phil Rubenstein: Arnie and I share an office – still share an office, even though he has been retired fully since 2005. In the beginning, the hardest part for me was when people would come with a question. I'd be sitting at my desk and rather than turning around and saying, "Go ask Phil," he'd answer the question. They'd leave the office, and I'd have to tap him on the shoulder and say, "Look, I should be answering those questions."

Edward Audi: Our transition has been gradual. I have been working with both of my parents since I got out of college. One of my two sisters also joined the business for eight or nine years before starting a family. Hopefully, she'll rejoin at some point. For me, it was clear early on that I wanted a career in our family business. My father passed away almost 10 years ago now, in 2007, far too young. Mom and I together divvied up the responsibilities. Generally, I focused on the manufacturing, and she focused on the retail. When I took on the role of President a few years ago, those split responsibilities remained. This created some organizational challenges as we moved toward tighter integration between our retail and manufacturing businesses.

Both mom and I share ambitious goals for the growth of the company, but she is at a point where she's talked about







Rountable panelists David Freund, Chief Leadership Officer at MACNY; Lisa Conway, Owner of Pioneer Warehouse and Distribution; and Edward Audi, President and Co-Owner of L. & J.G. Stickley.

dialing back her schedule a bit. I know this is something she'd really like to do, but she's struggled with it, and to let go a bit. It's been frustrating for me at times to watch, but that is part of the journey for her. It's such an important part of what keeps her sharp and engaged as she is. I try to put myself in her shoes, because I'll be there someday.

David Freund: How do you manage the sibling part of it? Do you buy them out? Do you let them work? How do you deal with that?

Sherry DePerno: It was difficult for my parents. They battled with the idea of giving something to one daughter versus the other two daughters. Then, there was the will. They had to ask: "OK, in the transition how does my will read? You guys are a part of the business, they're not." It was just much easier to say: "I want the business, they don't. I have to buy the business, it's not going to be given to me." So that was my responsibility to pay that debt. We had attorneys and accountants to guide us.

Phil Rubenstein: The ideal situation is that one generation buys from the previous. You don't always have that opportunity. The advice of counsel, accountants, and advisors is important. We have a buy-sell agreement that was one of the first things that Mara and I put into place after buying out our cousin and then buying out our father. We know what happens to the business upon one of our demise. But that's only the legal piece. She and I talk quite often so that we are on the same page and we know what the other's desires are for their half of the business. The other piece of that as part of the buysell is our stock can only be owned by a blood descendant of our father. That helps to control and keep the business in the family. That isn't to say it wouldn't change at some point, but at least today that is our desire.

David Freund: Did you feel like you always belonged in the business?

Sherry DePerno: I was one of those kids that really had no idea what I wanted to do. I started working for my parents at 16. After several years, they told me to go to college and get a job elsewhere. I came back years later. I went to college for business and I just loved business and I loved the idea of building something. My Dad needed some help and asked me to come back in. I did and it just became who I was and what I was meant to do.

Edward Audi: I'd always loved business and this was a business that my family had been in for two generations... My Dad's work life, my grandfather's work life. By the time I left for college, in my own mind that was the path I had envisioned.

Phil Rubenstein: Growing up, I always knew I wanted to be here. I still want to be here. I get up excited to go to work every morning. I have fun and enjoy what I do. I always have, even when I was sweeping the floors, or writing checksums on job tickets before we had a computer, or answering the phones. I just had to do my own thing first. I think the stress was really on my father when I was living in Rochester, wondering if I was coming back.

I'D ALWAYS LOVED **BUSINESS AND THIS WAS A BUSINESS** THAT MY FAMILY **HAD BEEN IN FOR**

- Edward Audi, President and Co-

TWO GENERATIONS.

L. & J.G. Stickley

Owner of

Edward Audi,
President and
Co-Owner of
L. & J.G. Stickley,
answers a
question during
the roundtable
discussion while
Sherry DePerno,
Owner and CEO of
Advanced Tool Inc.,



Lisa Conway: My brothers and I worked there since we were kids. I went to school for business knowing eventually I wanted to be back. I also did my own thing after school, went into corporate America. I was offered a management position in Buffalo, and my Dad was like: "Hold on, let's talk about this. Once you leave, you may not come back." Which is when he offered me a position with Pioneer. I was pregnant with my second child, and it just fit. I am so glad. I love going to work, never a dull moment, every day is different.

David Freund: Now that you've been through these transitions, what do you wish you had known? What do you wish somebody would have said? What made it hard?

Sherry DePerno: I don't think I was prepared to know how difficult it is in general to be a business owner. And then the pressure on top of it to make your parents proud, because it was their business. I was taking the company in a direction, and my Dad told me my plan would not succeed. That was hard because I was fighting with myself to do what I felt in my gut, versus doing what my Dad felt was the right direction. As the industry was changing, I knew I had to do something different. I chose to focus on the one thing we did the best, which was carbide end mills. My Dad told me: "You are never going to succeed if you are just a carbide end mill manufacturer." It's been 10 years since I purchased the business, and we're now in six countries, and my Dad said: "If I ever try to tell you how to run the business again, just tell me to shut up." But that was huge for me - I felt like my insides were tearing apart. Do I go the path I believe? Or do I go the path that my father's telling me? Your emotions can take over.

Phil Rubenstein: It's constant work to separate the two relationships. The more that you can do it, the better the holidays are, and the better the work is. There are times where I've had to tell Dad: "We're at a boat show, and we're not talking about work this weekend." There have been other times where I've had to say: "Can we concentrate on the problem at hand?"

Mara Charlamb: I agree. Years ago, partially as a joke, we bought him baseball caps. One said "Arnie," one said "Dad," and another said "Boss." We had a bunch of different titles. We could go in and hand him the hat that identified who we wanted to talk to at that moment. There was a thread of truth in the joke.

Phil Rubenstein: Humor helps with everything.

Sherry DePerno: I agree, and I don't believe in letting things fester. They get 10 times worse.

Lisa Conway: When there isn't enough communication, that's how arguments start. I live a mile from my parents. My Mom and I are best friends. Our families are extremely close. We are together a lot. You need to talk about a problem right away. If you take an argument outside of business, it's awful. Once you talk about it, it's done, and you'll both feel better.

Sherry DePerno: My biggest challenges have been when my husband feels one way and my Dad feels another... I sometimes feel caught in the middle of the two most important men in my life. I can't run the business without my husband. Yet, this is my Dad, who I bought the business from. Usually it's over nothing, but it still can be a challenge.



The Law of Legacy

If you don't decide who will carry on after you, you leave it to others to decide.



BY DAVID FREUND,
CHIEF LEADERSHIP OFFICER

IN JOHN MAXWELL'S best-selling book *The 21 Irrefutable Laws of Leadership*, the 21st and final law is the Law of Legacy. The subtitle for the chapter reads "A Leader's Lasting Value Is Measured by Succession."

That law rings true, and if you don't decide who will carry on after you, you leave it to others to decide.

I met John in August 2013. I was attending my executive coaching certification event. I found a man at age 67 who had already made a name and small fortune for himself. It might have been enough, but he was reengaging with the world. Two years earlier, John had started the John Maxwell Team to certify coaches and trainers to deliver his leadership philosophy of adding value to people's lives. His goal was simple: Leave a legacy of trainers who believed in his philosophy who could carry on long after he was gone.

As business leaders, we hire people to produce goods and services that are bought by others. The wages we pay allow our employees to support their families, who support local business and the community. We have the opportunity to be an engine for good and prosperity. This is a privilege and not a right. We have the opportunity to move from personal success to significance. We have the opportunity to leave a legacy.

Our first step is to decide what our legacy will be. If we don't make that determination, others will. Why not choose it yourself and craft it? If you accept my premise that we are custodians of "opportunity" then perhaps your legacy should be to hand the "opportunity" on to others who will carry the message to the next generation. Like Maxwell, you need to decide who can take your message, products, and services to a time you will never see.

Have you articulated your vision or mission? Do others know what you believe in? Do they know what you are passionate about? Author and optimist Simon Sinek calls this the school bus test. If you were struck by a school bus and killed, would your team have the passion to continue without you? If not, you haven't effectively communicated the WHY behind what you are doing. To illustrate, Simon offers an early sentence in the Declaration of Independence as an example of an excellent vision statement:

"We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are Life, Liberty and the pursuit of Happiness."

Imagine a statement so profound that men and women would work, struggle, and die to implement it for 240 years.



OUR FIRST STEP IS
TO DECIDE WHAT
WE WOULD LIKE
OUR LEGACY TO
BE. IF WE DON'T
MAKE THAT
DETERMINATION,
OTHERS WILL. WHY
NOT CHOOSE IT
YOURSELF AND
CRAFT IT?

David Freund

What about you?

Have you chosen to whom you will entrust your legacy? Who on your team shares your vision? Who shows the commitment? Perhaps they are not in your organization at this time. Here are a few key qualities of that person:

Character

They must be a person of character. Too many temptations await this emerging leader, and they need to be grounded.

Commitment

You need someone who sticks with the program and isn't going to chase rabbits when something exciting pops up.

Courage

Courage is needed to make tough calls when opposition increases.

Competence

They need to be able to do the job. You might find it strange that I put this last, but I believe if they have the first three, competence will come along.

Once you have chosen your emerging leaders, invest in their development. Growth and development don't just happen. We need to be intentional about it. Here's how:

- 1. Make their development your top priority. You need to give them the time needed for success.
- 2. Give help when they need it. There will be bumps in the road, and they will need your support.
- 3. Let them fly with you. From time to time bring them in on crucial issues.
 - 4. Fuel their tanks. Encourage and inspire them.
- 5. Stay with them until they can fly solo. Some things will take a while to learn. Stick with it. You hired for attitude, and now you are training for skills.
- 6. Clear the flight path for a while. As a seasoned leader, you know where the obstacles are. Clear them out of the way while your emerging leader is learning to fly.

This process is difficult, but once completed, you and our community will reap rewards. As Maxwell says, "A legacy is created only when a person puts his organization into a position to do great things without him." Once you do this, you will have tasted significance, and once you have tasted significance, success will not be enough.

David Freund is the Chief Leadership Officer at MACNY and can be reached at dfreund@macny.org.

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Auburn Leathercrafters

42 Washington Street Auburn, NY 13021 PHONE: (315) 252-4107 WEB: auburndirect.com

Auburn Vacuum Forming Co., Inc.

40 York Street Auburn, NY 13021 PHONE: (315) 253-2440 WEB: avfco.com

B Babbitt Bearings, Inc.

734 Burnet Avenue Syracuse, NY 13203 PHONE: (315) 479-6603 WEB: babbitt-inc.com

Bank of America Merrill Lynch

205 South Salina Street, Suite 300 Syracuse, NY 13202 PHONE: (315) 423-2047 WEB: bankofamerica.com

Barclay Damon, LLP

125 East Jefferson Street Syracuse, NY 13202 PHONE: (315) 422-2131 WEB: barclaydamon.com

Barnes & Cone, Inc.

PO Box 280-Eastwood Station Syracuse, NY 13206 PHONE: (315) 437-0305 WEB: barnesandcone.com

Bartell Machinery Systems, LLC

6321 Elmer Hill Road Rome, NY 13440 PHONE: (315) 336-7600 WEB: bartellmachinery.com

Barton & Loguidice, D.P.C.

443 Electronics Parkway Liverpool, NY 13088 PHONE: (315) 457-5200 WEB: bartonandloguidice.com

Beardsley Architects & Engineers

64 South Street Auburn, NY 13021 PHONE: (315) 253-7301 WEB: beardsley.com

Bell Tenant Champions

120 Walton Street, Suite 400 Syracuse, NY 13202 PHONE: (315) 476-7112 WEB: bellchampions.com

Berry Global, Inc.

1500 Milton Avenue Solvay, NY 13209 PHONE: (315) 484-4444 WEB: berryplastics.com

Bitzer Scroll, Inc.

6055 Court Street Road Syracuse, NY 13206 PHONE: (315) 463-2101 WEB: bitzerus.com

Blue Water Capital Management, LLC

1001 James Street Syracuse, NY 13203 PHONE: (315) 438-8690 WEB: bluewatercm.com

While MACNY makes every effort to ensure that all information is accurate and up to date, all contact information is subject to change. If there is a change you would like us to make, please contact Julianne Pease at jpease@macny.org or 315-474-4201 ext. 19.

BlueRock Energy

125 East Jefferson Street. Suite 800 Syracuse, NY 13202 PHONE: (315) 432-4190 WEB: bluerockenergyservices.com

Bobrick Washroom

Equipment, Inc.

200 Commerce Drive Clifton Park, NY 12065 PHONE: (518) 877-7444 WEB: bobrick.com

Bodycote Syracuse Heat Treating Corp.

7055 Interstate Island Road Svracuse, NY 13209 PHONE: (315) 451-0000 WEB: syracuseheattreating.com

Bomac, Inc.

6477 Ridings Road, Unit 2 Syracuse, NY 13206 PHONE: (315) 433-9181 WEB: bomacinc.com

Bo-Mer Plastics

13 Pulaski Street Auburn, NY 13021 PHONE: (315) 252-7216 WEB: bo-mer.com

Bond, Schoeneck & King, PLLC

1 Lincoln Center Syracuse, NY 13202 PHONE: (315) 218-8000 WEB: bsk.com

BorgWarner Ithaca LLC

800 Warren Road Ithaca, NY 14850 PHONE: (607) 257-6700 WEB: borgwarner.com

Bowers and Company CPAs, PLLC

120 Madison Street Syracuse, NY 13202 PHONE: (315) 234-1100 WEB: bcpllc.com

Briggs & Stratton Corporation

5375 North Main Street Munnsville, NY 13409 PHONE: (315) 495-0100 WEB: basco.com

Brown & Brown Empire State

500 Plum Street. Suite 200 Syracuse, NY 13204 PHONE: (315) 474-3374 WEB: bbempirestate.com

Buckeye Corrugated Inc. BCI - Emp. Div.

151 Midler Park Drive Syracuse, NY 13206 PHONE: (315) 437-1181 WEB: bcipkg.com

Byrne Dairy Inc.

PO Box 176 Lafayette, NY 13084 PHONE: (315) 475-2121 WEB: byrnedairy.com

C & S Companies

499 Col Eileen Collins Boulevard Syracuse, NY 13212 PHONE: (315) 455-2000 WEB: cscos.com

C.H. Insurance Brokerage Srvcs. Co., Inc.

100 Salina Street, Suite 370 Syracuse, NY 13202 PHONE: (315) 234-7500 WEB: chinsurance.cc

C.R. Fletcher Associates

126 North Salina Street, Suite 107 Svracuse, NY 13202 PHONE: (315) 471-1000 WEB: crfletcher.com

CADimensions, Inc.

6310 Fly Road East Syracuse, NY 13057 PHONE: (315) 434-9787 WEB: cadimensions.com

Canastota NC Corp.

121 West Center Street Canastota, NY 13032 PHONE: (315) 697-3200 WEB: cnccorp.org

Carpenter Industries, Inc.

PO Box 888 Syracuse, NY 13206 PHONE: (315) 463-4284 WEB: carpenterindustries.com

Cascade Mayerik Lacrosse, LLC

4697 Crossroads Park Drive Liverpool, NY 13088 PHONE: (315) 453-3073 WEB: performancesportsgroup. com

Casco Security Systems

40 Rutter Street Rochester, NY 14606 PHONE: (585) 424-5000 WEB: cascosystems.com

Cathedral Candle Company

510 Kirkpatrick Street Syracuse, NY 13208 PHONE: (315) 422-9119 WEB: cathedralcandle.com

Cayuga Milk Ingredients, LLC

15 Eagle Drive Auburn, NY 13021 PHONE: (315) 364-0070 WEB: cmingredients.com

Central New York Feeds, Inc.

PO Box 240 Memphis, NY 13112 PHONE: (315) 689-6384 WEB: cnyfeeds.com

CHA Consulting

One Park Place 300 South State Street, Suite 600 Syracuse, NY 13202 PHONE: (315) 471-3920 WEB: chacompanies.com

Chobani

200 Lafayette Street, 6th Floor New York, NY 10012 PHONE: (917) 475-2098 WFB: chobani.com

Clinton's Ditch Cooperative Company Inc.

8478 Pardee Road Cicero, NY 13039 PHONE: (315) 699-2695 WEB: clintonsditch.com

Coalition For A **Prosperous America**

615 Boardman Street Sheffield, MA 1257 PHONE: (202) 688-5145 WEB: prosperousamerica.org

Competitive Energy Services

148 Middle Street, Suite 500 Portland, ME 04101 PHONE: (207)772-6190 WEB: competitive-energy.com

CONMED

525 French Road Utica. NY 13502 PHONE: (315) 797-8375 WEB: conmed.com

Constellation

3556 Lakeshore Road, Suite 420 Buffalo, NY 14219 PHONE: (315) 546-3212 WEB: constellation.com

Corning Incorporated

One Riverfront Plaza Corning, NY 14831 PHONE: (607) 974-9000 WEB: corning.com

Corporate Fuel Advisors, LLC

10 East 40th Street, Suite 3210 New York, NY 10016 PHONE: (212) 260-2743 WEB: corporatefuel.com

Corso's Cookies - The **Decorated Cookie Comp.**

314 Lakeside Road Syracuse, NY 13209 PHONE: (315) 487-2111 WEB: corsoscookies.com

Cortland Cable Company, Inc.

PO Box 330 Cortland, NY 13045 PHONE: (607) 753-8276 WEB: cortlandcable.com

Cortland Plastics International

211 Main Street Cortland, NY 13045 PHONE: (607) 662-0120 WEB: cortlandplastics.com

Covanta Onondaga, LP

5801 Rock Cut Road Jamesville, NY 13078 PHONE: (315) 498-4111 WEB: covanta.com

Covey Computer Software, Inc.

2520 Genesee Street Utica. NY 13502 PHONE: (315) 738-6016 WEB: coveycs.com

CPower Energy Management

183 Madison Avenue, Suite 904 New York, NY 10016 PHONE: (518) 222-0847 cpowerenergymanagement.com

CPP (Consolidated Precision Prod.) - Syracuse

901 East Genesee Street Chittenango, NY 13037 PHONE: (315) 687-0014 WEB: cppcorp.com

CPS Recruitment, Inc.

904 7th North Street Liverpool, NY 13088 PHONE: (315) 457-2500 WEB: cpsrecruiter.com

Crown Industrial Corp.

839 Route 13 Cortland, NY 13045 PHONE: (607) 299-4787 WEB: crownindustrial.biz

Crucible Industries LLC

575 State Fair Boulevard Solvav, NY 13209 PHONE: (315) 487-0800 WEB: crucible.com

Cryomech, Inc.

113 Falso Drive Syracuse, NY 13211 PHONE: (315) 455-2555 WEB: cryomech.com

Currier Plastics. Inc.

101 Columbus Street Auburn, NY 13021 PHONE: (315) 255-1779 WEB: currierplastics.com

Custom Tool & Model Corp.

151 Industrial Drive Frankfort, NY 13340 PHONE: (315) 894-4377 WEB: ctm-corp.com

CXtec

PO Box 4799 Syracuse, NY 13221 PHONE: (315) 476-3000 WEB: cxtec.com

Cyber Defense Institute, Inc. 801 Kimry Moor

Fayetteville, NY 13066 PHONE: (315) 632-4848 WEB: cyberD.us

Dannible & McKee. CPAs

221 South Warren Street Syracuse, NY 13202 PHONE: (315) 472-9127 WEB: dmcpas.com

Data Power, Inc.

8417 Oswego Road (PMB - 236) UPS Baldwinsville, NY 13027 PHONE: (315) 635-1895

Davis-Standard, LLC

46 North 1st Street Fulton, NY 13069 PHONE: (315) 598-7121 WEB: davis-standard.com

Delmonico Insurance Agency

906 Spencer Street, Suite 206 Syracuse, NY 13204 PHONE: (315) 472-4242 WEB: delmonicoinsurance.com

Dermody, Burke & Brown, CPAs, LLC

443 North Franklin Street, Suite 100 Syracuse, NY 13204 PHONE: (315) 471-9171 WFB: dbbllc.com

Dermody, Burke & Brown, CPAs, LLC

1120 Corporate Drive Auburn, NY 13021 PHONE: (315) 253-6273 WEB: dbbllc.com

Dermody, Burke & Brown, CPAs, LLC

4350 Middle Settlement Road New Hartford, NY 13413 PHONE: (315) 732-2991 WEB: dbbllc.com

Dewitt Plastics Inc.

28 Aurelius Avenue Auburn, NY 13021 PHONE: (315) 255-1209 WEB: dewittplastics.com

Diemolding Corporation

PO Box 26 Wampsville, NY 13163 PHONE: (315) 363-4710 WEB: diemolding.com

Direct Energy Business

115 Solar Street, Suite 102 Syracuse, NY 13204 PHONE: (315) 234-5360 WEB: business.directenergy.com

Diversified Wealth Strategies, LLC.

5760 Commons Park Drive, Suite 100 East Syracuse, NY 13057 PHONE: (315) 579-8890 WEB: divwealth.com

Divine Brothers

200 Seward Avenue Utica, NY 13502 PHONE: (315) 797-0470 WEB: divinebrothers.com

D-K Manufacturing Corp.

PO Box 600 Fulton, NY 13069 PHONE: (315) 592-4327 WEB: d-kmfg.com

Downtown Decorations Inc.

6724 Joy Road East Syracuse, NY 13206 PHONE: (877) 369-6332 WEB: downtowndecorations.com

Dresser-Rand Company

37 Coats Street Wellsville, NY 14895 PHONE: (585) 596-3100 WEB: dresser-rand.com

Dresser-Rand Company

100 Chemung Street Painted Post, NY 14870 PHONE: (607) 937-2011 WEB: dresser-rand.com

Dresser-Rand Company

500 Paul Clark Drive Olean, NY 14760 PHONE: (716) 375-3520 WEB: dresser-rand.com

Dupli Envelope & Graphics Corp.

PO Box 11500 Syracuse, NY 13218 PHONE: (315) 472-1316 WEB: duplionline.com

Dynamic Pak, LLC

102 West Division Street Syracuse, NY 13204 PHONE: (315) 474-8593 WEB: dpthermoforming.com

E Eagle Bay Refrigeration, Inc.

304 Farmer Street Syracuse, NY 13203 PHONE: (315) 320-6385 WEB: eaglebayrefrigeration.com

Eagle Metalcraft, Inc.

3550 Burnet Avenue East Syracuse, NY 13057 PHONE: (315) 437-8323 WEB: eaglemetalcraft.com

Eaton Crouse-Hinds LLC

PO Box 4999 Syracuse, NY 13221 PHONE: (315) 477-7000 WEB: crouse-hinds.com

EEP Quality Group,

Inc., Syracuse

404 North Midler Avenue Syracuse, NY 13206 PHONE: (315) 214-5487 WEB: eepqualitygroup.com

EJ USA, Inc.

PO Box 1821 6177 South Bay Road Cicero, NY 13039 PHONE: (315) 699-2601 WEB: ejco.com

EMCom. Inc.

62 Columbus Street Auburn, NY 13021 PHONE: (315) 255-5300 WEB: em-com.com

Empower Federal Credit Union

1 Member Way Syracuse, NY 13212 PHONE: (315) 477-2200 WEB: http://empowerfcu.com

ENGIE Resources

5789 Widewaters Parkway Dewitt, NY 13214 PHONE: (315) 264-1025 WEB: engieresources.com

Environmental Resources Management

5788 Widewaters Parkway Syracuse, NY 13214 PHONE: (315) 445-2554

WEB: erm.com

Eraser Company, Inc.

PO Box 4961 Syracuse, NY 13221 PHONE: (315) 454-3237 WEB: eraser.com

Excel Machine Technologies

50 Bermar Park, Suites 5 & 6 Rochester, NY 14624 PHONE: (585) 426-1911 WEB: emtcnc.com

Excellus BlueCross BlueShield

12 Rhoads Drive Utica, NY 13502 PHONE: (315) 798-4200 WEB: ExcellusBCBS.com

Excellus BlueCross BlueShield

333 Butternut Drive Syracuse, NY 13214 PHONE: (315) 671-6400 WEB: ExcellusBCBS.com

Excellus Health Plan, Inc.

3111 Winteon Road South Rochester, NY 14623 PHONE: (585) 454-1700 WEB: excellusbcbs.com

Falk Precision, Inc.

5917 Fisher Road East Syracuse, NY 13057 PHONE: 315-437-4545 WEB: falkprecision.com

Falso Industries, Inc.

4100 New Court Avenue Syracuse, NY 13206 PHONE: (315) 463-0266 WEB: falsoindustries.com

Falvo Manufacturing Co., Inc.

20 Harbor Point Road Utica, NY 13502 PHONE: (315) 724-7925 WEB: woodengoods.com

FAME(Finger Lakes Advanced Mfging Enterprise)

41 Lewis Street, Suite 104 Geneva, NY 14456 PHONE: (315) 521-7826 WEB: nyfame.org

Feldmeier Equipment Inc.

PO Box 474 Syracuse, NY 13211 PHONE: (315) 454-8608 WEB: feldmeier.com

Felix Schoeller North America

PO Box 250 Pulaski, NY 13142 PHONE: (315) 298-5133 WEB: Felix-Schoeller.com

Filtertech, Inc.

PO Box 527 Manlius, NY 13104 PHONE: (315) 682-8815 WEB: filtertech.com

Firley, Moran, Freer & Eassa, CPA, P.C.

5010 Campuswood Drive, Suite 4 East Syracuse, NY 13057 PHONE: (315) 472-7045 WEB: fmfecpa.com

Five Star Occ-Med

PO Box 248 Ellicottville, NY 14731 PHONE: (315) 478-1977 WEB: industrialmedical.com

Fluid Power Sales, Inc.

8257 Loop Road Baldwinsville, NY 13027 PHONE: (315) 638-7111 WEB: fluidpowersales.com

Frazer & Jones Company

PO Box 4955 Syracuse, NY 13221 PHONE: (315) 468-6251 WEB: frazerandjones.com

Freed Maxick CPAs, P.C. a McGladrey Alliance Firm Member

100 Meridian Center, Suite 310 Rochester, NY 14618 PHONE: (585) 360-1426 WEB: freedmaxick.com

Fulton Companies

PO Box 257 Pulaski, NY 13142 PHONE: (315) 298-5121 WEB: fulton.com

Fust Charles Chambers LLP

5784 Widewaters Parkway Syracuse, NY 13214 PHONE: (315) 446-3600 WEB: fcc-cpa.com

FuzeHub

PO Box 1186 Albany, NY 12201 PHONE: (518) 768-7030 WEB: fuzehub.com

G.A. Braun, Inc.

PO Box 3029 Syracuse, NY 13220 PHONE: (315) 475-3123 WEB: gabraun.com

Gaylord Bros. Inc.

PO Box 4901 Syracuse, NY 13221 PHONE: (315) 457-5070 WEB: gaylord.com

GE Inspection Technologies

721 Visions Drive Skaneateles, NY 13152 PHONE: (315) 554-2000 WEB: gemeasurement.com /inspection-ndt

Gear Motions Inc, Nixon Gear Division

1750 Milton Avenue Syracuse, NY 13209 PHONE: (315) 488-0100 WEB: gearmotions.com

Giovanni Food Company, Inc.

8800 Sixty Road Baldwinsville, NY 13027 PHONE: (315) 457-2373 WEB: giovannifoods.com

Gleason-Avery

45 Aurelius Avenue Auburn, NY 13021 PHONE: (315) 253-7396 WEB: gleasonavery.com

GLOBALFOUNDRIES

400 Stone Break Road Extension Malta, NY 12020 PHONE: (518) 305-9013 WEB: globalfoundries.com

Golden Artist Colors, Inc.

188 Bell Road New Berlin, NY 13411 PHONE: (607) 847-6154 WEB: goldenpaints.com

Greystone/Partners Environmental Consulting

209 Second Street Liverpool, NY 13088 PHONE: (315) 263-3183 WEB: greystone-env.com and partnersenv.com

Gryphon Sensors, LLC

PHONE: (800) 742-0451 WEB: gryphonsensors.com

H.W. Naylor Co., Inc.

121 Main Street Morris, NY 13808 PHONE: (607) 263-5145 WEB: drnaylor.com

Harden Furniture LLC

8550 Mill Pond Way Mc Connellsville, NY 13401 PHONE: (315) 245-1000 WEB: harden.com

Harris Beach PLLC

333 West Washington Street, Suite 200 Syracuse, NY 13202 PHONE: (315) 423-7100 WEB: harrisbeach.com

Haun Welding Supply Inc.

5921 Court Street Road Syracuse, NY 13206 PHONE: (315) 463-5241 WEB: thehaunedge.com

Haylor, Freyer & Coon, Inc.

PO Box 4743 Syracuse, NY 13221 PHONE: (315) 451-1500 WEB: haylor.com

Hayner Hoyt Corporation

625 Erie Boulevard West Svracuse, NY 13204 PHONE: (315) 455-5941 WEB: haynerhoyt.com

Hollowick, Inc.

100 Fairgrounds Drive Manlius, NY 13104 PHONE: (315) 682-2163 WEB: hollowick.com

Honeywell

301 Plainfield Road, Suite 330 Syracuse, NY 13212 PHONE: (315) 552-9700 WEB: honeywell.com

Huhtamaki, Inc.

100 State Street Fulton, NY 13069 PHONE: (315) 593-5311 WEB: us.huhtamaki.com

Human Technologies Corporation

2260 Dwyer Avenue Utica, NY 13501 PHONE: (315) 724-9891 WEB: htcorp.net

ICS Solutions Group

6007 Fair Lakes Road East Syracuse, NY 13057 PHONE: (315) 446-5321 WEB: icsnewyork.com

Indian Springs Manufacturing Co., Inc.

PO Box 469 Baldwinsville, NY 13027 PHONE: (315) 635-6101 WEB: indiansprings.com

Indium Corporation

34 Robinson Road Clinton, NY 13323 PHONE: (315) 853-4900 WEB: indium.com

Industrial Fabricating Corp.

6201 East Molloy Road East Syracuse, NY 13057 PHONE: (315) 437-3353

INFICON Inc.

2 Technology Place East Syracuse, NY 13057 PHONE: (315) 434-1100 WEB: inficon.com

Instron Corporation

33 Lewis Road Binghamton, NY 13905 PHONE: (607) 770-4945 WEB: instron.com

Integrated Strategic Systems, Inc.

6925 Todd Way Liverpool, NY 13088 PHONE: (315) 436-4044 WEB: issyscny.com

Interface Performance Materials

2885 State Route 481 Fulton, NY 13069 PHONE: (315) 592-8100 WEB: interfacematerials.com

International Controls & Measurements Corp.

7313 William Barry Boulevard North Syracuse, NY 13212 PHONE: (315) 233-5266 WEB: icmcontrols.com

International Wire Group Inc.

12 Masonic Avenue Camden, NY 13316 PHONE: (315) 245-3800 WEB: internationalwiregroup.com

Intertek Testing Services

3933 U.S. Route 11 Industrial Park Cortland, NY 13045 PHONE: (607) 753-6711 WEB: intertek.com

IT Performance, LLC

PO Box 450 Manlius, NY 13104 PHONE: (317) 331-3148

ITT Goulds Pumps, Inc.

240 Fall Street Seneca Falls, NY 13148 PHONE: (315) 568-2811 WEB: gouldspumps.com

IV4, Inc.

344 West Genesee Street, Suite 103 Syracuse, NY 13202 PHONE: (315) 424-7736 WEB: iv4.com

J.E. Miller. Inc.

747 West Manlius Street East Syracuse, NY 13057 PHONE: (315) 437-6811 WEB: jemiller.com

Jamestown Container

82 Edwards Deming Drive Rochester, NY 14606 PHONE: (800) 937-0028 WEB: jamestowncontainer.com

Jamestown Container

100 Dunn Road Lvons. NY 14489 PHONE: (800) 937-0028 WEB: jamestowncontainer.com

JAS Recruitment

301 Plainfield Road Syracuse, NY 13212 PHONE: (315) 299-7168 WEB: jasrecruitment.com

Jefferson County IDA

800 Starbuck Ave, Suite 800 Watertown, NY 13601 PHONE: (315) 782-5865 WEB: jcida.com

Johnson Controls

105 Twin Oaks Drive Syracuse, NY 13206 PHONE: (315) 463-2613 WEB: johnsoncontrols.com

Johnson Controls

6731 Collamer Road East Syracuse, NY 13057 PHONE: (315) 437-7718 WEB: johnsoncontrols.com

Johnson Controls

6505 Basile Rowe East Syracuse, NY 13057 PHONE: (315) 760-6417 WEB: johnsoncontrols.com

Key Bank N.A.

201 South Warren Street Syracuse, NY 13202 PHONE: (315) 470-5442 WEB: key.com

Key Insurance & Benefits Services - Rochester

777 Canal View Boulevard Rochester, NY 14623 PHONE: (585) 262-7756 WEB: key.com/insurance

Key Insurance & Benefits Services - Syracuse

221 South Warren Street Syracuse, NY 13202 PHONE: (315) 461-1282 WEB: key.com/insurance

Kilian Manufacturing Corp.

PO Box 6974 Syracuse, NY 13217 PHONE: (315) 432-0700 WEB: kilianbearings.com

Kishmish, Inc.

217 Montgomery Street, 8th Floor Syracuse, NY 13202 PHONE: (315) 478-8172 WEB: kishmish.com

Knowles Capacitor Comp.

2777 Route 20 East Cazenovia, NY 13035 PHONE: (315) 655-8710 WEB: dilabs.com

Kris-Tech Wire Company, Inc.

PO Box 4377 Rome, NY 13442 PHONE: (315) 339-5268 WEB: kristechwire.com

Le Moyne College

1419 Salt Springs Road Mitchell Hall MI 102 Syracuse, NY 13214 PHONE: (315) 445-4120 WEB: lemoyne.edu

Liberty Tabletop – Sherrill Manufacturing, Inc.

102 E Seneca Street Sherrill, NY 13461 PHONE: (315) 280-0727 WEB: libertytabletop.com

Liftech Equipment Co., Inc.

6847 Ellicott Drive East Syracuse, NY 13057 PHONE: (315) 463-7333 WEB: liftech.com

Lockheed Martin

PO Box 4840 Syracuse, NY 13221 PHONE: (315) 456-0123 WEB: lockheedmartin.com

M & W Aluminum

Products Inc.

321 Wavel Street Syracuse, NY 13206 PHONE: (315) 414-0005 WEB: mwalum.com

Mackenzie Hughes LLP

PO Box 4967 Syracuse, NY 13221 PHONE: (315) 474-7571 WEB: mackenziehughes.com

Magnus Precision Mfg.

1912 State Route 96 Phelps, NY 14532 PHONE: (315) 548-8032 WEB: magnusprecision.com

Manth-Brownell, Inc.

1120 Fyler Road Kirkville, NY 13082 PHONE: (315) 687-7263 WEB: manth.com

Marquardt Switches Inc.

2711 Route 20 East Cazenovia, NY 13035 PHONE: (315) 655-8050 WEB: us.marquardt.com

McIntosh Box & Pallet Co. Inc.

5864 Pyle Drive East Syracuse, NY 13057 PHONE: (315) 446-9350 WEB: mcintoshbox.com

Metal Solutions 1821 Broad Street

Utica, NY 13501 PHONE: (315) 732-6271 WEB: metalsolutionsinc.com

Microwave Filter Company, Inc.

6743 Kinne Street East Syracuse, NY 13057 PHONE: (315) 438-4700 WEB: microwavefilter.com

Midstate Spring, Inc.

PO Box 850 Syracuse, NY 13206 PHONE: (315) 437-2623 WEB: midstatespring.com

Mitten Manufacturing, Inc.

5960 Court Street Road Syracuse, NY 13220 PHONE: (315) 437-7564 WEB: mitten-manufacturing.com

Mohawk Ltd.

PO Box 340 Chadwicks, NY 13319 PHONE: (315) 737-7328 WEB: mohawkltd.com

Mohawk Valley Community College

1101 Sherman Drive Utica, NY 13501 PHONE: (315) 792-5300 WEB: mycc.edu

Mohawk Valley EDGE

584 Phoenix Drive Rome, NY 13441 PHONE: (315) 338-0393 WEB: mvedge.com

M-One Advisors, LLC

13895 Ingersoll Lane Sterling, NY 13156 PHONE: (585) 978-9523 WEB: deltapointcapital.com

Morse Manufacturing Co., Inc.

PO Box 518 East Syracuse, NY 13057 PHONE: (315) 437-8475 WEB: morsedrum.com

Murphy and Nolan, Inc.

PO Box 6689 Syracuse, NY 13217 PHONE: (315) 474-8203 WEB: murphynolan.com

N. K. Bhandari, Architecture & Engineering, P.C.

1005 West Fayette Street, Suite 500 Syracuse, NY 13204 PHONE: (315) 428-1177 WEB: nkbpc.com

National Fuel Resources, Inc.

165 Lawrence Bell Drive. Suite 120 Williamsville, NY 14221 PHONE: (716) 630-6778 WEB: nfrinc.com

National Grid

300 Erie Boulevard West Syracuse, NY 13202 PHONE: (315) 474-1511 WEB: nationalgridus.com

Natrium Products Inc.

PO Box 5465 Cortland, NY 13045 PHONE: (607) 753-9829 WEB: natrium.com

NBT Bank

120 Madison Street, 18th Floor Syracuse, NY 13202 PHONE: (315) 475-0826 WEB: nbtbank.com

New Hope Mills Mfg.

181 York Street Auburn, NY 13021 PHONE: (315) 252-2676 WEB: newhopemills.com

NG Advantage LLC

480 Hercules Drive Colchester, VT 5446 PHONE: (802) 760-1167 WEB: ngadvantage.com

Northland Communications

1 Dupli Park Drive, 5th Floor Svracuse, NY 13204 PHONE: (315) 624-2273 WEB: northland.net

Novelis Corporation

448 County Route 1a Oswego, NY 13126 PHONE: (315) 349-0121 WEB: novelis.com

Nucor Steel Auburn, Inc.

PO Box 2008 Auburn, NY 13021 PHONE: (315) 253-4561 WEB: nucor.com

NYMAT Machine Tool Corp

2650 Baird Road Fairport, NY 14450 PHONE: (585) 248-8200 WEB: nymat.com

NYSERDA

17 Columbia Circle Albany, NY 12203 PHONE: (518) 862-1090 WEB: nyserda.ny.gov

O'Brien & Gere (OBG) - Liverpool

7600 Morgan Road Liverpool, NY 13090 PHONE: (315) 637-2234 WEB: obg.com

O'Brien & Gere (OBG) - Syracuse

333 West Washington Street Syracuse, NY 13221 PHONE: (315) 437-6100 WEB: obg.com

OCM BOCES

PO Box 4754 Syracuse, NY 13221 PHONE: (315) 433-2600 WEB: ocmboces.org

OneGroup

706 North Clinton Street Svracuse, NY 13204 PHONE: (315) 457-1830 WEB: onegroup.com

Oneida Air Systems, Inc.

1001 West Fayette Street Syracuse, NY 13204 PHONE: (315) 476-5151 WEB: oneida-air.com

Onondaga Community College

4585 West Seneca Turnpike Syracuse, NY 13215 PHONE: (315) 498-2622 WEB: sunyocc.edu

Onondaga County Industrial Development Agency

333 Washington Street, Suite 130 Syracuse, NY 13202 PHONE: (315) 435-3770 WEB: ongoved.com

Onondaga County **Water Authority**

PO Box 4949 Syracuse, NY 13221 PHONE: (315) 455-7061 WEB: ocwa.org

OSEA, Inc.

3730A California Road Orchad Park, NY 14127 PHONE: 716-821-0091 WEB: osea.com

Otis Technology

PO Box 582 Lyons Falls, NY 13368 PHONE: (315) 348-4300 WEB: otistec.com

Otis Technology

20 County Route 59 Phoenix, NY 13135 WEB: otistec.com

Packaging Corp.

of America Inc.

4471 Steelway Boulevard South Liverpool, NY 13090 PHONE: (315) 457-6780 WEB: packagingcorp.com

Pall Corporation

3643 State Route 281 Cortland, NY 13045 PHONE: (607) 758-4670 WEB: pall.com

PaperWorks Industries

2900 McLane Drive Baldwinsville, NY 13027 PHONE: (315) 638-4355 WEB: paperworksindustries.com

PAR Technology Corp.

8383 Seneca Turnpike New Hartford, NY 13413 PHONE: (315) 738-0600 WEB: partech.com

Pathfinder Bank

214 West First Street Oswego, NY 13126 PHONE: (315) 343-0057 WEB: pathfinderbank.com

Pelco Component Technologies

2747 Route 20 East Cazenovia, NY 13035 PHONE: (315) 655-8476 WEB: pelcocaz.com

Pioneer Warehouse & Distribution LLC

PO Box 2074 Syracuse, NY 13220 PHONE: (315) 451-3101 WEB: pioneerwhs.com

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PPC Broadband, Inc.

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Pratt & Whitney - HMI Metal Powders

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4855 Executive Drive Liverpool, NY 13088 PHONE: (315) 457-0200 WEB: go-precision.com

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R. B. Woodcraft Inc.

1860 Erie Boulevard East Syracuse, NY 13210 PHONE: (315) 474-2429 WEB: rbwoodcraft.com

Ralph W. Earl

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Raymond Corporation, The

PO Box 130 20 South Canal Street Greene, NY 13778 PHONE: (607) 656-2311 WEB: raymondcorp.com

Raymond Corporation, The

6650 Kirkville Road East Syracuse, NY 13057 PHONE: (315) 463-5000 WEB: raymondcorp.com

Refrigerated Transport Electronics, Inc.

1 West Center Street Mc Graw, NY 13101 PHONE: (607) 836-8954 WEB: rte-usa.com

Relph Benefit Advisors

400 WillowBrook Office
Park, Suite 400
Fairport, NY 14450
PHONE: (585) 248-8720
WEB: relphbenefitadvisors.com

Revere Copper Products Inc.

1 Revere Park Rome, NY 13440 PHONE: (315) 338-2022 WEB: reverecopper.com

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369 Bostwick Road Phelps, NY 14532 PHONE: (315) 789-8871 WEB: risttransport.com

RIT: Center of Excellence for Advanced & Sustainable Mfg.

Building 78, Room 2000 111 Lomb Memorial Drive Rochester, NY 14623 PHONE: (585) 475-2065 WEB: rit.edu/gis/cesm

RIT: NYS Pollution Prevention Institute

Building 78, Room 2000 111 Lomb Memorial Drive Rochester, NY 14623 PHONE: (585) 475-2065 WEB: https://www.rit. edu/affiliate/nysp2i/

RKL eSolutions. LLC

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1 General Motors Drive, Building 5 Syracuse, NY 13206 PHONE: (315) 422-2376 WFB: sbbinc.com

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TDO

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WEB: tessy.com

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United Radio, Inc.

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Werma USA 6731 Collamer Road East Syracuse, NY 13057 PHONE: (315) 414-0200

WEB: werma.com

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