

EDITION 09

A publication of MACNY, The Manufacturers Association



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On the cover: Indium Corporation COO and President Ross Berntson in a lab at the company's Clinton, New York headquarters. Photo by Amelia Beamish.





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The Growing Focus on Reshoring



BY TIFFANY LATINO-GERLOCK, DIRECTOR OF GOVERNMENT RELATIONS & COMMUNICATIONS

NOW MORE THAN ever, there seems to be a heightened focus on reshoring, the practice of moving overseas production back to the United States.

This increased awareness grew when the COVID-19 pandemic exposed certain risks associated with a global supply chain namely America's reliance on medical supplies produced in China. When America needed personal protective equipment (PPE) to help keep our frontline workers safe, we found ourselves scrambling to find domestic companies that could produce enough of these supplies. It also became evident that

there were issues making parts needed to produce ventilators here at home.

Reshoring Initiative, founded by Harry Moser, retired president of GF AgieCharmilles LLC, is working to return manufacturing to American soil. According to an annual report the Reshoring Initiative released on December 7, 2020, projected job announcements for last year were 110,000, bringing the total to over one million since 2010. These numbers are encouraging; in addition, the report found that reshoring exceeded foreign direct investment (FDI) in job creation in 2020.

What is one of the biggest challenges to reshoring? Experts say it is the perception that manufacturing costs are too high in the United States. But Moser's mission is to reverse that misconception by using pure economics. He created the Total Cost of Ownership (TCO) Estimator® spreadsheet to help companies make better sourcing decisions. The TCO Estimator is free online at www.reshorenow.org/tco-estimator and is designed to help manufacturers calculate the real impact offshoring has on their bottom line. About 25% of imported product would be reshored if buyers used TCO, Reshoring Initiative predicts.

Reshoring Initiative offers an Import Substitution Program (ISP): Job shops and OEMs identify the product categories they make most competitively, and the Initiative provides the company a list of the biggest national importers of those products. The company uses the TCO estimator to convince the importers to buy from them instead of offshore competitors. ISP is available directly from the Initiative nationally and more information can be found at reshorenow.org/isp. In early 2021, the New York Manufacturing Extension Partnership system will be offering the program in New York State.

Another pivotal factor contributing to the growing enthusiasm for reshoring is the Made-in-America movement. American consumers realize the importance of worker health and safety, and are willing to pay more to ensure that their fellow Americans have good-paying jobs. According to a recent study conducted by Reshoring Institute, which surveyed nearly 500 Americans nationwide, almost 70% of the respondents said they prefer American-made products. Furthermore, more than 80% of those surveyed said they would be willing to pay more for products manufactured domestically.

Greg Owens, CEO and Co-founder of Sherrill Manufacturing, has been a strong, longtime advocate for Buy American. He has led Sherrill Manufacturing, Inc. (SMI) and Liberty Tabletop through challenging economic times, employing a directto-consumer business model with an increased presence online. His successful company remains the only domestic manufacturer of flatware.

The advocacy efforts of Owens and Co-founder Matt Roberts were instrumental in getting the SPOONSS Act passed by Congress and in 2020, former President Donald Trump signed it into law. The SPOONSS Act, which reinstates a provision in the Berry Amendment requiring the Department of Defense to buy American flatware and silverware first and foremost, was first introduced in 2017. In 2019, the House version was amended and passed by Congress. Owens says the SPOONSS Act is helping to create jobs and spur the local economy.

Another bill in Congress that could help strengthen the Madein-America movement is the COOL Online Act. This legislation



is sponsored by U.S. Senators Tammy Baldwin (D-WI) and Rick Scott (R-FL). It is bipartisan legislation to ensure that all goods sold online list their country of origin, which would protect Americans' right to know where the products they buy are made, while helping to promote goods made in America.

The Coalition for a Prosperous America — a national, nonprofit, bipartisan organization that champions reshoring and Buy American initiatives — supports this legislation because it could help with post-COVID recovery as more Americans increasingly become motivated to buy American-made products.

Recent data from the Coalition for a Prosperous America's Reshoring Index (CRI) showed gains for U.S. manufacturing in the first half of 2020. The CRI Index, which tracks the overall success of America's domestic manufacturing sector in supplying goods to the home market, climbed by 1.73 percentage points during the first quarter. However, after COVID-19 hit America, U.S. manufacturing lost some of those gains. To read more about the CRI, visit www.prosperousamerica.org/ reshoring_index.

MACNY has tracked, and will continue to track, any legislation that could help advance Buy American-policies throughout federal and state governments. The issues surrounding reshoring will likely be the center of debate for some time. Many of us will agree that 2020 was a challenging year for the country, but the manufacturing industry remained strong. Manufacturing professionals and experts believe we can continue to improve supply chains, grow skilled workforces, and prove that American manufacturing is resilient.

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Greg Owens, CEO and Cofounder of Sherrill Manufacturing, has been a strong, longtime advocate for Buy American. His successful company remains the only domestic manufacturer of flatware.



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How Working From Home Has Changed



BY PATTY CLARK, ACCOUNTING & BENEFITS MANAGER

IN 2019, BUSINESSES were rethinking their stance on remote work. Companies such as IBM, Yahoo, and Aetna felt they needed to bring everyone back in the office for a variety of reasons: Supervisors felt a lack of control over their remote employees or didn't trust that their staff wasn't taking advantage of them. Some had concerns about unproductiveness, and others didn't know how to manage a remote worker.

Fast forward two years and just about every aspect of our lives has changed. We used to worry about work-life balance. We'd question whether we were spending enough time at home with our family, enough time in the office, or if we were disconnecting from the office when we were home.

Most employees saw working from home as a luxury, something you did occasionally while taking care of a sick family member or working on a special project. A recent white paper by McKinsey & Company noted that the predominant thought prior to March 2020 "had been that offices were critical to productivity, culture, and winning the war for talent." Corporate viewed working from home with resistance. How could they be sure their employees were working, communicate with their staff when needed, and feel united? The Coronavirus forced many, from the c-suite on down, to address their reservations and make remote work successful. Many people had to work from home either because their office shut down or childcare options were no longer available.



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Once we started working remotely, we had to figure out how to do it efficiently, learning how to use webcams and virtual meeting tools, and use them well. As time went on, setting up a functional office space in a suitable location with the right technology and technological support became more necessary.

As we begin to reopen our offices, more questions present themselves. How do we decide who comes back, when, and in what capacity? How should we handle resistance? Can we force everyone to come back?

In an article on the Society for Human Resource Management's website titled "COVID-19 and Deciding Who Continues Working from Home," Aubrey Bates, Vice President of People at Young Living Essential Oils discussed their approach.

"We've empowered departments throughout the company to create guidelines for their teams to support their specific communication and work-schedule needs," she said. Young Living determined their IT teams' productivity increased 25%, the sales teams' by 13%, and their call center experienced its lowest attrition rate in three years. Bates felt the improvement in staff connectivity and productivity during the pandemic showed it was beneficial to allow some employees to continue to work from home.

Returning to the office may be a fraught decision due to childcare arrangements, and some employees will be nervous about returning to work because of the risk to their health or a family member's. Keeping the office closed for a longer period may be required in addition to putting together a plan for how to open the office safely so everyone will feel comfortable. The key is to listen to employees, find out what their needs are, and try to make it work, always keeping their health and safety in mind.

Most employees hope to return to the office soon in some form, to connect and collaborate with coworkers. Although we can connect using webbased tools, the important personal connections cannot be completely replaced. One thing we know for sure is that the meaning of "working from home" has changed forever.

To contact Patty directly, email pclark@macny.org.





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Reshoring and Workforce Development



BY EILEEN DONOVAN. WORKFORCE DEVELOPMENT SPECIALIST

OUR LEARNING CURVE during the COVID-19 pandemic was a 90-degree angle. 2020 had barely launched before everything changed, perhaps forever. Volumes will be written before we're finished with this topic and its effects on our lives. For manufacturers, the crash course was in supply chain disruption.

Certainly, there was pain, made graphic by our monstrous death toll, which we continue to grieve. Remember the photos of dairy workers dumping their milk...the rows of empty shelving in the paper products aisles...the social media posts of our exhausted medical professionals begging for personal protective equipment (PPE) so they could stop reusing their dwindling stock? The implications for United States manufacturing and our stateside resilience were immediately apparent. American supply chain management needed a makeover, starting with reshoring, bringing back manufacturing services to the U.S.

It didn't take COVID-19 to awaken us to the need to reshore; this has been an important movement over the past decade. The benefits of reshoring include helping to balance trade and budget deficits, reducing unemployment by creating good, well-paying manufacturing companies, and fostering a skilled workforce. Walmart and Brooks Brothers, for example, have already brought production back to the U.S., having calculated the costs of transportation, carrying inventory, rising wages in foreign countries like Taiwan and China, and their negative impacts on sales.

We are encouraged that current reshoring has already enlarged the skilled and creative workforce needed to handle the expanded growth opportunities for our region's manufacturers. As manufacturing's advocate for 108 years, MACNY's role in this effort is to provide solutions to the worker shortage problem. We realized long ago that reshoring is only successful if we have the trained, skilled labor force to support it. One of those solutions is the sponsoring of an apprenticeship program, which brings us to Angela Kirsch.



We caught up with Kirsch during National Apprenticeship Week last November. Kirsch had just completed a two-year program at Manth-Brownell in Kirkville, NY, and awaited her Quality Assurance Auditor certification from the New York State Department of Labor.

The potential in this "new normal" for other women is what makes Kirsch's story important. Women are the demographic least represented in our current STEM-related apprenticeship pool, at only 9% when women comprise 47% of the U.S. labor force, according to 2019 statistics. Increased labor market mobility, boosted earning potential, and development of indemand technical skills are benefits available to workers like Kirsch who commit to the learn-while-you-earn apprenticeship model. If we hope to attract reshoring industries — both the prime manufacturers and their complementary operations further along the supply chain (think finishers like Central New York-based Anoplate and 110 Metalworks) — we must

DON'T WAIT UNTIL YOU GRADUATE TO START THINKING **ABOUT WHAT YOU** WANT TO DO. FIND **OUT IF THERE ARE** APPRENTICESHIP **OPPORTUNITIES AND APPLY** FOR THEM.

> Angela Kirsch (pictured at right)



bring training and development opportunities to underrepresented groups who could be future trained workers.

We wanted to know what motivated Kirsch to dedicate herself to this career pathway and whether she envisioned herself as a Quality Assurance Auditor when she was an honors student at Canastota Senior High. Kirsch says no, and wishes that she'd been introduced to the value of the trades and apprenticeship in high school. Her route to her position at Manth-Brownell was circuitous, but it afforded her exposure to manufacturing processes, machinery operation, and intricate detail work on capacitors. She found that she loved this work and often spent long hours on shifts learning every job from the start of an order to shipping finished products.

Kirsch believes that you don't know until you try, you don't know what you bring to the table until you bring it, and that you get out what you put in.

We're proud of Angela Kirsch for successfully pursuing her education while working full time and raising a family. Her story is one that we hope to champion as we motivate manufacturers, both legacy and new green economy players, to reshore to New York State. Cindy Oehmigen, MACNY's Director of Energy & Corporate Services, works with the New York State Energy Research & Development Authority (NYSERDA) to help companies transition to cleaner energy and reduce their carbon footprints. Oehmigen agrees that these strategies are part of the larger effort to make our New York State manufacturing capacity sustainable and our region more prosperous.

Our role is to help develop well-trained workers, like Kirsch, for those companies. She is an example to other women, who might otherwise end up in jobs with less long-term potential, that they should consider the apprenticeship track to provide for themselves and their families. Central New York's history indicates that reshoring companies will locate new facilities in areas that can offer skilled workers, like Manth-Brownell's Angela Kirsch. Hats off to her and her forward-looking employer, who understands that our future depends on an investment in training and development.

For information about apprenticeship programs, email edonovan@macny.org.



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Preparing for Uncertainty



BY CINDY OEHMIGEN, DIRECTOR OF ENERGY & CORPORATE SERVICES

IN MY RESEARCH for this issue, I ran across a study related to exercise and its positive impact on resilience covered in the New York Times by Gretchen Reynolds. The study compared a group of mice exercised on a wheel several times a day with a group of mice that was sedentary. The exercised group had a higher level of galanin, a peptide produced by mice and people, which is associated with mental health. The research indicated that not only is the presence of galanin

higher with exercise, but when stress was later added to the mice's experience, those who had exercised were less fearful of changes in their environment than the mice who had not. Apparently, galanin helped the mice remain psychologically resilient even when their lives seemed suddenly strange, intimidating, and filled with threats. One could logically conclude that stress and exercise made the first group of mice better prepared to handle the unexpected:

FOR COMPANY LEADERS. A CRITICAL LESSON **LEARNED IS** THE NEED TO BE PREPARED FOR THE UNEXPECTED. THIS PANDEMIC IS **NOT THE FIRST THE** WORLD HAS SEEN. NOR WILL IT BE THE LAST.

"The study involved mice, but it is likely to have implications for our species, too, as we face the stress and discombobulation of the ongoing pandemic and today's political and social disruptions.

"Stress can, of course, be our ally. Emergencies and perils require immediate responses, and stress results in a fast, helpful flood of hormones and other chemicals that prime our bodies to act."

As companies have struggled to manage the impacts of the COVID-19 pandemic, I have witnessed an amazing amount of creativity, teamwork, and head-down hard work to get through this. Just by chance, I was given the opportunity to coordinate our Keeping People Safe and Factories Running program. This was started by visionary leaders of local companies who recognized the value of working together to meet the pandemic head on. These leaders created an environment of trust within a cohort, enabling open sharing of challenges and solutions for the betterment of their companies, employees, and communities as they developed policies and procedures to remain open or reopen safely. Through trial and error, data gathering, and sharing of experiences, there are many lessons learned worth capturing and leveraging.

There is no doubt these Keeping People Safe and Factories Running companies are better prepared for what is ahead. They have demonstrated the ability to pivot, course correct, and meet what is thrown at them. One of the leaders observed that their Singapore operations had been through a similar situation several years ago when faced with the H1N1 pandemic. His assessment was that they were not nearly as panic stricken with COVID-19 as U.S. locations were. They knew what to do.

For company leaders, a critical lesson learned is the need to be prepared for the unexpected. This pandemic is not the first the world has seen, nor will it be the last. Imagine being alive during the 1918 influenza pandemic on top of being embroiled in WWI. While one could argue how quickly we recovered, we did get through. We will this time, too. What concerns me most is missing the opportunity to better prepare for eventuality. It is the responsibility of leaders to manage risk. Sri Vilayanoor, President and CEO of Ignition Life Solutions, Inc. authored a white paper last fall in which he painted the picture of a simplified approach — but perhaps less simple to enact — to business continuity. The following comments are paraphrased from his article:

- 1. Risk identification ask "What could go wrong?"
- 2. Risk validation ask "So what? If it went wrong, what's the worst-case impact? Can I accept it in pursuit of my objectives or not?"
- 3. Risk response ask "Now what?" In other words, "What do I do about it?"

RISK IDENTIFICATION:

Proactively [scanning] internal and external factors that could impact a business is the key to effective risk identification.

Continual improvement tools like Value Stream Mapping (VSM) and Failure Modes & Effects Analysis (FMEA) can be adapted to help identify internal risks.

[Some organizations can utilize] even simpler tools for risk identification like brainstorming and the use of simple questionnaires & surveys.

An easy way to remember some key external risks is the PESTEL acronym - Political, Economic, Social, Technological, Environmental and Legal risks.

RISK VALIDATION:

Ask yourself what is the maximum risk you are willing to accept in pursuit of your objectives?

Comparison of each identified risk against an organization's risk appetite allows for classification of the risks into two broad buckets: risks that are lower than your risk appetite and those that are higher.

RISK RESPONSE:

TAM your unacceptable risk - Transfer, Avoid or Mitigate it.

Seamlessly embedding the Enterprise Risk Management (ERM) process within an organization's strategic planning and operational monitoring activities will enable an organization to manage uncertainties in pursuit of enterprise objectives. Such organizations are generally better prepared to deal with uncertainties compared to organizations that do not have an enterprise-level framework for managing risks.

Unlike the mice, we have the choice to better prepare for what we might face in the future. Just like we do with the risk of a fire, we need to develop policies and procedures, communicate these effectively to the employee base, and audit/practice what actions are applicable to minimize the impacts on our organizations. We will emerge from this period in history with scars, but also incredible advancements that would not have happened without the stresses to our systems. It is not the time to become complacent.

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Leading the Charge

SINCE 1934, INDIUM Corporation has developed and manufactured materials used primarily in the electronics industry. The family-owned company is headquartered in Clinton, NY, with manufacturing facilities in the U.S., Europe, and Asia. The name is derived from the element indium, on which the company was founded. Like many of the materials the company makes, indium metal has unique properties which make possible many of the products you use every day - flat panel TVs, LEDs, mobile phones, automotive and medical electronics, and more.

Over 86 years, Indium Corporation has garnered many awards for its innovative products and technical achievements. Because of the leadership President and COO Ross Berntson and his committed team displayed, internally and within the manufacturing community, we wanted to speak to Berntson about how Indium has adapted over the last year and how it's moving forward.

SINCE MARCH 2020, HOW HAS YOUR BUSINESS CHANGED?

Much has changed in our daily lives and we have experienced disruptions in our factories and offices. The greatest change to our operating approach has been the inability to get on our customers' factory floors and into their labs. We value these close collaborative engagements and the rich insight they provide. We have implemented virtual calls and conferences including our InSIDER Series; however, we are committed to getting back on the road and engaging with our customers to bring to life the next generation of materials.

WHAT DID YOUR COMPANY'S INITIAL RESPONSE LOOK LIKE AND HAS THAT CHANGED OVER THE LAST YEAR?

As a global company, we had a head start due to the SARS and MERS infectious episodes that had impacted our facilities in



Above, Indium Corporation employees at work.

SUBMITTED PHOTOS.

Asia. Experiences combating onsite transmission allowed us to institute best practices quickly and efficiently. We established hygiene teams for each facility that implemented site control, health surveys, and social distancing. Most importantly, we approached the pandemic with a commitment to following the latest guidelines from the CDC, continuous learning and improvement, and open and continual communication. Throughout this, we reached out to a number of manufacturers to collaborate and share these practices. From these conversations, Indium Corporation and several New York State manufacturers, in coordination with MACNY, created and committed to a pledge to enhance manufacturing workplace safety while assuring production was uninterrupted. This commitment to collaboration and following the data from the CDC will continue.

ARE THERE SYSTEMS YOU'VE IMPLEMENTED IN THE LAST YEAR THAT WORKED WELL AND WILL STAY IN PLACE?

Like many in the industry, we shifted our marketing and sales focus to digital platforms. We developed and launched our own webinar program — the InSIDER Series — to allow us to continue to share our expert industry insight and products with our customers. We've been honored by the success and participation the program has seen so far and will continue to cover exciting topics in 2021 and beyond. For those interested, our archived webinars can be found at www.indium. com/webinar.

We also discovered new and creative ways to continue our support of our industry, community, and employees during the COVID-19 pandemic. We participated in socially distant media interviews and virtual tradeshows. We presented the latest data from our labs through recorded videos. We collected donations for local food banks, volunteered for outdoor clean-up, and hosted a drive-in movie to show our employees our appreciation. While we hope that 2021 brings more normalcy and opportunities to engage face-to-face, we are prepared and committed to continue our support of these groups throughout the new year.

WHAT WERE SOME OF THE KEY CHALLENGES IN SHIFTING GEARS THE WAY YOU DID?

The lack of collisions in our factories and offices, which are part of our style, required a shift to more intentional meetings. If the number of internal and external Zoom calls seems overwhelming, I believe it is because the speed and effectiveness of organic communication has been diminished. We are getting better at mimicking the casual brainstorming and information sharing through new synchronous and asynchronous communication platforms. These will continue.

CAN YOU TELL US A LITTLE ABOUT WHAT DROVE YOU TO INITIATE THE KEEPING PEOPLE SAFE AND FACTORIES RUNNING PROGRAM AND HOW YOU DID IT?

A key early driver was to mitigate the real fear that New York's governor would close all places of business. The early consortia members all agreed that we needed to earn the right to stay open and fervently believed this was possible due to previous experiences with SARS in 2002 and MERS in 2012, as well as the early experiences with COVID-19 in our Chinese factories. A critical mass of manufacturers all committing and acting on safe practices was a way to provide solutions to our elected officials rather than looking to them for the answers.

The result of this work was The Manufacturing Pledge, which enabled us to keep people safe and our factories running by restricting our operations in a way that protected employees while allowing for continued production. The Pledge focused on:

- Controlling site traffic by limiting visitors and limiting intra-facility visits
- Implementing and enhancing safety and hygiene protocols
- Social distancing to reduce density
- Onsite emergency responses

 Frequently and openly communicating to employees, the community, and our customers

We did, and continue to, allow work-from-home when possible, but believe we are stronger together as a team and look forward to when we can confidently and safely engage in person at our sites and with our valued customers around the world

HOW WERE YOU ABLE TO MOVE SO QUICKLY WHEN IMPLEMENTING THE KEEPING PEOPLE SAFE AND **FACTORIES RUNNING PROGRAM, AND GET YOUR** WHOLE FACILITY AND PEOPLE ON BOARD?

In the early days, nearly everyone was fearful because there were so many unknowns. Critical to buy-in and engagement was an absolute commitment to science as our root decision tool. We did not "rebel." nor did we devolve into hysterics. We simply reviewed what the best practices were globally that enabled us to keep operating and proceeded to roll out measures. A good example of our commitment was the evolution of mask wearing. Early on, surface and hand cleanliness were paramount from the CDC and masks were equivocally discussed. However, when the CDC later recommended that face coverings should be worn in all public areas, we implemented the policy in our facilities immediately.

The willingness of colleagues to wash their hands, have their temperatures taken, and proceed to their workstation despite the understandable fear did not start with the pandemic; years of genuine care for employees, their families, our community, and our company's health all gave a strong foundation. During the launch of our protocols, communication happened weekly with virtual meetings conducted among all global sites.

Additionally, we were present at the sites to model the desired behavior and provide encouragement. Finally, the situation was improved by reducing stress and making sure everyone who needed to stay home, for any reason, could ask to do so. We actually had almost no absenteeism but wanted the space to accommodate fears and special concerns if needed.

HOW DID YOU TAKE CARE OF YOUR PEOPLE AND THE INDIVIDUAL NEEDS THEY MAY HAVE HAD?

Since the early days of the pandemic, we realized that every situation is unique, and empathy should be our driving principle. When Indium Corporation was deemed an essential business that would stay open even after other NYS businesses closed, we had several employees react strongly that they could not work due to needing to care for newborns or school-aged children. We immediately responded with accommodations. This flexible approach led to good buy-in when we asked people who were exhibiting any symptoms to stay home and not risk any onsite transmission. Trust was already built through our early accommodations, and our staff knew they would not be penalized.

WHAT IS THE BIGGEST CHALLENGE YOU THINK YOUR COMPANY OR SECTOR FACES GOING FORWARD?

The greatest challenge will be if we don't get relief from the controls imposed on peoples' personal lives. If the "captivity" lasts too long, people will become fatigued by the guidelines and none will be followed. States have already demonstrated a willingness to shut down business. Such shutdowns in our globally integrated business would be devastating for both regional and global players, and success or failure would be dependent largely on chance. Innovation, employee health, and productive responsiveness would all suffer.

WHAT OPPORTUNITIES DO YOU SEE AHEAD?

Opportunities in the electronics industry abound. Electric vehicles are driving new technology for power trains and more generally, autonomous driving and ADAS systems are creating new demands for electronics and the necessary semiconductor equipment. Edge computing and artificial intelligence, in conjunction with autonomous vehicles, are driving demand for ever more powerful processors. Another huge opportunity is with 5G and the numerous attached devices which will proliferate and become more functional in 2021. We are ready to meet the challenge.



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Safe and Secure

ARMOURED ONE WAS founded by Tom Czyz, a retired Homicide Detective and SWAT Team Operator, and Tino Amodei in response to the Sandy Hook school shooting. Celebrating its eighth anniversary this year, the company is multi-faceted, doing everything it can to ensure innocent lives are protected and prepared. Armoured One provides active shooter training, security assessments, and manufactures Shooter Attack and Bomb Blast glass, film, and PPE face shields. By partnering with experts from the FBI, Secret Service, Homeland Security, Navy Seals, Delta Force Operators, detectives. Fire/EMS, school administrators, architects and engineers, their ongoing research has equipped school staffs, businesses, and healthcare workers with protective security measures for their buildings, as well equipped their staffs to respond to an active shooter situation.

We asked CEO Tom Czyz to share how his team shifted from protecting students and front-line workers from gun violence to the new challenge of protecting them from a highly contagious virus.

SINCE MARCH 2020, HOW HAS YOUR BUSINESS CHANGED?

One of the biggest challenges our company faced this year was our work in schools. Schools closed, budgets were restructured and reallocated, and many opportunities were eliminated. But that didn't stop us, and even gave us a chance to make improvements and create efficiencies. Our tagline is "Staying One Step Ahead." In response to COVID-19, our business pivoted and we employed an entire new division of manufacturing to produce face shields. It is important to us to use our product and knowledge to continue helping keep people safe. In this COVID pandemic, that is what face shields can do! To date, we have shipped shields to over 30 states, plus American Samoa. Since March, we have expanded our Shield Department to be able to manufacture and ship large quantities, up to one million per order! Don't worry though, we also offer a new family six-pack if you don't need that many. This way, even local families can be ahead of COVID-19, much like the national retail chains we have serviced in the past six months.



Armoured One's factory floor.

SUBMITTED PHOTO

It's been amazing to customize shields for brands that are committed to keeping their employees and community safe. One of the most exciting changes for us in 2020 was all of the great work our team did with our active shooter preparedness training. While always a 501(c)3 not-for-profit, we rebranded the training to ONE Training and it now exists as a stand-alone organization. The team expanded services beyond school districts to businesses and healthcare institutions. Our training is now offered completely online so that we can better serve our existing customers and meet the needs of the many new groups we've connected with. Online training provides a greater reach at an affordable price for those groups that couldn't afford training previously. Our security assessment team has also continued to provide expert consultation to schools and businesses safely throughout the pandemic.

HOW WAS THE SHIFT TO CREATING FACE SHIELDS? WAS THAT TRANSITION DONE QUICKLY OR DID IT INVOLVE SOME INNOVATION?

Because innovation is welcomed and valued here. we met this challenge with open arms. Our team is used to thinking, researching, and testing quickly to find the most effective solutions for problems every day. Face shields were no exception, and we are proud to offer a universal product that keeps people safe. This would not have been possible without forming strategic relationships with local manufacturers and our awesome team.

WHAT WERE SOME OF THE KEY CHALLENGES IN SHIFTING GEARS THE WAY YOU DID?

The key challenge was actually getting the product we created into industries that we haven't been in before, including understanding the new processes of healthcare and general retail, which are very different from K-12 schools as end users. Navigating new waters to provide people with the shields, and marketing to completely new/different audiences was where we spent the most time. We created and tested the product and had it available for purchase relatively quickly but getting it in the hands of our community has proven challenging with the strict guidelines for selling PPE.

DID YOU HAVE TO REORDER YOUR BUSINESS PRIORITIES DURING THE TRANSITION?

Our typical projects include retrofitting security glass in school buildings, so in a time where schools were closed, some projects got put on hold. Our priority is to keep people safe though, so our business priorities did not have to change. It was an easy "yes" for us to do our part in helping keep people safe, so our face shield manufacturing began.

AS BUSINESS CHANGED, WERE THERE CERTAIN SKILLS OR PROCESSES THAT YOU REALIZED YOU NEEDED?

Making new connections with procurement resources to get us established as a provider of face shields was a challenge. There was a high demand for the product and a shortage of materials, but it still was difficult to get our name out there. Also, no testing standards had been set surrounding this PPE because shields made prior to COVID-19 are

geared toward manufacturing or impact safety, not general use/public safety. We were navigating new space while still trying to provide the best product with the highest quality. Not only were we able to meet the demands of multiple large contracts, but we donated a number of shields to schools and local organizations. In addition, we partnered with Wegmans to offer the first product in their history that was provided to employees and made available for sale. One added benefit to this pivot, is that in the future we anticipate being more willing to take on projects that seem "out of our scope." We're so proud of our team!

WHAT OPPORTUNITIES DO YOU SEE AHEAD?

We're looking forward to some exciting partnerships that will come to fruition in 2021, specifically with our partners at Masonite Architectural, EFCO Corporation, and Cooper-Ephesus Lighting, We are looking forward to working with each of our partners in 2021 to create better products and positively impact more people.



As a firm rooted in environmental stewardship, D&B has been providing innovative solutions to address contaminated sites and return them to community assets for more than 30 years.

In that time, D&B has taken on remedial assignments varying in scope and complexity at brownfield sites, former manufactured gas plant (MGP) sites, airports, petroleum spill sites, electric substations, urban construction projects, outdoor shooting ranges, manufacturing plants, semi-conductor facilities, dry cleaners, salvage yards, aerospace operations, and commercial treatment, storage and disposal facilities, among others.

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Clearing the Air

PULASKI-BASED HEALTHWAY IS a family-owned manufacturer of medical-grade air cleaning and filtration systems. Established more than 30 years ago, the company run by Vince and Vinny Lobdell found itself on the forefront of health and safety concerns in 2020. HealthWay's patented Disinfecting Filtration System (DFS) technology is used worldwide in numerous types of applications, from medical facilities and clean rooms to residences, hotels, and schools. HealthWay President Vinny Lobdell told us how his team addresses these crucial needs.

WHAT MAKES YOUR COMPANY DIFFERENT?

Over the past three decades we have been developing air cleaning solutions. We were well ahead of our time in this industry and have patented technology. HealthWay provides a full range of

solutions for any application whether it's a space that needs a portable unit or an engineered customized solution. Our work has always been centered around making the world a better, safer place through innovative air purification solutions. Our modularized, scalable line of solutions provides the highest level of efficiency for any application.

SINCE MARCH 2020, HOW HAS YOUR BUSINESS CHANGED?

Although poor air quality has always been a major issue, last March when the COVID-19 pandemic hit, people really started paying attention to what was in the air that they were breathing. People now realize there is something that is potentially deadly floating around them that can't be seen. Despite how terrible COVID-19 is, it has brought the importance of this industry to light.



Left, Christian
Cobb, Vice
President of
Marketing. Right,
Vinny Lobdell,
President and
Co-founder.

SUBMITTED PHOTOS

WHAT WERE SOME OF THE KEY CHALLENGES IN SHIFTING GEARS THE WAY YOU DID?

Staffing has been a challenge for us. We have needed to hire to support the amount of demand we have seen both from a supply chain standpoint and from a personal standpoint. We are constantly trying to keep up with demand and our backlog.

HAS YOUR MARKET CHANGED AT ALL SINCE MARCH 2020? ARE YOU SEEING MORE DEMAND IN THE RESIDENTIAL MARKET?

We are seeing a tremendous amount of demand in the residential market, from portable solutions to engineered inline solutions. People want clean air in their home for many different reasons now. We are predicting the market will grow at a rate in excess of 15% per annum over the next 5 years.

AS BUSINESS CHANGED. WERE THERE CERTAIN SKILLS OR PROCESSES THAT YOU REALIZED YOU NEEDED?

As any business would in our shoes, you have to add repeatable processes and work on creating efficiencies.

ARE THERE SYSTEMS YOU'VE IMPLEMENTED IN THE LAST YEAR THAT YOU FOUND WORKED WELL AND WILL STAY IN PLACE?

We have implemented many new systems that have worked well for us. We have a new accounting system, a new manufacturing system, and a new Customer Relationship Management (CRM) system.

WHAT IS THE RIGGEST CHALLENGE YOUTHINK YOUR COMPANY OR SECTOR FACES GOING FORWARD?

Misinformation and "marketized" air purification are two of the biggest challenges we see moving forward.

WHAT OPPORTUNITIES DO YOU SEE AHEAD?

We see a much greater market opportunity. Clean air isn't a nice thing to have anymore, it's essential. We believe that in a post-COVID world,



Members of the HealthWay team with Intellipure air cleaning systems.

SUBMITTED PHOTO

legislators, building managers, and governing bodies like the CDC will be recommending highefficiency filtration systems for new construction to prevent the spread of future airborne viruses.

ANYTHING ELSE YOU'D LIKE TO SHARE?

We are really grateful to be able to help support so many mission-critical hospitals, first responders and schools over the past year. We've been able to provide jobs to people in our local community, during a time that has been difficult for so many.



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Leading in Turbulent Times



BY DAVID FREUND. CHIEF LEADERSHIP OFFICER

2020 WAS ONE of the most turbulent years in recent memory, and full of great uncertainty. I have said publicly that we may look back on 2020 as having presented an unforeseen benefit: We were forced to start paying attention and begin living with intentionality. By purposefully reframing our thinking, we can learn how to take advantage of turbulent times and leverage wonderful opportunities.

Secure Your Oxygen Mask First - You can't help anyone else until you are prepared to address the challenges at hand, now and in the future.

- No matter the situation, determine where you can get accurate information. Real experts (not self-proclaimed experts) know what is happening and have evidence to back up their claims. Get your information from them.
- Limit your exposure to the media. Sensational headlines are designed to stimulate our emotions, not to provide us with meaningful content.
- Getting enough rest is critical. When we are fatigued, we can't think through complex issues and problems. While you rest, your brain will continue to process what you experienced during the day and when you wake up you will be able to find greater clarity.
- Determine what will inspire you (music, pictures of family, podcasts) and create a personal recharging station nearby.
- You will need a sound inner circle, coach, or thinking partner to help you process your thoughts. An outside perspective can help you shift yours.

Assist Those Around You - Now that you have found your bearings, it's time to lead. What people need the most in times of crisis is a friend who can empathize with what they are facing, who will listen and help them regain their own bearings.

- Connect with your team members as individuals. These are the times when coaching becomes fundamental to helping a person understand what is driving their fears, which are a product of their thoughts. Fear is paralyzing and keeps us from growing; change the thoughts and everything changes.
 - Once we work through the fears, we begin to identify,

embrace, modify, innovate, and grow. Help others move to a new positive life stance. We must be careful that we do not minimize the situation, but rather help our team members see what challenges they have previously overcome, and that they can do it again.

■ Shift the conversation from "we can't" to "what can we do?" Once we embrace that way of thinking, we are on the precipice of a fundamental and rapid growth opportunity.

It's Time to Harvest - An amazing byproduct of uncertainty is creativity. We can choose to be creative or reactive. When we are reactive, we surrender our future. We are helpless to do anything other than suffer until things improve. When we choose to be creative, we allow ourselves to walk into the energizing world of opportunity. Ask yourself:

- What can we learn from this experience? This simple question allows you to turn a negative situation into a positive one. Every situation provides learning and growth opportunities.
- How will this make me or my organization stronger? When we view a challenge as a way to be strengthened, we gain an opportunity. MACNY became a virtual organization within a five-day period. It wasn't easy, but we made the shift and the challenge strengthened us. It also enabled us to bolster our relationships with our members as we provided critical information in real time via a variety of platforms.
- What opportunities can I see? This one is my favorite. Albert Einstein said, "In the middle of difficulty lies opportunity." Consider the companies that transitioned to making sanitizer or face masks. Some in-person events have transitioned to virtual events and have become accessible to a wider audience than originally planned.

Please remember: How you view things determines how you do things! Change your view and everything changes, allowing you to live with intentionality.

David Freund is MACNY's chief leadership officer and a certified speaker, trainer, and executive coach with the John Maxwell Team. Contact him directly at dfreund@macny.org.



IF YOU WANT ACCESS TO INFINITE CREATIVITY, YOU MUST THEN **SURRENDER TO** THE WISDOM OF UNCERTAINTY AND UNPREDICT-ABILITY."

Deepak Chopra



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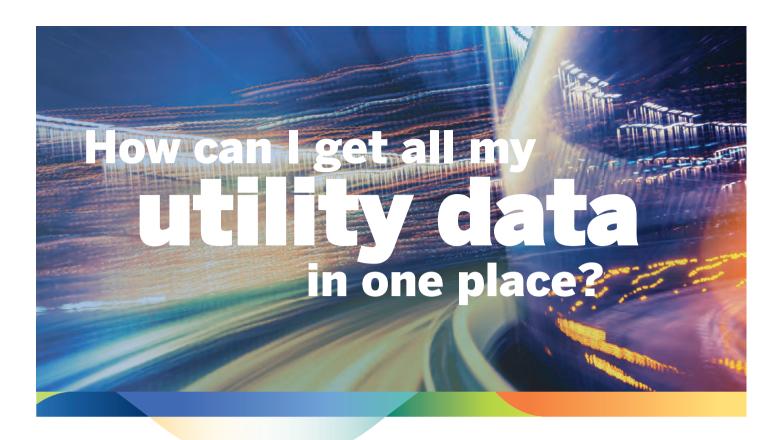
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