

MANUFACTURING MATTERS NEWSLETTER



PATRICK LANGAN JOINS MACNY AS WORKFORCE DEVELOPMENT PROGRAM MANAGER WITH A FOCUS ON MILITARY AND VETERAN SERVICES



We are pleased to welcome Patrick Langan to the team. Patrick has joined the organization as a Workforce Development Program Manager and will focus on military and veteran

services. In his role, Patrick will be supporting transitioning military and their family, with a focus on industry on the job training and employment opportunities through the Operation Next program in conjunction with the U.S. Department of Defense and LIFT. This partnership will support MACNY's efforts to diversify and expand the potential workforce for our members. Additionally, Patrick will be working with other state and federal programs that focus on upskilling veterans, youth, disabled, and underserved individuals to better prepare them for various career opportunities.

Patrick currently serves as a Sergeant in the United States Army Reserves. Previously, Patrick was the Assistant Center Manager for CSL Plasma. Patrick holds an Associate of Science Degree in Health Science Laboratory Technology from The George Washington University, as well as a Bachelor of Arts Degree in Communicative Disorders and Sciences from SUNY Geneseo.

MACNY's President & CEO Randy Wolken states, "We are so excited to welcome Patrick to MACNY's growing workforce development team. Patrick brings a unique skillset to our team and his service with the United States Army Reserves makes him a great liaison to the Operation Next program."

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

YOU'RE INVITED TO OUR UPCOMING EVENTS

SPRING SOCIAL AT THE EVERSON MUSEUM

Wednesday, March 23rd from 5 - 7 PM
The Everson Museum | 401 Harrison Street, Syracuse

CYBERSECURITY SUMMIT

Friday, April 22nd
DoubleTree by Hilton Hotel | 6301 State Route 298, East Syracuse

ANNUAL CELEBRATION OF MANUFACTURING

Thursday, May 12th from 5 - 8:30 PM
SRC Arena & Events Center | 4585 W Seneca Turnpike, Syracuse

To register for an event, visit macny.org/events

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PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

SUPPLY CHAIN CHALLENGES REMAIN



I am sure you are still feeling the pain from disrupted supply chains. Many of our members are, and it is not likely to change. All indicators predict it will stay this way for an extended period. The pandemic has aggravated supply chains, although many of the issues were present before the onset of COVID-19.

Severe labor shortages are the leading cause of the continued disruptions. By some accounts, we lack over 100,000 truck drivers in the United States alone. This is a daunting challenge to solve. Additionally, already disrupted schedules have extended delays from days or weeks to months. It is nearly impossible to remove these existing delays built into the supply chain delivery system. The delays have caused a new problem: a lack of carriages for hauling on both railways and trucks. This need takes significant capital investment outlays and will not happen quickly. Also, we have outdated ports due to a lack of massive infrastructure investments and globally expanding manufacturing and consumer bases. These complex and compounding issues contribute to a considerable challenge that will not be going away quickly – if ever. As we can see now, it's time that we all begin to adjust and seek a better future.

How bad is it? The International Monetary Fund (IMF) downgraded its 2021 U.S. growth forecast by a whole percentage point, the most for any of the G7 economies. The IMF directly cited supply chain disruptions and weakening consumption, which supply chain bottlenecks have partially driven.

One thing we now know for sure: China is increasingly a more significant national security threat and often an unreliable economic partner. Each day brings new evidence that their actions do not serve U.S. and global interests. I hear this from MACNY members and our Congressional representatives. If you have an extended supply chain involving China, you should be considering your options.

Shorter and less complicated supply chains based in countries that can be reliable long-term partners is the direction many of

our members are taking. For now, stocking up on critical parts and components that lessen the operational and financial impacts will work. However, many of those whom I talk to indicate that this cannot and will not be their long-term answer. Reshoring and nearshoring are part of the answer, as is developing sourcing alternatives for critical components here in the U.S.

In a recent NAM webinar, participants identified several strategies to help alleviate supply chain challenges. They included breaking down internal silos of purchasing, anticipating disruptions, using programs that help advance supply chain planning, and relentlessly prioritizing. Another successful strategy a member offered to me was to treat suppliers more proactively and as if they were customers. All these approaches could help reduce supply chain problems.

MACNY remains committed to being your partner as you navigate the supply chain challenges you face. As you develop solutions and experience challenges, please reach out to us.

Source: <https://www.cnn.com/2021/10/12/business/global-supply-chain-nightmare/index.html>

UPCOMING MARCH COUNCIL & MEMBER EVENTS:

Tour of Knowles: Lean Six Sigma Journey | March 8 from 3:30 – 5 PM

Tour of R.B. Woodcraft – Business Strategies | March 10 from 3 – 4:30 PM

COVID & Future Supply Chain Disruptions | March 14 from 12 – 1 PM

Managing the Non-Performing Employee | March 15 from 8:30 – 10 AM

Member Spotlight: ICM Controls | March 17 from 12 – 12:30 pm

The SYR Airport: A Resource for CNY Businesses | March 23 from 10 – 11 AM

MACNY'S Spring Social at The Everson Museum | March 23 from 5 – 7 PM

To register for an event, visit macny.org/events

UPCOMING

2022 FUZEHUB EVENTS

APR
2022

- 4/4** *inFUZEd Marketing Meetup:*
Using Data to Create a Plan of Action
- 4/20** *Manufacturing Forum:*
Clean Energy and Sustainability

6/7 - 6/8 *AIM Manufacturing Expo:*
Agriculture and Industry

JUN
2022

AUG
2022

- 8/4** *ITAC Manufacturing Forum:*
Food & Fashion

10/7 *Manufacturing Day Event:*
AIM & MVCC Student Event

10/14 *2022 NYS Manufacturing Day*

10/25 - 10/26 **NYS Innovation Summit**
Buffalo Niagara Convention Center

OCT
2022



FuzeHub.com
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Visit the [FuzeHub.com Event Calendar](https://www.fuzehub.com/event-calendar) for all event updates and additions for 2022.

NEW MEMBER SPOTLIGHT

IMPACT INJURY PREVENTION, LLC

Impact Injury Prevention, LLC is comprised of industrial physical therapists and certified wellness coaches that provide specialized services for lost time & MSD prevention and workforce well-being. Find out more: [impactergonomics.com](https://www.impactergonomics.com).

HPG PARTNERS, LLC

HPG Partners engages in strategic marketing, client referrals, and business connections to support all facets of business development. HPG fosters strategic partnerships, funding connections, and new business relationships for clients. Find out more: [hpgpartners.com](https://www.hpgpartners.com)

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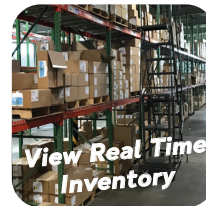
U.S. Materials Handling Corporation helps customers solve problems involving packaging, storing, and moving products through a variety of engineered solutions. Find out more: [usmhcorp.com](https://www.usmhcorp.com)

PAT DICERBO - NORTHWESTERN MUTUAL

Pat has worked extensively with business owners in various industries providing the design, sale and service of plans that are used to increase liquidity, accumulate wealth, transfer wealth, and minimize taxes. Find out more: [patdicerbo.com](https://www.patdicerbo.com)

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GOVERNMENT RELATIONS

Tiffany Latino-Gerlock, Director of Government Relations & Communications

THE STATE BUDGET PROCESS



Earlier this year, NYS Governor Kathy Hochul presented her FY2023 Executive Budget. The \$216 billion budget plan includes several bold initiatives focused on pandemic recovery, healthcare, infrastructure, education, small business, and workforce development.

We were pleased to have NYSDOL Commissioner Reardon present a State of the State and Budget Presentation to our membership. Some of the proposals highlighted included:

Small Business Measures

The Executive Budget includes a new capped refundable tax relief program targeting COVID-19-related expenses for small businesses in New York.

- Up to \$250 million in additional relief to small businesses.
- Eligible COVID-19-related capital investments include, but are not limited to, costs associated with expanding space to accommodate social distancing, HVAC equipment, expenses related to outdoor space expansions, as well as machinery and equipment to facilitate contactless sales.
- Proposal to increase the small business subtraction modification from 5 percent to 15 percent of net business income or farm income, as well as expand the benefit to include pass-through entities with less than \$1.5 million NY-source gross income.

Workforce Development Initiatives

The Executive Budget includes:

- The Office of Workforce and Economic Development - a new Office of Workforce and Economic Development at Empire State Development to coordinate efforts statewide through the State's Regional Economic Development Councils, and in conjunction with the Department of Labor, the State University of New York, and the City University of New York.
- Significant resources for a package of workforce development initiatives and downtown and community revitalization initiatives that would be coordinated with REDC-driven economic development strategies where appropriate.
- \$11 million in additional funding to improve the MWBE program and ensure timely and efficient processing of MWBE certifications for qualified businesses.

Education Proposals

- Provide financial aid for workforce credential programs at community colleges for high-demand fields, as well as expand part-time tuition assistance program (TAP) to cover students enrolled in workforce credential programs at community colleges in high-demand fields.
- The Executive Budget includes \$15.6 million to expand childcare to all SUNY and CUNY campuses.

Joint Legislative Hearings have been underway in Albany as the budget process continues. MACNY's Martha Ponge testified before the Joint Legislative Hearing on Workforce Development to highlight our many new workforce development initiatives and to request restored funding of the Manufacturers Intermediary Apprenticeship Program (MIAP). Funding of this successful program has remained flat for the last several years and was eliminated in the 2022-23 Executive Budget. In addition, MACNY President & CEO Randy Wolken testified before the Joint Hearing on Economic Development in support of tax parity for all NYS manufacturers. All hearings have been held virtually.

As the state budget deadline of April 1st nears, the Senate and Assembly have been working to pass their own one-house budgets by considering the public's testimony and the Executive Budget. Following those hearings, Senate/Assembly Joint Conference Committee Hearings take place so that legislators can debate different spending and revenue priorities and negotiate any possible amendments to the Executive Budget. Ultimately, a final State Budget will be debated and passed.

As the 2023 Legislative Session continues, we will keep you up to date on our efforts to support and advocate for the manufacturing industry within Central New York and beyond. Thank you to those of you who have helped such efforts by calling or sending sign-on support letters to the Governor and state legislators regarding tax parity and/or MIAP. As always, we appreciate your efforts.

LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

VALUE THE PROCESS: PART 2



Last month I introduced the idea of long-lasting layered growth. Similar to the hardwood lumber we harvest from trees, layered growth is stronger, longer lasting, and will reap a much higher dividend. Over time, this growth will prove priceless and lead you past a life of success to a life of significance. Let's look at how we can structure a plan to make sure we get the most from the process. The first step in building your process for growth is to clarify the purpose or mission for your life. What is it that you really, really want out of life? This question speaks to the values you have in your life. Take the time to do this hard work now. Imagine how frustrating it will be to spend time, effort, and treasure climbing a ladder of growth to find out it was leaning against the wrong wall. The second step is to assess where you are right now much like doing a gap assessment when you're implementing a new Quality Management System.

Before we jump in any deeper, I want to caution you against destination disease. Destination disease is when we get focused on goals only and we plateau. Goals are wonderful, but they are the mile markers that show us we are growing. Our objective should be to focus on growth.

Last month I mentioned that growth happens daily, not in a day. With that in mind, we should build growth opportunities into our schedule. Events, activities, and actions that layer growth into life. I like to break these down into four categories:

- 1. Daily:** What daily success habits can you create that will help you grow? Since reflection turns experience into insight, journaling is a powerful tool. If you are like me, journaling doesn't come naturally, so structure it with questions that you ask yourself each day. They can be as simple as, 'what went well today?', 'what didn't go well today?', 'what did I learn?', and 'what will I change?'. Keep it simple and make it a success habit that you do daily. Over time you will see significant layers of growth as you turn your daily experiences into teaching moments.
- 2. Weekly:** What could you build into your week that would expose you to new ideas and new experiences? I have found podcasts to be incredibly easy to access. There are podcasts

for just about anything. Most are released weekly, so you could listen to one per day and cover five each week and have the weekend off. Before you ask how I find the time to listen to all these podcasts, I want to ask you how much time do you spend in the car per day? Most podcasts are around 30 minutes. Listen to them on your way to work.

- 3. Monthly:** I have found that listening to an audiobook per month is very doable for me. I have an Audible subscription and get prompted each month to choose a new book. I don't even need to remember it because they send me a reminder email. The content that I am hearing is flushed out in my daily reflections and voila – layered learning.
- 4. Annually:** Each year, I am required to attend a recertification training with the John Maxwell Team. They offer it twice a year and have recently added a virtual option. At the beginning of each year, I add my vacations and recertification training into my calendar. It's planned for me, so I don't even need to think about it. MACNY hosts Live2Lead each Fall, which is a one-day Leadership Retreat. Live2Lead could be one of your annual growth opportunities.

I offer these as examples of how you could build a process for layered growth. The key to the success of any process is consistency. Please remember motivation gets you going, but consistency keeps you growing.

UPCOMING TRAINING & WORKSHOPS:

Growth & Entrepreneurship Training | Starting March 10 from 3:30 – 5 PM

OSHA 30-Hour | Starting March 21 from 8 AM – 3:30 PM

Build a Culture of Action | March 22 from 9 - 11 AM

Business Analytics Certification Prep Course | Starting April 6 from 9 AM - 12 PM

To register for an event, visit macny.org/events

SUCCESS STRATEGIES

Laura Thorne, Official MACNY Consultant

ROLE MODEL WAY™ PERFORMANCE EVALUATION IN 3 STEPS



How do you know when you're at peak performance? In general, you don't rely on your own intuition. Instead, you get a check up with your primary care physician. The MD will check your weight, heart rate, pulse, cholesterol levels, and other key health indicators to see if there is anything out of the ordinary. If you are having specific problems, you'll be even more likely to seek out the help of an experienced physician. Only after identifying a source issue, will the doctor recommend a course of treatment based on your unique needs.

Checkups enable monitoring of trends, identification of risk factors, and early detection of disease. These are the same diagnostic tools that businesses could benefit from. However, an expert is rarely brought in to evaluate business health.

Similar to the reasons some people don't go to the doctor for checkups, there are a number of reasons why companies stick to self-diagnosis or ignore warning signs. Examples include cost concerns, faith that things will just work themselves out, and access to information on the web.

I use a framework to evaluate business performance and teach leadership development that I designed (after years of working with other excellence frameworks and companies) called The Role Model Way™. The underlying premise is summarized in the tagline, "Learning from Role Models, to Be Role Models, to Create Role Models." In today's globally connected, yet community-driven world, being a role model is easier for all members of your workforce to identify with than terms like 'excellent' or 'world-class'.

Regardless of the reason, if your company wants to perform better but isn't interested in hiring a consultant to help identify target areas for improving, here is a summary of the Role Model Way™ process for conducting a business 360.

- **Discovery.** In this stage, you're investigating what's going well and what's not going well. When business leaders think things are going well or predict things will go well in the future, they sometimes miss the smaller details that can

help them stay on top. Every improvement initiative and core service should utilize ways to collect performance information through efforts such as employee and customer surveys and other data reports.

- **Roadmap.** You can only assess which priorities are the most important to take on after you've identified all the areas in need of improvement. The alternative is being stuck in 'putting-out-fires mode' forever. The roadmap will give you direction and focus.
- **Execution.** Conducting steps 1 and 2 is pointless if they aren't followed up by taking action on your improvement priorities.

You might recognize that these steps are similar to those of strategic operations. However, the 360 is a great exercise to perform in addition to your strategic efforts. The most critical times to conduct a business 360 are:

- When your young business makes the shift from operating based on a business plan to strategic operations.
- When things seem out of whack and it's time to seek a diagnosis.
- When there has been a significant change in leadership.

A business 360 evaluation is just as impactful on a business as 360 executive coaching is on an executive. In both instances, negative habits are replaced by better ones, issues that could not be seen on the surface come to light, and the hard work gets done.

Want to learn more about the finer details of each step? I'll be covering them thoroughly in an upcoming workshop in April, or visit www.laurathorneconsulting.com/MACNY to inquire about an in-person 360 Role Model Way™ evaluation.

UPCOMING SUCCESS STRATEGY WORKSHOPS:

Build a Culture of Action: Engagement > Empowerment > Emancipation | March 22 from 9 - 11 AM

To register for an event, visit macny.org/events

PARTNERS FOR EDUCATION & BUSINESS

Amy Stewart, Workforce Development Specialist

A FOCUS ON NURSING PROFESSIONS



When students are interested in a healthcare career, they oftentimes mention nursing. However, they are typically unaware of the required education or what the profession entails. There are also an incredible number of acronyms, and it is confusing on where to start – registered nurse (RN), certified nursing assistant (CNA), nurse practitioner (NP), and more. It can be overwhelming!

With this in mind, we wanted to demystify nursing for 9th grade students in the Henninger Pathways in Technology Early College High School (P-TECH) program. Students recently participated in short sessions across three days, hearing from professionals. With the pandemic, field trips were not an option for the 50+ students, but employers were able to get creative with virtual programming.

The sessions began with an RN panel, where students heard from nurses in an array of specialties - pediatrics, intensive care unit (ICU), and hematology oncology through SUNY Upstate and outpatient physical therapy through Syracuse Orthopedic Specialists. Students learned that there is more than one pathway to a nursing career, where a desire to learn and serve others is critical.

On the second day, students participated in various hands-on experiences. A nursing professor at Onondaga Community College demonstrated how to take vital signs, including pulse, respiration rate, and blood pressure. Students worked in pairs to use stethoscopes and blood pressure cuffs. By the end of the session, they wanted their own equipment for practicing at home. It was great to see students engaged despite a virtual platform.

Loretto wanted to provide a demonstration that gave students practical skills. This led to a session on conscious choking. Students now know the choking signs and ways to help, which can save a life.

The sessions ended with an entry-level nursing panel, with a Licensed Practical Nurse from Loretto, as well as a Home Health Aid and Clinical Operations Manager from Nascentia Health. The panelists spoke about the challenges and joys of nursing and how healthcare is never boring. Students also learned how employers offer short-term training programs for stackable credentials.

Sherod Harris, Supportive-Care Manager at Upstate, shared, “I can see my own enthusiasm for Health Care reflected in these students from Henninger High School, making me optimistic for Health Care’s future.”

Thank you to our employer partners for sharing their passion for nursing with students, especially during this difficult time for the healthcare community. Our partners create a vital bridge between the classroom and careers and we are grateful for their support!

UPCOMING PEB EVENTS:

How to Get Involved with Partners for Education & Business, Inc. (PEB) | March 30 from 12 – 12:45 PM

To register for an event, visit macny.org/events

WORKFORCE DEVELOPMENT

Eileen Donovan, Workforce Development Specialist

MACNY AND THE CITY OF SYRACUSE TEAM UP



Has it really been five years since MACNY was approved by the NYSDOL to function as a single “program sponsor” of apprenticeships for small and medium-sized companies in New York State? That was a big deal for MACNY, the first manufacturers association in New York State to obtain this approval. It remains an honor to serve the companies that we sponsor for Registered Apprenticeships – and the nearly 25 apprentices who have become Journey Workers in highly-regarded trades since then.

Today we are excited to announce that we’ve registered our first Software Developer Apprentice at the City of Syracuse. This is a milestone for MACNY and the City of Syracuse and is worth celebrating as an example for other employers who seek to resolve their skilled worker shortages.

MACNY applauds the City of Syracuse for its forward-thinking efforts to expand and diversify its workforce of approximately 1,800 individuals. The recent census indicates that Syracuse is comprised of 51% Black and Brown residents; that percentage is not currently reflected in the City payroll. Kudos to Mayor Walsh who has made it a mission to improve these numbers by revamping the City’s workforce development strategies.

We agree with Mayor Walsh when he describes the need for a trainable and trained workforce and applaud his support of building trade apprenticeship programs in Syracuse. It’s true that MACNY’s focus has been on Registered* Apprenticeships for Advanced Manufacturing, sponsoring such in-demand trades as Electro-Mechanical Technician and CNC Machinist, over the past five years.

In response to employer requests, we applied to the NYSDOL for the addition of other trades to our roster. The State of New York has approved MACNY to sponsor trades that fall into the “other” category - IT trades, like Software Developer. Not only will these trades widen the pool of opportunity for Syracuse area

residents, but for people across the MACNY footprint - all of New York State through our Alliance Partners.

This is where the City of Syracuse comes in. When we first started our discussions, Kelsey May, the City’s Director of Digital Services, said it best: “I couldn’t bring in experienced people to do this work. We needed to develop them ourselves.” The mayor and City Council agreed and opted to utilize MACNY as the City’s sponsor for their newly launched Software Developer Registered Apprenticeship. Ms. May’s story about how she recruited Nicole Broadnax to this career pathway is fodder for another full-length article that has us all standing on our chairs and cheering.

Bravo to the City of Syracuse for its long-range, out-of-the-box thinking. We are thrilled to work with the City in this way and look forward to future strategy sessions about how best to train skilled workers in Central New York. Offering applicants clear pathways to successful careers is the way.

We’d love to talk with you about the challenges and opportunities you face as you review your workforce development needs. Please contact me via email at edonovan@macny.org to start the conversation today.

**Registered Apprenticeships are governed by Department of Labor standards and result in a nationally recognized Journey Worker credential*

FOOD FOR THOUGHT

Cindy Oehmigen, Director of Energy & Corporate Services

TAKING THE BULL BY THE HORNS



This is a story about resilience, resourcefulness, and relentlessness. Some people are born with these three qualities, others acquire them, and some never understand their value at all. I believe those that acquire these strengths are pushed into it by hard times.

Those that are born with this toolset learn to leverage better from hard times. Those that don't value these strengths must never have needed them. However, I don't know anyone in that category, but it must exist.

I need to give you a bit of background before I tell you about the category of people that demonstrate they have these tools and use them to address hard times. A few years ago, I went to visit a friend who lives in Wyoming. She took me to see some very interesting sites. Believe it or not, tourism is the biggest industry in Wyoming, thanks to big game hunting and fishing. At the time, her back property line was the Platt River. She told me how from Spring to early Summer they do a lot of tubing on the Platt River. She also explained that the water level varies significantly because Wyoming has a contract with Nebraska and other neighboring states for 'X' number of gallons of water. This is all controlled by a series of dams that have been constructed to manage flow, both for flood management and to provide controlled water flow for irrigating fields. I never knew states sold their water to other states. Drought is just not a challenge we New Yorkers deal with on this level. However, out West the drought is impacting many states. Wyoming doesn't have the amount of water to send to Nebraska that they once did. We have all seen on the news the catastrophes that are occurring; wildfires are starting earlier, with increased frequency, lasting longer, and are more dangerous. Western ranchers and farmers are dealing with unprecedented drought. Not enough water for cattle and crops. We can't help but watch and have empathy for the struggle this creates. Clearly it is not just their problem, and it must have a significant impact on food prices.

Because I grew up in farm country (Iowa), I have developed a huge appreciation for farmers. I learned as an adult how independent and knowledgeable they need to be to succeed. They need to follow and understand the commodities market, be conversant in chemistry, entomology, animal husbandry, mechanics,

meteorology, accounting, regulations, agriculture, and technology...I could go on. I assume similar knowledge is required for successful ranching.

What I hadn't thought about is how important it is for them to also possess ingenuity. I recently saw a CBS *Eye on America* segment spotlighting the new approaches to both ranching and farming to address the challenges drought is laying at the feet of ranchers and farmers. During the interview of ranchers, they discussed how many California ranchers are downsizing their herds because there isn't enough water to grow grass on the ranch. Previously, one could sustain a steer on 40 acres, but it is now taking 100 acres for one steer. The numbers just don't work.

Here is what happens when you apply resilience, resourcefulness, and relentlessness. One rancher, a retired automotive engineer, is cross breeding Brahman bulls with Herefords. The Brahman has a hump similar to a camel, it does not need the same amount of water to survive as typical commercial cattle. The Hereford is a British breed that "has proven to be climate adaptable" without sacrificing the quality of the meat. It will be years before this experiment produces results, but this Arizona rancher is not sitting back waiting for climate change to destroy his way of life.

Another ingenious California rancher, turned part-time vintner, has chosen a different path to support his cattle ranching business. In 1972, they set aside 120 acres to start a vineyard. They sold the grapes to wine makers for cash to help sustain the cattle ranch. They selected a strain of grapes that does not require much water. Strips of grass where the cattle feed are grown between the rows of grapes. The family is now producing their own wine AND keeping the ranch business alive.

As we learn better ways to combat global warming, it is prudent to consider the things we can do to change how we think about everyday activities. Industries rise and fall away all the time. Like these two ranchers, resilience, resourcefulness, and relentlessness will serve us well to get to the other side.

Isn't it time to "take the bull by the horns"?

Source: <https://www.cbsnews.com/news/historic-drought-forces-cattle-ranchers-to-innovate/>

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