

# MANUFACTURING MATTERS

## Taylor Hodge Joins MACNY and PEB as Workforce Development Specialist

MACNY and Partners for Education and Business, Inc. (PEB) are pleased to welcome Taylor Hodge to the team! Taylor has joined the organization as a Workforce Development Specialist. In her role, she will represent MACNY and PEB programs to employers and educators and heighten awareness within the region about the organizations' purpose. She will play an integral role in maintaining relationships with new and existing companies participating in CNY STEM, P-TECH, and career readiness activities, while also supporting MACNY's apprenticeship and pre-apprenticeship programs.



Most recently, Taylor was the Program Manager for Adult and Continuing Education at Cazenovia College. Taylor holds a Bachelor of Science degree in Inclusive Elementary Education from Cazenovia College and a Master of Science degree in Education from SUNY Potsdam. She serves on the Board at SAGA Kids of CNY and has previously served on the Executive Board for Cazenovia Children's House.

MACNY's President & CEO Randy Wolken states, "We are so excited to welcome Taylor to MACNY and PEB's growing workforce development team. Taylor's education, experience, and community involvement make her a great addition. Please join us in welcoming her!"

Taylor is excited to get to know MACNY's member companies and to help them develop their future workforce. If you would like to connect with Taylor, please email her directly at [thodge@macny.org](mailto:thodge@macny.org).

### Inside This Issue:

**Page 3 | President's Message:**  
**It's Time to Prepare for Worksite Vaccination Efforts**

**Page 4 | Growth Services:**  
**How Channel Partners Can Be Dangerous**

**Page 5 | Government Relations:**  
**Finalizing the State Budget: Joint Legislative Hearings Taking Place**

**Page 6 | Food for Thought:**  
**Stones in an Urn Have Led the Way**

**Page 8 | PEB Update:**  
**CNY Tech Sector Presents: Engage In STEM In CNY**

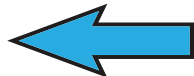
**Page 9 | Apprenticeship Update:**  
**MACNY's Workforce Development Team**

**Page 10 | Leadership Development:**  
**What Seed Are You Sowing?**

## REMOVABLE

### SAFETY & DIRECTIONAL SIGNAGE

Floor Signage • Wall Signage • CDC Posters • And More



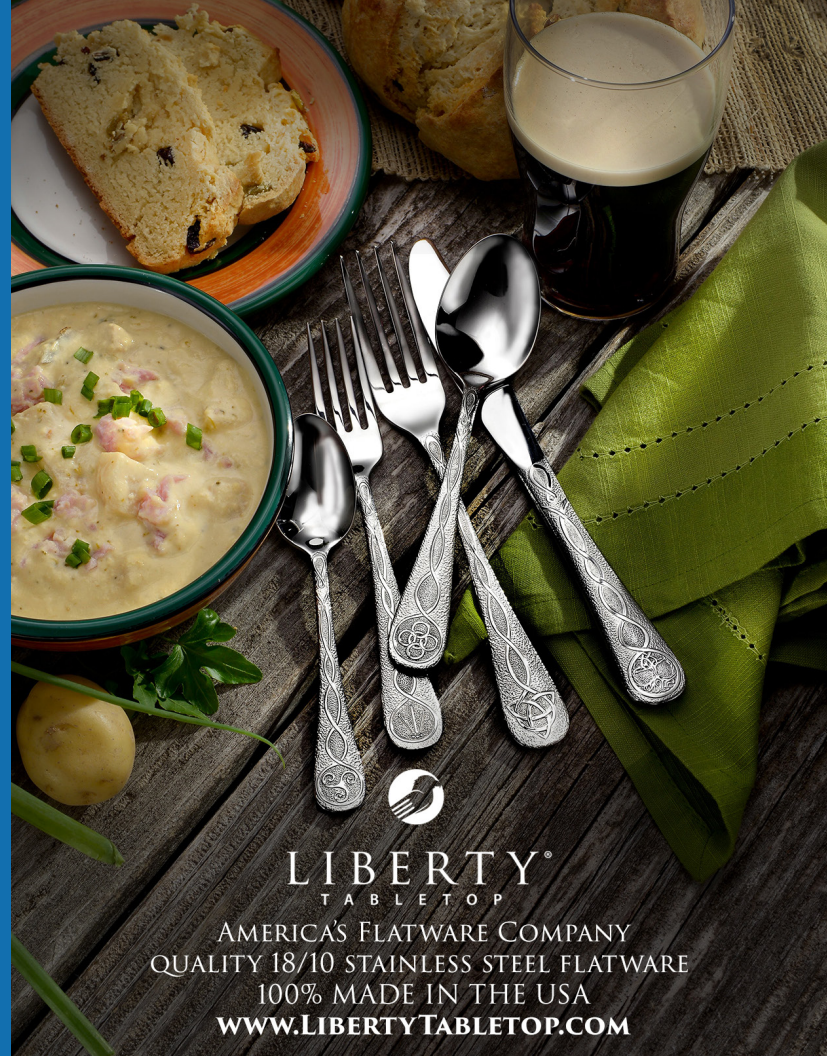
Use Promo Code:  
**MACNY** for a 10% discount.

**SHOP NOW**

Go To [MoreWithPrint.COM](https://MoreWithPrint.COM)



[MOREWITHPRINT.COM](https://MoreWithPrint.COM)  
Call (800) 724-2477



**LIBERTY**  
TABLETOP

AMERICA'S FLATWARE COMPANY  
QUALITY 18/10 STAINLESS STEEL FLATWARE  
100% MADE IN THE USA  
[WWW.LIBERTYTABLETOP.COM](https://WWW.LIBERTYTABLETOP.COM)

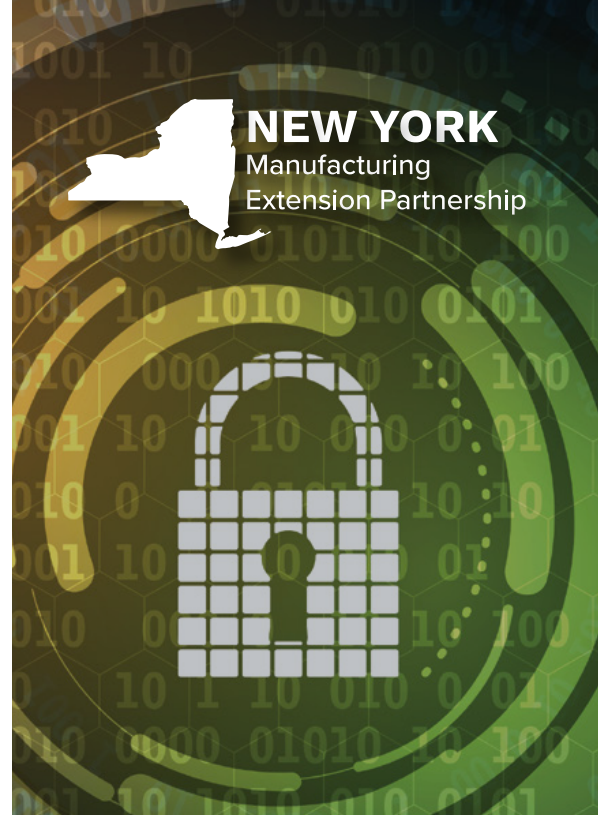
# KEEP YOUR CONTRACTS & WIN NEW BUSINESS

IS YOUR MANUFACTURING COMPANY PART OF THE SUPPLY CHAIN FOR THE U.S. DEPARTMENT OF DEFENSE?

If so, you need to follow the cybersecurity requirements in the NIST SP 800-171 document or have an action plan in place to do so. Otherwise, you could **risk losing this work along with your ability to respond to future RFPs.**

Complying with these requirements may seem daunting, but **complimentary assistance (a \$12,000 value)** is available through the NY Manufacturing Extension Partnership (MEP) System. Join the New York State Cybersecurity Assistance Cohort at <http://bit.ly/cohort-apply>.

Learn how to reach DFARS compliance on your own and become a more attractive competitor when contracts are awarded. Eligible organizations who need further help may also receive a **grant of up to \$6,000** towards a personalized cybersecurity assessment.



**NEW YORK**  
Manufacturing  
Extension Partnership

Apply to get started at  
<http://bit.ly/cohort-apply>  
or email Nick Antz  
at [nick@fuzehub.com](mailto:nick@fuzehub.com)





Randy Wolken  
President & CEO

## It's Time to Prepare for Worksite Vaccination Efforts

COVID-19 has caused a considerable amount of pain to our communities and economy. We all eagerly await the day when this pandemic is behind us. Now is the time to prepare to do just that. Testing and COVID safety procedures have helped many businesses and individuals stay safe and continue to work. Vaccines now offer a chance to put this pandemic behind us – if we get a large percentage of our workplaces and community vaccinated. This will take every bit as much work as our earlier efforts to be safe.

It's no small task to get millions of Americans properly vaccinated. Early efforts to vaccinate the most vulnerable and the frontline workers have begun to pay off. Now it's time for the rest of our community to prepare to be vaccinated. Employers and their teams will once again be called upon to help accomplish this difficult task. However, we know from prior experiences that we can, and will, answer the call.

Two significant efforts will need to be undertaken for us to be successful. First, we will need to educate our workplaces on the vaccines' safety and why it is so important to get vaccinated. There are a lot of misconceptions regarding vaccines. With a dedicated effort, we can dispel those myths and misconceptions. We need to start now so that our teams are ready to be vaccinated as the supply of vaccines significantly increases this Spring and Summer. MACNY is prepared to help your team in this effort. We are tapping into our member companies' creativity and ingenuity, who are already forging forward with well-thought-out messages and campaign-related approaches that have demonstrated they work. One of the tools being used right now is a survey to determine who is hesitant to receive the vaccine. We are prepared to share this survey tool - and all of the efforts we are aware of with our members.

The second task is to help facilitate pre-registering employees so they can be quickly vaccinated. We can collectively work with the County and State health officials so that a smooth registration and administration of the vaccines occur. Employers are trusted agents by both health officials and employees. They can help make sure that vaccines are appropriately scheduled and administered. Reaching high levels of vaccination within our workplaces is the surest way to begin to get beyond COVID-19.

It appears we are in the final stages of this pandemic. We can see the elements of recovery on the horizon. With proper safety precautions and prudent vaccination efforts, we can finally put this pandemic in the rearview mirror.

I look forward to the day when I can safely see you in-person. We all want to again move freely about in our communities. If we work hard together, by the Fall we may be well on our way to accomplishing this goal.



James Shomar  
Chief Growth Officer

## How Channel Partners Can Be Dangerous

Leveraging channel partners can be one of the fastest and most scalable go-to-market strategies. Generally speaking, I am a fan. The point here is not to debate the merits of the strategy as a whole but rather to highlight a hidden downside.

A pattern I've recognized recently among companies who primarily or even solely generate sales through channel partners is a tendency to lose sight of customer empathy. By using a channel partner, you are inherently handing off the direct sale process which means you have also created a layer between you and your customer. Without that constant interaction it becomes very difficult to establish empathy and without empathy, you really lack the most important data set for making strategic decisions.



If you haven't asked your customer directly, can you really say for sure what your value proposition is? Do you really understand how the customer views your brand? Channel partners, for all of their benefits, create a distance from the customer that makes it difficult for you to get this firsthand data. Without firsthand data what we often do is make assumptions about what WE think our value proposition is and what WE think our brand stands for. Making matters worse is if your channel partners start generating sales, it can amplify that false sense of confidence. Very quickly your attention turns purely to fulfilling the orders that are coming in without second guessing how they came in in the first place. That's fine in the short run but ultimately when it comes time to make any strategic decision, you need to have that important firsthand data to do so.

Solving this problem requires you to be incredibly self-aware. This is not something that many business owners are willing to set ego aside for and confront. In many ways that is the most difficult part of overcoming this challenge; simply admitting you don't have as clear an understanding of your customer as you need to and then picking up the phone to call them.

If you use channel partners, remember to get back to basics as often as you can to engage directly with your end customers. Try to understand their problems, their priority list, their worldview. Is it really safe to make a business decision without truly understanding why someone bought your product in the first place?



Tiffany Latino-Gerlock

Director of Government Relations & Communications

## Finalizing the State Budget: Joint Legislative Hearings Taking Place

Over the past month Joint Legislative Budget Hearings have been taking place virtually, so the public can testify on major state issues to include education, economic development, and workforce development. MACNY President and CEO Randy Wolken testified before the Economic Development Hearing. In addition, MACNY Director of Apprenticeship Martha Ponge presented strong testimony before the Workforce Development Hearing panel, requesting that \$750,000 in state funding be restored for the Manufacturers Intermediary Apprenticeship Program (MIAP) and included in the final FY2022 state budget.

With the growing employment challenges that MACNY anticipates as we emerge from the COVID-19 pandemic, it is imperative that MIAP be sustained and expanded statewide. We are hopeful that with the Legislature's continued support, we can grow the program and impact hundreds of more lives.

As the state budget deadline of April 1 approaches, the Senate and Assembly will continue to work toward passing their one-house budgets by considering the public's testimony and the Executive Budget. Senate/Assembly Joint Conference Committee Hearings will then take place so that legislators can debate different spending and revenue priorities and negotiate amendments to the Executive Budget. Ultimately, a final State Budget will be debated and passed.

We will continue to keep you up to date on our efforts to support New York's manufacturing industry. Though our annual Manufacturing Advocacy Day will look much different this year, we still hold legislative meetings with key state legislators. Instead of in-person meetings, we will be stating our case remotely.

We were pleased to bring several of our legislators together at MACNY's first-ever Legislative Planning Webinar in January, which replaced our Legislative Breakfast. Some of our speakers included New York Lt. Governor Kathy Hochul, New York Labor Commissioner Roberta Reardon, State Senator Anna Kaplan, and State Assemblyman Harry Bronson. We also have been putting our members in touch with their state representatives through weekly legislative webinars.

If there is a legislative issue you would like to bring to MACNY's attention, please contact me at [tiffanylatinog@macny.org](mailto:tiffanylatinog@macny.org).



Cindy Oehmigen  
Director of Energy & Corporate Services

## **Stones in an Urn Have Led the Way**

With the recent prevalence of voting machine discussion, I have wondered about how we got to where we are today. How have the laws change? Where did the voting machine come from? Are things different here in the United States than other places around the world? My curiosity sometimes takes me down strange paths.

Voting is clearly not a new concept. In Ancient Greece, voting was done with colored pebbles placed in an urn. Later, bronze markers created by the state and officially stamped were used. Paper ballots date back to Rome in 139 BCE.

While I was researching this history, I realized I did not know where the terms “suffrage” and “suffragettes” came from, nor what it meant, exactly. This concept dates to the Roman Empire. Cicero noted that for a republic to be truly legitimate, the people who are being governed must own the right to manage and administer the laws; “the possession of liberty and the ability to exercise it.” The most important of these was the right to “suffragium.” The property owners would entrust an elected aristocracy to conduct the affairs while keeping in mind the common advantage, and in accordance with a common sense of justice. Romans did not use a one-citizen, one-vote system. Instead, it was a voting unit (tribes across the Empire), the majority votes of the unit became the vote for all in that unit. “No one was deprived of the suffrage” (except for women, foreigners, and slaves). I can see how we came to do what is now the electoral college.

One had to travel to Rome to cast a verbal vote. Concerned about so few people taking part, people from other tribes were drafted to assure the voice was being gathered. Then, in recognition of the vulnerability of oral voting (subject to pressure and intimidation), the system moved to secret balloting. Well kind of. That came with a new set of problems. Cicero posed the vote should be written to document it, but before casting, it was to be shown to the most eminent citizens. All of this was occurring in 64 BCE. I found it interesting how similar things are today!

I had not lived here in Syracuse for very long when I learned what a significant role Central New York has played in the history of voting. Elizabeth Cady was born in Johnstown, NY. She grew up in a prominent, wealthy family, and was well educated for a woman of her time. She married Henry Stanton, an abolitionist lecturer in 1840. While on her honeymoon in London, she attended a World’s Anti-Slavery convention and met Lucretia Mott. Both women were angry that women were excluded from the proceedings. They vowed to call a women’s rights convention when they returned home. Eight years later, in 1848, the two women organized the Seneca Falls Convention. Stanton presented a “Declaration of Sentiments” at the meetings. The presentation included a list of 18 woman-specific demands including divorce, property, and custody rights, as well as the right to vote. This last topic launched the women’s suffrage movement. Stanton and her husband protested the passage of the Fugitive Slave Act of 1850 and were staunch advocates of the 13th amendment, which ended slavery. A year later, Stanton met Susan B. Anthony and they soon became life-long friends. Stanton and Anthony continued to fight for women’s suffrage throughout their lives. Neither lived to see the culmination of their work. It would take until 1920 for the passage of the 19th amendment, giving women the right to vote.

The need for voting machines came out of reforms called for and driven by secret ballot. The first voting machine patented in the U.S. dates back to 1875. This voting machine was essentially an analog computer and it had the ability to recognize if the voter was a man or woman. Prior to the 19th amendment, women had partial suffrage and it varied state to state. In some they could vote in school board elections, local official elections, etc. By 1914, 11 states and one territory had given women the right to vote. This Winslow-invented machine was designed with two doors, one for gents and one for ladies. It took over a decade for approval of the patent.

In 1881, Anthony Beranek of Chicago patented the first voting machine appropriate for use in a U.S. general election. It had an array of buttons, one row per office and one column per part. Interlock prevented voting for more than one candidate per race.

There were many different approaches used following the Winslow version including one by IBM in 1936. Using a series of dials, the voter could record up to 20 ranked preferences to a punch card.

And just to bring it back to how New York has played a role in voting, Jacob Myers of Rochester, NY developed a machine that was based on Beranek's push button but using levers. It was first used in Lockport, NY in 1892.

In 1900 the Standard Voting Machine Company was formed. It held the patents for Myers design as well as several others. Standard Voting Machine maintained a monopoly on voting machines until 1936 when Samuel and Ransom Shoup obtained a patent for a competing machine. By 1934 a high percentage of all presidential voting was taking place on these mechanical voting machines. The last of which was used in New York in the fall of 2009—stopped under court order. And here we are now, using optical scanning and direct recording electronic equipment. Faster tabulation, but not without vulnerabilities, not limited to cyber security threats, dependency on hand validation/human error. It is still not easy, but so critical to get it right!

It should not come as a surprise that New York has had significant influence on both the technical and political development of the voting process. I will not be surprised either if New Yorkers play a role in the next wave of improvements.

More information:

- <https://www.womenshistory.org/education-resources/biographies/elizabeth-cady-stanton>
- <https://www.womenshistory.org/resources/lesson-plan/susan-b-anthony>
- [https://en.wikipedia.org/wiki/Voting\\_machine](https://en.wikipedia.org/wiki/Voting_machine)
- <https://www.historyextra.com/period/roman/elections-in-the-late-roman-republic-how-did-they-work/>
- <https://www.smithsonianmag.com/innovation/voting-machine-displayed-different-ballots-based-sex-180972434/>





Joe Vargo  
Director of Special Programs,  
Partners for Education & Business Inc.

## **CNY Tech Sector Presents: Engage In STEM In CNY** *Hundreds registering for the virtual monthly series about STEM Careers*

PEB, on behalf of the CNY Tech Sector, is coordinating a special virtual opportunity each month for students in grades 7-12 to learn about Science, Technology, Engineering, and Math (STEM) careers in CNY. The companies participating are members of the CNY Tech Sector and are focused on delivering career exploration and work readiness information to students, teachers, and parents. The companies participating so far are SRC, Inc, Upstate Medical University, C&S Companies, Novelis, and King & King Architects.

Over 300 individuals have registered for the three sessions that have already taken place. On the first night of our Engage in STEM Series, participants received a STEM overview and the opportunity to virtually meet with professionals in STEM industries like healthcare, engineering, and more. Students were able to ask those professionals questions such as: *What should I study in school? What can my career path look like? Do you love what you do?*

In this stackable series, students have the opportunity to network and explore career options. Topics covered in the two other sessions were: *Internships: How important is an interview? How do I prepare?* and *Interviewing Skills and Career Preparation*.

Companies are eager to get involved in these activities because New York State companies have more STEM (Science, Technology, Engineering, and Math) jobs than they can currently fill. Plus, the demand for new STEM graduates is twice the amount of non-STEM!

Another upcoming virtual event will be exclusively for college students who have applied for the CNY STEM Scholarship and are looking for internships or jobs.

Please spread the word and join this exciting new program that is offering students the opportunity to explore various careers in STEM. Interested in learning more about STEM? Register for the monthly Engage in STEM Series at [www.cnystem.com](http://www.cnystem.com).

If you have any questions or want your company to be involved, contact Joe Vargo at [joev@macny.org](mailto:joev@macny.org).





Eileen Donovan  
Workforce Development Specialist

## MACNY's Workforce Development Team

You may ask yourself, “What can MACNY do to help me find, hire, and train workers?” The answer is: A LOT.

In fact, it's at the heart of our mission, to be the business solution leader for manufacturing in Central New York. Our view on workforce development has evolved through countless conversations with manufacturers, education interests, and government officials, all expressing concerns about effective tools for attracting skilled workers. Here's what we know:

1. Inspiring kids to seek STEM-related careers must begin in elementary school.
2. Educating students about career opportunities is not just the job of educators; businesses must be actively involved in the process.
3. Time-tested, successful training programs, such as apprenticeships, should be encouraged and promoted throughout the community.
4. MACNY can help every step of the way.

MACNY affiliate, Partners for Education & Business, Inc. (PEB) has worked to bring businesses and schools together for over 25 years, for the sole purpose of acquainting students with local employers and the types of future employees that they seek. More recently, MACNY has partnered with the Central New York School Boards Association (CNYSBA) to ensure that our public school graduates understand that they need not leave CNY to find viable employment, that great jobs exist here.

The MACNY Apprenticeship Program has grown since 2015, when MACNY became the first manufacturers trade association in New York State to obtain NYSDOL approval to sponsor apprenticeship programs, which now number close to 20, with several more in the development stage. There are currently 54 apprentices in place at various CNY employers, nine journey-workers (including two women); 12 considered to be “youth” apprentices because they started their training between the ages of 18-24. Our efforts have expanded available trades in New York State to include new trades, such as Auto Body Repairer and Continuous Improvement Associate, for example. We recently secured grant funding that will mean nearly \$300k to qualifying employers as they have committed to apprenticeship expansion.

The Workforce Development Team and the MACNY Training Department offer valuable classes in response to your needs, both for your apprentices and your incumbent workers. Our Career & Talent Platform is your opportunity to recruit and hire skilled workers critical to our recovery from COVID-19 with its attendant economic setbacks.

We're excited to speak with you about your unique workforce challenges and opportunities. For more information, visit [www.macny.org](http://www.macny.org). Let's collaborate on the best solution for your business as you look to strengthen your talent pipeline for our new “normal.”



David Freund  
Chief Leadership Officer

## What Seed Are You Sowing?

It's March, and before long, the early bulbs will begin to push through the recently thawed soil. Yes, snow will continue for another month or so, but the truly dedicated gardeners are preparing for the upcoming season by sowing seeds indoors. They don't want to miss one day of the growing season. How about you? Are you preparing for the upcoming season? Here are a few lessons I gleaned from our gardening friends.

They started planning for this growing season last year. As they watered and weeded their gardens, they observed what was growing well and what wasn't. Many kept gardening journals so they wouldn't forget what worked best. During the long dark days of winter, they studied seed catalogs and read everything they could find on the newest cultivars and methods. As the old year gave way to the new, they began ordering the supplies needed to get a jump on the year. They carefully selected the right trays to sow their seeds. Trays that would allow for the right amount of growth. They purchased the best soil, with just the right nutrients to feed the tender plants after germination. Realizing that the days are still a bit short, they carefully selected the best lights with the correct color temperature to best mimic the sun—all this effort to make 2021 the best growing season ever.

As leaders, we are the gardeners entrusted with our team's growth, and if we want the best results, we better get busy. Just as the gardener meticulously made sure the environment was correct, we need to do the same. A growth environment has our team looking forward to what they get to do rather than looking back at what they have done. I would like to compare this to the air our team is breathing. Is there a purpose that pulls them forward? Please remember that this purpose needs to be greater than making money. It needs to be a purpose that is compelling and invites them to come along.

Let's look at the soil. Does our soil have the right nutrients? Is it soft enough to set deep roots but firm enough for the roots to hold in challenging times? Author Elmer Towns said it so well, "If you want to grow, spend time with great people; visit great places; attend great events; read great books; listen to great tapes." These are the nutrients our teams need. Is the soil affirming, so our teams have the confidence to try new things? During Live2Lead, Kat Cole reminded us that FAIL really means **F**irst **A**tttempt **I**n **L**earning. When we make failure our friend, our team is willing to step out of their comfort zones and try new things, allowing their roots to grow deep and hold tight.

Lastly, the right climate. Who are the people that surround our team? Dr. David McClelland of Harvard University refers to our "reference group," the people we spend most of our time with. They account for 95% of our success or failure. Wow! Now I know why my parents were so concerned with who my friends were. We must make sure our team is around others who value growth and are future-focused. This is more difficult in a virtual world, but it's still possible if we put a little effort in.

One more thing, how about you? Are you growing? People do what people see, and if you aren't intentional about your growth, your team won't be either. Peak growing season is just around the corner. Let's make the most of it.

# Healthcare Consortium

SPONSORED BY MACNY



## A NEW APPROACH TO CONTROL THE COST OF HEALTH INSURANCE

Healthcare costs continue to be a financial challenge for MACNY members. In response, we are very excited to offer the manufacturing community the opportunity to participate in this money saving program. The Healthcare Consortium is available to manufacturers with over 100 full time equivalents.

- A fully-insured solution operated by participating members
- Members pool their health insurance programs together for long-term cost control
- Through the “law of large numbers” participating members can receive greater predictability, less risk, and less fluctuation from year-to-year
- Estimated premium savings over the past three years of \$1.8 million

**CONTACT PATTY CLARK TO GET STARTED:  
PCLARK@MACNY.ORG | 315.474.4201 EXT. 10**

Applications are currently being accepted for the 2022 plan year with a deadline for submission of May 15, 2021.



5788 Widewaters Parkway  
Syracuse, NY 13214  
[www.macny.org](http://www.macny.org)

Non-Profit  
U.S. Postage  
PAID  
Permit No. 4015  
Syracuse, NY

### MACNY STAFF | (315) 474-4201



**Randy Wolken, Ext. 15**  
President & CEO



**Cindy Nave, Ext. 11**  
Chief Operating Officer



**David Freund, Ext. 20**  
Chief Leadership Officer



**Mary Rowland, Ext. 21**  
Chief Financial Officer



**James Shomar**  
Chief Growth Officer



**Cindy Oehmigen, Ext. 14**  
Director of Energy & Corporate Services



**Tiffany Latino-Gerlock, Ext. 13**  
Director of Government Relations & Communications



**Patty Clark, Ext. 10**  
Accounting & Benefits Manager



**Marisa Norcross**  
Communications Manager



**Stephanie Adams, Ext. 51**  
Membership & Training Coordinator



**Jim Beckman**  
Senior Consultant

### WORKFORCE DEVELOPMENT TEAM (315) 474-4201



**Martha Ponge, Ext. 16**  
Director of Apprenticeship, MACNY; COO, PEB



**Joe Vargo, Ext. 12**  
Director - Special Programs, PEB



**Marianne Ferris, Ext. 47**  
Associate Director, PEB



**Laury Ferguson, Ext. 49**  
Associate Director of Apprenticeship



**Eileen Donovan, Ext. 22**  
Workforce Development Specialist



**Taylor Hodge**  
Workforce Development Specialist



**Kathy Birmingham, Ext. 26**  
Workforce Development Coordinator



**Althea Strife, Ext. 28**  
Apprenticeship Coordinator