

MANUFACTURING MATTERS NEWSLETTER



MACNY WELCOMES ASHLEY STOLTZ AS WORKFORCE DEVELOPMENT SPECIALIST



Please join us in welcoming Ashley Stoltz to the team! Ashley has joined the organization as a Workforce Development Specialist. In her role, Ashley will support MACNY's New York State Manufacturers Intermediary Apprenticeship Program (NYSMIAP). She will play an integral role in maintaining relationships with new and existing companies participating in NYSMIAP, while also coordinating related instruction and on-the-job training for apprentices.

Ashley will also be actively engaged in workforce development initiatives supporting the expansion of the current apprenticeship program, MACNY's Career and Talent Platform, and the OnRamps program. Additionally, she'll assist with new initiatives that support critical industry sectors such as the semiconductor and green energy supply chains statewide.

Most recently, Ashley was an Enrollment Specialist at Excellus BCBS. Prior to that, she spent several years working in human resources and recruitment. Ashley studied psychology at Keuka College.

MACNY's President & CEO Randy Wolken states, "We are so excited to welcome Ashley to MACNY's growing workforce development team. Ashley's experience and skillset are strongly aligned with our goals to grow our workforce development initiatives. Please join us in welcoming her!"

Ashley is excited to get to know MACNY's member companies. If you would like to connect with Ashley, please email her directly at astoltz@macny.org.

FEBRUARY EVENTS & TRAINING

GROWTH FORUM: PRIVATE EQUITY AND IMPACT FUNDS
Feb 8 | 12 – 1 PM

SKILLED WORKER SHORTAGE? APPRENTICESHIP PROVIDES A LONG-TERM SOLUTION
Feb 8 | 3:30 – 4:30 PM

CRUCIAL CONVERSATIONS
Feb 10 & 11 | 8:30 AM – 5 PM

MASTERING EMOTIONAL INTELLIGENCE
Feb 15 & 16 | 1 – 5 PM

EMPLOYMENT LAW UPDATE: WHAT'S NEW IN 2022
Feb 15 | 8:30 – 9:30 AM

OSHA UPDATE
Feb 16 | 3 – 4 PM

CONFLICT RESOLUTION: CAN'T WE ALL JUST GET ALONG
Feb 17 | 9 – 11 AM

To see the full February event listing or to register for an event, visit macny.org/events.

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PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

NEW YORK NEEDS TO INVEST IN MANUFACTURING GROWTH



The manufacturing economy continues to recover. Now it's time to secure vital manufacturing and tech sector growth here in New York State. The COVID-19 pandemic has hurt New York State manufacturers and they continue to be challenged by the current global supply chain crisis and the difficulty in finding qualified talent. As a global industry, manufacturing is particularly affected by high taxes that make its New York State operations less competitive.

New York State runs the real risk of losing thousands of good-paying manufacturing jobs, and companies, if it does not extend tax parity to all manufacturers in the state. How do we know this? MACNY members of every kind, especially many small and medium-sized companies, share with us their challenges every day.

In 2014, New York State created a growth environment for large C Corporation manufacturers. MACNY and its members advocated for this critical investment in manufacturing. It spurred expansion and made our state more attractive to new businesses. It allowed us to compete for the next generation of semiconductor chip fabs, green jobs, food production facilities, and other high-tech manufacturing companies. This allowed our state to remain a top 10 manufacturing state within our nation. While these measures continue to make a difference, it only has benefited about 25% of our state's manufacturers. The rest of our state's manufactures still pay one of the highest tax rates in the country.

As a result, many of these smaller, family-owned manufacturers struggle to keep operations going. This year's state budget process serves as a real opportunity to solve this problem and correct the inequity. It's time to give all manufacturers, and the thousands of hardworking individuals employed at them each day, the same opportunity to grow and invest here in New York State. We will need your help in securing this critical change in the NYS Budget.

There is legislation introduced in the NYS Assembly and Senate that would extend tax parity to New York's small-to-medium-sized manufacturers and allow all manufacturers to grow and prosper in our communities. Now is the time to put this approach into New York State's budget. Tax parity would produce thousands of new manufacturing jobs for underserved populations, economic benefits for our local communities, and great-paying careers for more individuals. This is intelligent economic development at its finest.

We have so many opportunities to make our state stronger than ever. First, however, we need to capture growth in ALL manufacturing and technology companies. As we've learned from the ongoing COVID pandemic, manufacturers in New York rose to the challenge to help produce critical supplies. They are looking to New York State to support them and invest in their growth.

Join me in telling your elected officials at all levels that policies to support manufacturing job growth, especially tax parity for small and medium manufacturers, are now more critical than ever. Therefore, New York State must include tax parity in the 2022-23 State Budget.

To help with our efforts to include tax parity in the final NYS budget, please contact Tiffany Latino-Gerlock at tiffanylatinog@macny.org.



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GOVERNMENT RELATIONS

Tiffany Latino-Gerlock, Director of Government Relations & Communications

NEW STATE LAWS IN 2022



A new year is upon us, and some new state laws that have taken (or will take) effect in 2022 could impact the way New York employers do business. Such measures are the following:

Minimum Wage Increase

On December 31, 2021, the minimum wage rose to \$15 per hour on Long Island and in Westchester, matching the \$15 hourly minimum wage already set in New York City. Minimum wage increased to \$13.20 per hour in the rest of New York state to include Upstate/Central New York. Future increases will be based on an indexed schedule set by the Director of the Division of the Budget in consultation with the Department of Labor.

NYS Paid Family Leave

Employees with the time-worked requirements for New York's Paid Family Leave can now take up to 12 weeks off to care for a new child or sick family member. In 2022, New Yorkers using the leave will also receive 67 percent of their average weekly wage.

A bill to expand paid family leave to include caring for a "sibling" in New York was signed by Governor Kathy Hochul last year. The new measure applies to biological, adopted, half-siblings, or stepsiblings and will take effect in 2023.

Electronic Monitoring of Employees

Starting this May, a new state law will require employers to notify their new hires if they plan to electronically monitor them in any way. Employers that "monitor or

otherwise intercept" their employees' calls, e-mails, or internet usage must provide written notice to the employees who are subject to the monitoring and obtain their written acknowledgement. Employers will also have to post the notice.

Polystyrene Ban pertaining to single-use foam containers

Since January 1, 2022, restaurants and other designated establishments are prohibited under a new law to sell or distribute polystyrene containers in New York. In addition, manufacturers are not allowed to sell, offer for sale, or distribute polystyrene loose fill packaging, or packing peanuts, in the state. Violators could be charged up to \$250 for a first fine. For more information from the Department of Environmental Conservation (DEC), visit:

www.dec.ny.gov/chemical/120762.html

Whistleblower Protection Law

Whistleblower protections for private-sector employees were expanded when the amended law took effect January 26, 2022. Retaliation was expanded to include actions or threats that would impact the employment, current or future, of "former employees" and "independent contractors." In addition, the statute of limitations was extended from one to two years.

LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

VALUE THE PROCESS: PART 1



There were times in my career when I was responsible for Quality Assurance. At times it was added to my Manufacturing Manager job function, Production Manager function, and finally as President of a company. Once in a while, during an audit, customers would be concerned that the manager overseeing production would also be overseeing quality. My reply was always the same: I would be a fool to try and ship a non-conforming product just because one of my teams produced it. I was able to convince them that we had the same goal; zero defects. Sometimes we achieved it and sometimes we didn't.

When a non-conformance occurred, we would open a corrective action and search for the cause of the error. Early in my career, the answer to the non-conformance was frequently an operator error, and the corrective action was to retrain or recertify the operator in question. As I matured as a manager, I quickly realized that it was the process and not the operator that was the problem. Even if the operator caused the defect, the process allowed that to occur, and the process needed to be changed. After a few more years, I learned that if we worked through machine capability studies, gauge repeatability and reproducibility studies, and completed a pre-production approval process, our likelihood of error-free manufacturing increased substantially. You see, it was the process that I learned to value.

My days of overseeing plants and quality departments are passed, but the concept of valuing the process has only increased for me. I meet a lot of people who

are eager to grow. They want to take on greater responsibility and achieve their goals. There are all good things. No, in fact, they're excellent. The key to achieving their desired success is valuing the process of growth. There aren't any shortcuts to real growth and development. Growth happens daily, not in a day.

Long-lasting growth is what I like to call 'layered growth'. We build learnings one on top of the other. Think of trees. When you cut down a tree, you can see its growth rings. You can tell how old the tree is by counting the rings. A tree with tight rings was a slower-growing tree but also a much stronger tree. The wood has a higher value because it takes so long to grow. A researcher at Oregon State University noted, "faster growing trees may put all their energy into growth and burn out before they can achieve old age." The same thing can happen to a person. If you shortcut the learnings and try to achieve the growth too fast, you miss the foundation to build upon and burn-up or perhaps burn-out. When we focus on the process of growing daily, we layer our growth on top of previous lessons and experiences. Our learnings become interwoven and are deeper rooted. Sometimes we don't even see the growth unless we take a step back and reflect. Often others will see it first and bring it to our attention.

Looking back on my life, I am glad that the opportunities I have now weren't offered to me 20 years ago. I wouldn't have been able to handle them. I'm not sure I was ready for some of the opportunities I was given at the time and I would bet my coworkers from back then would agree. Nonetheless, they became lessons that I will never forget. Next month I will share how you can create a simple process to grow daily.

SUCCESS STRATEGIES

Laura Thorne, Official MACNY Consultant

STORYTIME: CULTURE TURNAROUND



Once upon a time, there was a wife and husband who owned a company with about 20 staff members. The company was growing and celebrating 25 years in business. The growth allowed them to hire 5 new employees.

Up to now, the owners didn't have to do much to manage their employees. Everyone got along, did their work, and went home. However, lately there were some changes in morale and attitude. One of their longest-serving employees came to them expressing that it was unfair that the new admin person was going home early on Wednesdays. One of the new employees was also upset that they weren't allowed to join the local Project Management Institute chapter with the company's funds.

Each day it seemed like a new list of complaints were coming in from both employees and customers. In addition, the owners were receiving questions that they'd never had before. It seemed like nobody knew where to find anything or how to do anything anymore. After months of trying to rectify the issues with tactics such as sending out how-to emails, posting announcements, and having meetings to try and come up with a solution, the owners finally decided it was time to bring in some help. They hired a consultant, though they were a bit skeptical. What could the consultant do that they hadn't already tried?

Six months later, the owners happily reported that the complaints were down, the atmosphere around the office had improved, and they were even feeling less stressed. To top it all off, profits were up. This is

a true story, though the details have been altered. Here are the challenge areas that led the owners to seek outside help.

- **Making objective decisions:** It's nearly impossible to make objective decisions when you're preoccupied with day-to-day operations. The consultant was able to see the issues from a higher level and with an outside perspective.
- **Gaining significant traction:** Owners and Managers often don't delegate enough to allow time to focus on developing people.
- **Not enough time in the day:** The Owners were answering questions that employees should have known through training, standardized processes, and other learning systems.
- **Culture changes:** The Owners had been proud of their "family" culture, but as new people came onboard, things changed.
- **Hiring the right people:** The new staff had very different demands, expectations, and personal goals than the previous generation of hires.

Similar to an individual executive 360 coaching evaluation, the consultant completed a full business review and delivered a roadmap for the next 90, 180, and 365 days. A year later, the company had their most profitable year, filled more positions, shifted from family culture to team culture, and learned that the consultant was a valuable part of their team. To this day, they continue to work on strategically aligned improvement projects.

After reading this, ask yourself if bringing on a consultant could be beneficial to the success of your business and team. If so, my consulting practice, Laura Thorne Consulting (Official MACNY Consulting Partner), focuses on performance improvements. If you'd like a quote on a business 360, visit laurathorneconsulting.com/macny and complete the contact form.

PARTNERS FOR EDUCATION & BUSINESS

Emily Langan, Workforce Development Specialist

BACK IN THE FIELD WITH P-TECH



Virtual meetings and events have their place and advantages. You don't have to factor in commute time or take off your slippers. But, for Pathways in Technology Early College High School (P-TECH) students, virtual tours don't have the same impact as a physical visit. While students can easily access factory floors from a virtual space, they miss out on the personal connections and experiences that come from actually being there. It is critical to get the P-TECH students out to see companies in person, especially for the older students as they explore potential job shadow and internship sites.

We have so many wonderful partners in Central New York who understand the importance of bringing students inside their facilities to show off their amazing technology and processes. One example comes from a trip with the 11th and 12th grade P-TECH students from Auburn High School when they visited Xylem. Xylem produces water pumps and other water and wastewater technologies. Before the tour, the Engineer who led the students through their plant asked what kind of projects they were working on and what they enjoyed working on. Based on their answers, the students learned how the CAD (computer-aided design) program they were learning about in their classroom was helping the engineer do his job at Xylem. Instead of just hearing about examples of real-life applications, they got to see it and experience it.

Job shadowing is also coming back as an option for older P-TECH students. Two 12th grade students



walked a few blocks to Ephesus Lighting (sports lighting brand of Cooper Lighting Solutions) to learn more about what it is like to be an engineer working on sports lighting. The experience was not only beneficial for the students, but the

companies also see the advantages. Jeff Shuster, Product Manager at Ephesus Lighting, recounts, "The Ephesus Lighting team loves having P-TECH students to job shadow our employees – the students are respectful, engaged in their task, and ask great questions. They were able to help us with a few engineering side-projects that wouldn't have been done otherwise and, in the process, they learned about mechanical/electrical technology, assembly, and problem-solving. The only downside is that we wish they could stay longer!"

Partners for Education and Business, Inc. (PEB) has many amazing partners who are looking for ways to connect with potential future employees. As of January, 11th grade P-TECH students at ITC (Institute of Technology at Syracuse Central) are getting the chance to see what it's like to work for different engineering and technology companies in Syracuse. These companies have graciously opened their doors to these students because, now more than ever, we need to keep local talent local. These opportunities not only allow companies to show-off the products and initiatives they deliver, but students can see how the lessons they learn in the classroom can be applied in "real life."

WORKFORCE DEVELOPMENT

Eileen Donovan, Workforce Development Specialist

NYCAN HELP FOR REGISTERED APPRENTICESHIP



Do you know about NYCAN, the New York College Apprenticeship Network? NYCAN is at the top of the list of reasons why you might offer registered apprenticeship at your advanced manufacturing workplace.

Paid for by a \$7.9M grant from the U.S. Department of Labor, Employment and Training Administration, and administered by The Research Foundation for the State University of New York, NYCAN funding offers employers support with their registered apprenticeship programs. MACNY works with our SUNY partners to access NYCAN funding for New York State employers under our group sponsorship.

Here's what this could mean for you, as you consider how NYCAN funding could help you with registered apprenticeship:

- \$5,000 per registered apprentice for SUNY classes taken to satisfy the related technical instruction portion of their apprenticeship trade. Registered apprenticeship entails an education component (for example, 576 hours over a four-year trade that could be completely paid for with this funding. That's one class per semester at a community college that NYCAN covers, an expense taken off the manufacturer's plate).
- If your company is comprised of 50 or fewer employees, NYCAN can help to offset your on-the-job training expenses. This funding addresses the recruiting and training needs of smaller manufacturers who face the same challenge

as larger employers – they each must attract and prepare a diverse workforce to position themselves to continue to thrive in our evolving manufacturing environment. NYCAN funding allows smaller employers to compete. It also allows local employers to demonstrate investment in their communities as these trades lead to high-demand positions and viable careers.

It's important to do the math on a 50% salary reimbursement up to \$25/hour for up to six months for one apprentice. In this example, Company X hires a registered apprentice at \$16/hour to start. With a 40-hour work week and a training period that lasts six months, Company X would be reimbursed \$7,680 to compensate for its training costs.

We know that competition for skilled workers is intense. Studies show that companies who offer their employees training and development programs are more likely to retain them than companies who do not. Registered apprenticeship is a proven strategy for ensuring that your talent pipeline is ready for what comes next, as supply chain disruption has led to more U.S.-based manufacturers to re-shore their operations.

It's an exciting time for advanced manufacturing. Please contact me at edonovan@macny.org if you'd like to know more about MACNY's group sponsorship for registered apprenticeship and the ways in which we work with NYCAN to support these programs.

FOOD FOR THOUGHT

Cindy Oehmigen, Director of Energy & Corporate Services

“OUR NEED WILL BE THE REAL CREATOR”



I love learning about how things work and where ideas come from. You may not recognize the statement above. It originated from Plato and has evolved over the years into, ‘Necessity is the Mother of invention.’ It’s not a new idea, but it couldn’t be more relevant today.

I was watching a CBS *Mornings* segment announcing the reopening of the Pike’s Peak Cog Railway after two plus years of renovation. The cog drive rail car came from a ‘need’ back in 1888. Zalmon G. Simmons, founder of the Simmons Bedding Company, was on the board of Western Union. He was surveying Englemann Canyon to run telegraph lines to the top of Pikes Peak. It was a miserable two-day trip on a mule. After his return, Simmons was convinced there needed to be a more civilized mode of travel to the summit of Pike’s Peak and decided to fund the construction of a railway. Clearly, he was someone who valued comfort! The line was planned to start at Manitou Springs and ascend to the peak. The challenge was that trains running on a strictly traction rail could only handle a 10% grade. The average grade to the top of Pike’s Peak was 12% with an increase to 25% at the top. The railway would require a cog and rack system to pull the train up the mountain. This approach is still common in Europe for travel through the mountainous areas. There are only two cog/rack and pinion systems operating in the U.S., the one in Colorado Springs and another in Mount Washington, Vermont. It’s a very interesting piece of history and Wikipedia does a good job of telling it.

It’s not difficult to draw parallels between process and what we have endured over the past several months. It

seemed to most of us that the rapid production and delivery of vaccines and therapeutics appeared out of nowhere. My husband and I took an excursion to Vancouver in the fall of 2019, long before anyone was talking of COVID. Strictly by happenstance, we met some folks that knew a global pandemic was not only possible, but that it was quite likely. While on our trip, we met a retired Centers for Diseases Control and Prevention PhD. He told us about a group of 200 retired scientists that meet on a regular basis to talk about the next pandemic and possible counter measures. Then, he told us about some of the research and development work that was already going on and had been for some time. Fortunate for all of us, brilliant minds are prone to developing solutions to problems that don’t even exist yet. We didn’t have a minute to lose. I’m convinced this advanced strategizing played a valuable part in our ability to roll out the vaccines in such record time. We were not starting from scratch.

To be more precise, perhaps this need didn’t create the vaccine, however it ramped up the need to get it done. It seems to me that often what stands in the way of a novel idea coming to fruition is the resources (namely money) are in short supply. Sometimes it takes a crisis to kick things into gear. I can also draw parallels to the development of green energy. Now that we can see the obvious impacts of global warming, projects are being prioritized.

Perhaps it’s just a case of wordsmithing, but my reimagining of Plato’s famous quote would be, “Problems are the real creator of solutions.” It’s for this reason that I have a passion for problem solving tools.

https://en.wikipedia.org/wiki/Rack_railway#List_of_cog_and_rack_railways

<https://www.youtube.com/watch?v=lcrl8rBGOkI> - CBS Mornings

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