

MANUFACTURING MATTERS

COVID-19: We're in this Together

In response to the COVID-19 pandemic and Governor Andrew Cuomo's Executive Order, we have transitioned to remote operations. Our entire staff will now be working from home. The good news is, we will continue to carry out our mission of helping members thrive, just like we always have.

As far as communication goes, our phones have been redirected to mobile devices and we are available by e-mail as well. We also have a variety of digital meeting options to utilize. Contact information for MACNY and PEB staff can be found at macny.org/contact-us/.

From the beginning, we have been monitoring rapidly changing developments and working to keep you, our members, informed. To help you better understand everything that is going on and what it all means for your company and employees, we started a resource page on our website. There you will find guidance on what businesses are designated essential, how to plan and respond to the crisis, measures to ensure that your workplace is safe for all employees, and information on the latest relief initiatives for businesses. To access the resource guide, visit macny.org/covid-19. Towards the bottom of the page you will find a list of free, public webinars that we think will be useful to our members. This listing will be continually updated.

We'd also like to share that all eight of our councils are working hard to convert as many events as possible to a digital format for the time being. We are also continuing to add new topics and presenters that are relevant to COVID-19 response. Similarly, most of our training offerings have been converted to online training. The most up to date information regarding our events and training opportunities can be found at macny.org/events.

In a time of such disruption and uncertainty, it is our goal to remain a constant resource that is available and reliable for all our members. Please do not hesitate to reach out to us—we are here for you.

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WELCOME OUR NEW MEMBER...

Brady Social Enterprises, Inc.

Brady Social Enterprises is made up of targeted investments and ventures to provide hope, health, and healing as a pathway out of poverty for individuals in Syracuse, NY.

WELCOME

Maximize Your Membership

Do you want to...

- Learn more about MACNY's services and how to better utilize your membership?
- Meet our staff and, more importantly, have an opportunity to meet other MACNY members and learn more about what they do in our community?

We are excited to be holding **Maximize Your Membership** sessions on the second Thursday of each month from 9 - 10 AM.

Mark your calendars for our next three meetings...

May 14 June 11 July 9

Please contact Stephanie Adams at sadams@macny.org or 315-474-4201 ext. 51 to sign up for any of our upcoming sessions!



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Randy Wolken
President & CEO

Manufacturers Go To Albany

Manufacturers from throughout the state of New York recently descended on Albany with this in mind – support for and solutions to their most pressing challenges. Manufacturers Alliance members from Buffalo to Long Island convened to solicit from NYS lawmakers: backing of a zero percent income tax for small and medium-size manufacturers; changes in costly requirements; concerns about the upcoming Climate Leadership and Protection Act; and continuing support of apprenticeship programs and workforce investments.

It was an important and productive day. Meeting after meeting with Legislators and members of the Administration demonstrated just how important manufacturers are to New York State and to the international economy. We heard from the Commissioner of Labor, the Lieutenant Governor, and the host of *Capital Tonight*; they also heard from us. We talked to dozens of legislative leaders in our vital effort to inform them of what we need to be successful. Members detailed what they mean to their local economies as they respectfully asked for support to help them compete in global markets. It really was impressive.

Annually, for nearly 20 years, I have helped lead groups of manufacturers in Albany; now we have with us the entire state. MACNY spearheads the efforts of seven other manufacturing groups to speak as one voice. As the Manufacturers Alliance, we believe we can amplify our message by uniting our voices for our common cause. Together we are so much stronger!

I was privileged to lead one meeting that stands out. We had gathered to consult with Senator Andrea Stewart-Cousins, Majority Leader of the NYS Senate, to lay out the central concerns for which we can use New York State government help. Manufacturing leaders articulated key issues and their impact on their operations. You could see she was listening; the Majority Leader asked great questions and engaged in a wonderful conversation about solutions. It's how our honest, fact-based advocacy is supposed to work – challenges seeking solutions through partnerships.

Tough problems require new approaches and lots of dialogue. MACNY, known for thorough solutions and for its representation of New York State's critical manufacturing industry, understands that innovation happens when leaders work together to effect meaningful outcomes.

We advocate for you. Please continue to share your concerns, those problems that hurt you most, with us. Let us carry the collective voice to our leaders locally, in Albany, and in Washington, DC. Together we can keep manufacturing strong in New York State.



David Freund
Chief Leadership Officer

Quality of Life

You hear it a lot: Quality of life. But what does it mean? A quick Google search will turn up all kinds of articles and definitions. For me, it needs to be personal, the way my dear friends, Harold and Maude (not their real names), have defined quality of life.

My friends have been married nearly 70 years and are each approaching 90 years of age. I've watched them slow down, get forgetful, have small strokes, and become frequent flyers to the hospital. They've left the home where they raised their family and are now in assisted living. You might wonder what really is their quality of life?

I recently visited Harold at the hospital, where he began to speak about the quality of his life. What an inspiration! He commented on the facility where they live, how nice it is, how much care they're given, and how pleasant the staff is. Harold described the wonderful, caring people that run the hospital. His only "negative" comments reflected his concerns for his wife, who remained at home, awaiting his recovery and return. "I need to be there to take care of her," he stated with a glimpse of sadness. He shared that they watch out for each other in case they should fall or need anything.

Just as quickly as he'd slipped into despair, Harold returned to how nice their room is and how special his daughter had made it look with items she'd brought from their home. "Ours is the nicest room; and the lady that runs the facility brings people into our room to show it off." Harold beamed about the amazing quality of life that he and Maude enjoy. Amazing, because they make it amazing.

Last week I heard this quote: "Our habits determine our quality of life." It's no wonder that Harold could speak so

eloquently about his situation; he and Maude had made it a habit to care for and speak kindly to one another. They'd developed a habit recalling positive memories, like walking through the forests in Brazil and digging up wild orchids to bring home.

I doubt that my friends sat down 60 years ago when they lived in Brazil and discussed the value of positive psychology; but they use it daily to improve their quality of life. If we were smart, we would all do the same thing. We'd need to start by identifying what quality of life means for us; then add daily habits that will create the life we desire. It isn't as hard as you might think. Take some time and identify areas of your life you want to improve or to safeguard, related to your quality of life. Perhaps you value a healthy, positive mindset. Sit down and make a list of affirmations - simple statements that express your desired thoughts, that speak to the life you want. Create a habit around making time for solitude or mindfulness. Healthy eating and exercise can also be reinforced by daily habits. Are you setting aside time daily to have interruption-free conversations with the people you love?

You knew I would get here eventually; are you creating daily habits that keep you growing? They can be as simple as listening to audiobooks or podcasts while driving to and from work. The average person spends 30 minutes commuting to work each day. If you made a habit of using that time for growth, you would be spending five hours per week on growth. And it wouldn't interfere with any other part of your life!

Which habits will you start today that will positively affect your quality of life? For me, I'd like to be more like Harold.



Tiffany Latino-Gerlock

Director of Government Relations & Communications

Manufacturers Make Their Voice Heard in New York's Capital

Each year, MACNY and the Manufacturers Alliance of New York State head to Albany to collectively advocate for certain legislation, request funding, or to voice concern about certain proposals. On March 3rd, dozens of MACNY members, Alliance partners, and members of The Business Council participated in our Manufacturing Advocacy Day. We were concentrated into four main groups: Economic Development; Workforce; Human Resources; and Energy, and we spent the day meeting with many of our State Senators and Assembly members and/or their legislative staff.

Matt Roberts, President and Cofounder of Sherrill Manufacturing/Liberty Tabletop, was part of the economic development team. Roberts said, "There are so many proposed changes in New York that affect manufacturers, many of which are unknown to the average citizen. We need to be very diligent to let our elected officials know the effects of legislation. Spending time in Albany and meeting our representatives gives a personal touch and lets them know how passionate we are about keeping and growing manufacturing throughout New York."

John Murphy, President and CEO of Murphy & Nolan, Inc. added, "I think the best feedback that I had from the day is that our presence really does make a difference. It's easy to throw up your hands and say that our voice is drowned out by the massive protests on the other side, but it was clear from our visits that the legislators and staff really do listen to our concerns, especially when MACNY and others help us to really focus on a key issue that we'd like to see enacted."

A legislative priority we were in Albany to support is S.4671A Kaplan / A.636B Stirpe, which would extend the zero percent income tax rate to small and medium sized manufacturers in the State of New York. A second major issue we were there to push for is continued state funding for the Manufacturers Intermediary Apprenticeship Program, or MIAP.

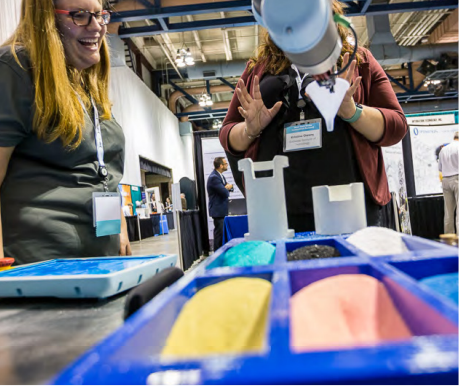
Aaron Currado with Plug Power of the Albany area attended our advocacy day for the first time this year. "Not only was it a great experience," said Currado, "it was also great to meet other business folks that are encountering the same challenges and understand how we collectively need to work together toward the same common ground on the Workforce Development front."

In addition to the legislative meetings, the event also included guest speakers. We were honored to have Lieutenant Governor Kathy Hochul and Department of Labor Commissioner Roberta Reardon address our group, both of whom shared their thoughts on workforce development in New York. We were also pleased to have *Capital Tonight* anchor Susan Arbetter speak, sharing her personal connection to manufacturing and her take on statewide political issues.

This year's event was made possible with the help of our sponsors. We would like to thank Bank of America Albany, The Council of Industry, CEN Manufacturing, BNMA, RTMA, The Business Council of New York State, and The Bonadio Group.

We also thank all who participated in our 2020 Manufacturing Advocacy Day. If you were unable to attend but would like us to help you with any pending legislation, please contact me at tiffanylatinog@macny.org. I am here to answer any of your questions or to help advocate on your behalf.





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Cindy Oehmigen
Director of Energy & Corporate Services

Tomato is a Fruit?

I have spent most of my career helping companies think differently about the challenges they face. The beauty of what I do is I know going in that I don't have the answers; but I have great certainty that they do. I need only to ask the right questions to draw them out.

I like to think I bring value to the table because I have been at this a long time and have learned a lot from mistakes. Experience does provide fertile ground for wisdom. I readily share the results of my experiences with them to supplement the facts that companies know about their businesses. An effective combination of knowledge and wisdom produces novel ideas they can implement to move the needle in a positive direction.

It occurred to me that there are important differences between knowledge and wisdom. Along the way I learned a great example that puts this in perspective: knowledge is knowing that tomato is a fruit. Wisdom is recognizing tomatoes do not belong in a fruit salad.

I would add that intelligence plays a part in helping to see the distinction. I have known people that were brilliant, on the genius scale by traditional measurements. Yet, in their day-to-day decisions, there was evidence they lacked wisdom. For example, one such individual left work on a very cold, long holiday weekend in February. He returned to work on Tuesday kibitzing about having lost his coat somewhere. Low and behold, it was hanging in the closet at work. He had walked out, up the hill to the parking lot, gotten into his car, and drove home, never noticing that it was subzero weather and that he had no coat.

Intelligence alone does not guarantee wise decisions. Furthermore, I can think of people I have known that may not have scored at genius level, but through experience and

serious effort, have demonstrated extraordinary levels of wisdom. I imagine you can think of people you have known that fall into these categories.

Out of curiosity I checked out Google for some definitions. I ran across an article that spoke to the distinction of these three terms that overlap and sometimes get used interchangeably. In his article titled, *Distinguishing Between Knowledge, Intelligence, and Wisdom*, J. W. Barlament wrote:

1. Knowledge is not something fundamental. We are not born with it or predetermined to attain it. It is what we know. Having more knowledge may make one more able to wield their intelligence, but it does not in and of itself make one more intelligent.
2. Intelligence isn't a measure of how much we know. It's a measure of how much we understand. Intelligent people know how to interpret, analyze, and apply things. Intelligence is largely a result of genetics.
3. Unlike knowledge and intelligence, wisdom is unquantifiable. It is totally qualitative - a subjective measure of the quality of one's insights. Wisdom exists in its own domain, wholly unaffected by intelligence and only sparingly intertwined with knowledgeability.

He concluded by saying, "Knowledge, intelligence and wisdom are intertwined, and when we allow them to, they can all complement each other. Intelligence forms a basis for one's ability to understand; knowledge allows one to learn the understandings of others; and wisdom bestows upon one a sense of deep-seated peace surrounding all of one's revelations."

There is one more distinction I would add to these definitions: transferability. I agree with the article that intelligence is largely something with which you are born. Technically it is transferred from parents. In this case, it is not transferable in the way that knowledge and wisdom may be. I can share my knowledge and wisdom for the benefit of another.

My mother used to tell me, "You will need to make your own decision, but please listen to what I have to say before you decide." By telling me what she knew and what she had gained from that knowledge, she gave me value. She was a wise woman.

In this time of confusion and fear, it is my hope that we use all the intelligence, knowledge, and wisdom that is humanly available to find our way through the chaos. It is all there; we need only to tap into it.



Eileen Donovan

Workforce Development Coordinator

Education and Adaptability

If our experience with COVID-19 has taught us anything so far, it has been the revelation that our nation's teachers are exceedingly nimble and resourceful with drastic and sudden disruption such as that caused by recent stay-at-home directives. When the order went out in the Syracuse City School District, our educators responded quickly with remote learning capabilities and a plan for continued meals for students who depend on the district's schools for daily sustenance.

Here at Partners for Education & Business (PEB), we witness our education community's resilience up close, as we work together to provide career exploration and mentoring opportunities to our students throughout the school year. We're proud of the work we do to bring together local employers and students to learn about viable job opportunities in Central New York; none of it would happen without our teachers.

This crisis underscores our interdependence in so many ways, not the least of which is the sharing of useful information. The internet is full of educational websites for online learning for students, many for free. Albany-based creosityspace.com, a STEM-focused learning site, hopes to keep students engaged until they can return to their routines. CreositySpace currently offers lessons like Contagion Crushers at no cost to teachers, parents, and guardians as they scramble for fun, educational activities for their students at home.

Right here in CNY, Karyn Burns has gifted several of her ABC's of STEM kits to parents in the community searching for unique, entertaining ways to deliver STEM lessons to their elementary school children at their kitchen tables. A visit to Karyn Burns' ABC's Facebook page indicates that,

in an effort not to "waste a good crisis," Karyn is posting a daily STEM activity and soliciting feedback from users.

Stay tuned about the ABC's of STEM, as PEB has teamed up with Karyn to solicit sponsorships from area businesses to deliver the ABC's of STEM to Syracuse area classrooms, as Buffalo-based employers did for Western New York schools late last year. Visit <https://karynburns.com/abcs-of-stem/> for more information.



In the meantime, PEB is still at work, although not from our MACNY office location, supporting several schools and serving on East Syracuse-Minoa's Early College High School Program Advisory Board. Under normal circumstances, we'd be coordinating speakers and demonstration events with our business and school partners for STEM students. While adapting our own processes and practices to new realities, we're now coordinating virtual speakers/presentations for homebound students, sent home with Chrome Books.

PEB salutes the efforts of our education community and stands ready to jump back into our partnership as soon as we receive the all-clear. We welcome your questions or concerns and look forward to working together again soon.

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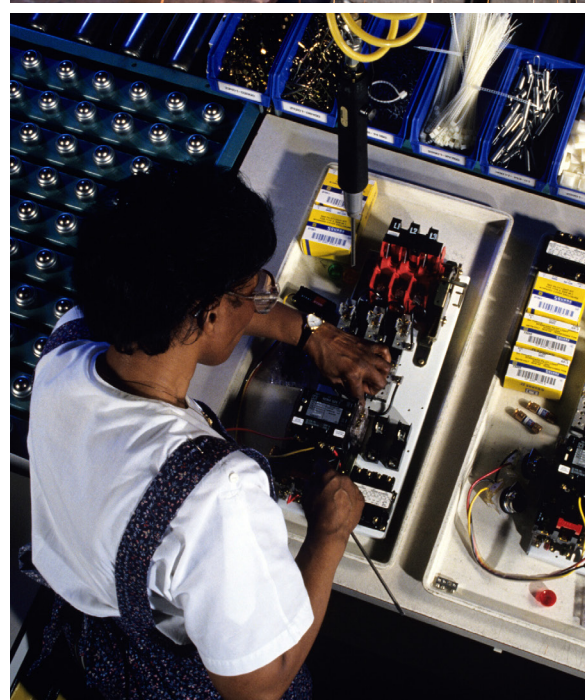
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**FOR MORE INFORMATION,
CONTACT LAURY AT LFERGUSON@MACNY.ORG.**





Martha Ponge
Director of Apprenticeship

STEAM Comes to Central Tech

By now, we all know that STEM is an acronym for science, technology, engineering and mathematics. With Governor Andrew Cuomo's January 6, 2020 announcement – that Syracuse will be the site of New York State's first regional high school and worker training center, focusing on science, technology, engineering, ARTS, and mathematics – a new acronym, STEAM, was born.

The observation made by King + King Architects Director, Jim King, is that STEAM describes an environment that utilizes “strategies that engage all minds,” the actual definition of the new school's goals.

The planned location of the new STEAM high school is the old Central Tech High School, which opened in 1903 and hasn't housed a school since 1975. Approximately 40% of attendees of this new regional STEAM high school will be students coming from suburban school districts. A new state-funded worker training and apprenticeship center, administered by SUNY Empire State College, is also part of the plan for the STEAM location. The Governor's vision is to use this new facility to prepare high school graduates and workers of any age with skills for in-demand, advanced technology jobs through apprenticeships and business partnerships in Central New York.

As Director of Apprenticeship for MACNY, I anticipate the reemergence of apprenticeship, the rigorous, well-respected, “gold standard of training,” that has kept it alive since the Middle Ages, in CNY. The type of work we do in advanced manufacturing, the skills needed, and the tools used to do the work may have changed, but the training method lives on. The combination of on-the-job training and related technical instruction still well prepares a journeyman to do their job today. More importantly, it provides them with a foundation upon which to continue to learn.

Many of CNY's skilled workers recall completing their apprenticeship training at the old Central Tech facility. This place holds fond memories of long evenings after work spent honing machining skills with fellow apprentices. I often hear stories of the camaraderie that flourished between apprentices and the teachers that helped them to build skill sets that provided them with long, successful careers in manufacturing.

With the exciting future of the old Central Tech High School on our minds, we pause to remember with fondness, Fred Gonroff, one of the old Central Tech instructors with an enormous reputation for excellence in training, who recently passed away at the age of 97.



I appreciate the anecdotal memories shared by former Central Tech apprentices, and I was fortunate to know Fred myself through shared experiences in Adult Education training at OCM BOCES. I'm confident that Fred's thorough, hands-on knowledge of manufacturing and machining, along with his gift for working with adult students and teachers, greatly contributed to our local economy. Large and small companies reaped major benefits, through the improvement of skills for the employed and unemployed in Onondaga County and the surrounding Central New York Region.

Fred's contribution to the success of these industries and their workers is described by Paula Hayes, who worked alongside Fred for many years at OCM BOCES. Paula shared that “Fred taught me more than the skills that I needed to deliver educational programs to our manufacturing partners. Fred was a wonderful, smart, and witty colleague and friend. He taught me to laugh more, live more, and have more patience. He loved manufacturing, respected all of his adult students and our instructors, and always led by example. He was one of a kind and will be missed by all.”

I am optimistic that others, with Fred's love of manufacturing and pride in the skilled trades, will emerge to help our local companies support the burgeoning apprenticeship programs and the regional efforts to build a new training center in Central Tech's footprint. We extend our sincerest condolences to the Gonroff family.

New Revenue Recognition Rules for 2019 May Create Significant Challenges for Manufacturers

Benjamin A. Sumner, CPA

Dannible & McKee, LLP



Effective for 2019 calendar year-end reporting, private company revenue recognition practices for contracts with customers (FASB ASC Topic 606) under accounting standards generally accepted in the United States (U.S. GAAP) have changed.

Several new requirements under the new standard could result in changes to revenue recognition for manufacturers. The new standard requires a five-step approach to be taken on each contract with customers.

1. Identify the contract;
2. Identify the performance obligations in the contract;
3. Determine the transaction price;
4. Allocate the transaction price to the performance obligations; and
5. Recognize revenue when (or as) the entity has satisfied a performance obligation.

The most important considerations for manufacturing companies under the new standard will include the following:

- Identifying whether an arrangement with a customer constitutes a contract under the new standard;
- Determining when to recognize revenue on identified performance obligations in contracts in order to depict the transfer of control of goods or services to the customer: generally either at a specific point in time or over time;
- Allocation of sales price and separate accounting for optional service and other extended warranties;
- Accounting for variable consideration, such as volume pricing and discounts; and
- Identification of upfront contract costs, such as sales commissions and tooling, that must be capitalized as assets and amortized over the life of the contract.

Under the new revenue recognition standard, there are broad-sweeping modifications to financial statement presentation as well as several new and enhanced disclosures that come along with it. Among the changes to disclosures and reporting are new requirements to describe the company's accounting policies for compliance with the

many complex facets of FASB ASC Topic 606, including how the company identifies and segregates performance obligations, the company's transaction price allocation methods, when and how revenue is being recognized and how the company accounts for variable consideration, contract modifications, upfront costs and warranties.

FASB ASC Topic 606 provides for two optional methods for transitioning from the old accounting method to the new: the full retrospective approach and the modified retrospective (simplified) approach. The full retrospective approach requires an entity to restate all prior periods presented in the financial statements as if the period had originally been accounted for using FASB ASC Topic 606. A cumulative adjustment will be made to necessary balance sheet accounts and the opening balance of retained earnings as January 1 of the earliest year being reported on, and all comparative period information would be restated. The modified retrospective (simplified) approach allows the reporting entity to only apply the new revenue recognition standard to contracts that are in process as of December 31, 2018 and onward. The cumulative adjustment would be reflected in the opening balance sheet at January 1, 2019 through a change to the opening balance of retained earnings. Comparative periods would not need to be restated under this method of adoption. Entities should carefully consider each method of adoption and the impact it could have on its financial position, while taking into consideration the concerns of bankers and other users of the financial statements.

Implementation of the new standard could create some serious challenges for manufacturers. If nothing else, there are substantial changes to financial statement disclosures that must be made in order to comply with FASB ASC Topic 606. We strongly recommend meeting with your CPA to discuss how any changes to your company's financial statements could impact external decisions that are being made.

Benjamin A. Sumner, CPA, is an audit partner with Dannible & McKee, LLP, a public accounting firm with offices in Syracuse, Albany and Binghamton, New York. The firm has been providing services to the manufacturing industry since its inception in 1978. For more information on the revenue recognition standard and practical ways to make the transition easier, contact Ben at bsumner@dmcpas.com.



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