

MANUFACTURING MATTERS NEWSLETTER



THE MONTHLY NEWSLETTER OF MACNY, THE MANUFACTURERS ASSOCIATION | MARCH 2026

EMPOWERING THE NEXT GENERATION: FUTURE WOMEN IN STEM

March is International Women's Month, a time to celebrate programs that open doors for young women and strengthen the future of our region's manufacturing workforce. MACNY's Future Women in STEM program is designed for girls in grades 6 through 8 and their families. Each session introduces participants to a different STEM field through hands-on activities led by local women working in engineering, manufacturing, technology, science, and related industries.

"Now more than ever, students need access to a wider representation of role models," said **Taylor Hodge, Director of Partners for Education & Business, Inc., an affiliate of MACNY.**

Through the Future Women in STEM program, students are inspired to explore STEM fields with curiosity and confidence. The program equips students with the knowledge and encouragement to envision themselves in high-tech careers.

"STEM careers will define the future economy of Central New York, so it's critical that all of our students have the background and skills needed to succeed," said **Lauren Kochian, President of the Milton J. Rubenstein Museum of Science & Technology (The MOST).** "MACNY Future Women in STEM brings technology and science fields to life for girls in middle school, engaging local female professionals who demonstrate that these industries are accessible and achievable for them. Programs like this help level the playing field so that the talented and motivated students of today become the leaders of tomorrow's high-tech industries."

The Future Women in STEM program continues to grow. For the past four years, the program has been held in Central New York in partnership with The MOST. This year, MACNY expanded to the Mohawk Valley in partnership with the Griffiss Institute and SUNY Polytechnic Institute. Special thank you to M&T Charitable Foundation, whose partnership has made this expansion possible

"At Griffiss Institute, where we're proud to work alongside Air Force scientists and engineers at Rome Lab, we see how critical engineering and computing talent is to innovation and national security. Yet, women aren't yet participating at full scale in engineering, computing, and core technology roles in the U.S." said **Heather Hage, President and CEO of the Griffiss Institute.** *"This clear gap in the talent pipeline can be closed by programs like Future Women in STEM. Investing in young women to explore STEM careers strengthens our workforce, drives competitiveness for New York's manufacturers, and advances American innovation to secure the nation."* Hage's remarks showcase the broader workforce need driving the program. That vision comes to life through student experience and the intentional design behind each session.

"It has been inspiring to see girls from across Central New York come together, often arriving shy and leaving confidently engaged in conversation with new peers. Rather than lecturing, the program emphasizes hands-on learning with supportive guidance, creating space for girls to lead and build their confidence. MACNY's Future Women in STEM program is just as much for families as it is for students, helping parents recognize their powerful influence and encouraging them to become advocates who open pathways rather than unintentionally limiting them," said Hodge. Families echo that sentiment. Dana Scherzi, CEO of Scherzi Systems LLC, shared how much her middle school daughter and friends valued exploring different STEM fields in an educational and supportive environment.

As we celebrate International Women's Month, the Future Women in STEM program serves as an important reminder that empowering young women in STEM creates tomorrow's innovators and leaders for our region.

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PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

NEW YORK'S MOMENT TO COMPETE: WHY STAYING ALIGNED WITH FEDERAL MANUFACTURING TAX POLICY MATTERS



New York stands at a pivotal moment.

Across the state, manufacturers are modernizing plants, investing in advanced equipment, and expanding research and development to compete in a rapidly changing global economy.

Federal tax policy has taken important steps to encourage this investment by allowing faster expensing of research and development (R&D) and stronger incentives for building and upgrading production facilities. For New York to remain competitive, it's critical the state not decouple from these federal provisions.

Tax policy shapes behavior. When governments reward innovation, investment follows. When they delay or dilute those rewards, investment slows or moves elsewhere. Decoupling New York's tax code from key federal provisions would send the wrong signal at precisely the wrong time.

R&D Expensing: Fuel for Innovation and Growth

Immediate expensing of R&D is a powerful tool to support innovation. Manufacturers rely on research to improve products, develop processes, increase efficiency, and reduce costs. Deducting R&D expenses in the year incurred enhances cash flow and lowers the risk of investing in innovation.

If New York decouples from federal R&D expensing provisions, manufacturers will face higher state-level taxable income even as they receive federal relief. This mismatch reduces capital during periods of experimentation, hiring engineers, testing materials, and scaling breakthroughs. New York manufacturers also compete globally with firms that benefit from generous R&D credits, grants, and accelerated deductions. Decoupling would make the state an outlier, placing its manufacturers at a disadvantage against other states and international competitors actively courting advanced manufacturing investment.

Qualified Production Property

The ability to expense investments in qualified production property – such as clean rooms, specialized improvements, and advanced buildouts tied directly to manufacturing – supports long-term growth. These investments create high-quality jobs, strengthen supply chains, and anchor companies in local communities.

Facility decisions involve long timelines, significant capital, and careful comparisons among states. When New York decouples from federal incentives that encourage capital investment and modernization, it raises the cost of building or expanding here compared to states that remain aligned.

The result is real. Projects are delayed, scaled down, or redirected. Capital that could modernize a plant in New York may flow to states with more predictable tax environments. Once those investments are made elsewhere, they are rarely reversed.

The Hidden Losses

Decoupling creates additional challenges:

- Reduced capital investment as higher near-term tax liabilities strain cash flow.
- Slower adoption of automation, digital manufacturing, and energy-efficient equipment.
- Lower workforce investment in training, upskilling, and apprenticeships.
- Increased administrative complexity from tracking separate federal and state tax treatments.
- Weaker supply chains as reduced investment affects suppliers and service providers statewide.

Together, these impacts erode New York's manufacturing ecosystem and make sustained growth more difficult.

A Pro-Growth Choice for New York

Remaining aligned with federal tax provisions does not abandon fiscal responsibility. It recognizes that timing matters. Faster expensing improves cash flow when companies are investing and expanding, generating more economic activity, higher wages, and a broader tax base over time.

New York has made significant commitments to economic development and advanced manufacturing. Decoupling undermines those efforts by increasing the cost of doing business. As global competition intensifies and manufacturers have more location choices than ever, New York must be clear about its priorities. Supporting R&D expensing and qualified production property investment sends a strong message: New York intends to compete – and win – on the global stage.

Choosing not to decouple isn't just good tax policy; it's also good economic policy. It's a strategic investment in New York's economic future.

GOVERNMENT RELATIONS

Bill Brower, Director of Public Policy & Community Impact

THIS IS A MOMENT FOR MANUFACTURING'S VOICES



This is a consequential moment for manufacturing in New York — one filled with both opportunity and responsibility. Major investments are coming. Micron is the most visible example, but it's part of something larger: an evolution of New York's manufacturing ecosystem. Advanced manufacturing, semiconductors, clean nuclear energy, and life sciences are all growing or preparing to invest, bringing with them innovation, good jobs, and long-term economic vitality.

At the same time, manufacturers are navigating a complex operating environment every day. I've heard the realities of managing costs, finding and retaining skilled workers, ensuring reliable and affordable energy, and moving projects through regulatory processes efficiently. These aren't abstract policy questions — they show up in real decisions about hiring, investment, timelines, and growth. What has stood out to me most, though, isn't frustration — it's pragmatism, commitment, and problem-solving.

Our manufacturers aren't asking for shortcuts or special treatment. They're looking for systems that work. They want to invest, train people, innovate, and grow — and for public policy to support those efforts rather than unintentionally slow them down.

This is where advocacy matters.

Public policy work isn't about slogans or position papers. It's about relationships — listening carefully to the experiences of manufacturing members, translating these into clear, credible priorities, and building trust with the people who create the policies shaping the operating environment.

In recent weeks, that work has included conversations with state legislators, agency leaders, and partners across the Manufacturers Alliance of New York. We've focused

on elevating proven programs like the Manufacturers Intermediary Apprenticeship Program (MIAP), Advance to Apprenticeship (A2A), and Real Life Rosies®—initiatives that are producing results and deserve continued investment. These conversations have also reinforced an important reality: workforce development and energy strategy are deeply connected to New York's long-term economic success.

What continues to strike me is how powerful manufacturers' voices are in these conversations. When policymakers hear directly from manufacturers — about what it takes to hire and train workers, bring a project to life, or keep a production line running reliably —that perspective carries weight. It's concrete, credible, and helps shape better policy.

That's why Manufacturing Advocacy Day matters. And more importantly, it's why ongoing, year-round engagement matters. Advocacy isn't a single event — it's a continuous dialogue between the people who make things and the people who make the rules.

My role at MACNY is to help facilitate that dialogue—serving as a connector, translator, and advocate on your behalf. I see this work as deeply collaborative. The more I hear from you, the stronger and more accurate our voice will be in Albany and beyond.

So, I'll close with a simple invitation: stay in conversation with me. Share what's working, where you see opportunity, and where barriers remain. Your insight will help shape the policy environment that manufacturing — and New York — will rely on in the years ahead.

This is a defining moment for manufacturing in our state. The decisions being made now will have long-term implications. Your voice belongs in those decisions, and we're here to help ensure it is heard.

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WORKFORCE DEVELOPMENT

Amanda Wilson, Workforce Development Specialist

CONTINUING TO INSPIRE THE NEXT GENERATION OF REAL LIFE ROSIES®



In 2017, Congress officially designated March 21st as “National Rosie the Riveter Day”. The day is meant to honor the achievements of women in the advanced manufacturing workforce and empower the next generation of Rosie the Riveters.

This month, MACNY is proud to celebrate National Rosie the Riveter Day by honoring our very own Real Life Rosies®.

Decades after World War II, MACNY launched the Real Life Rosies pre-apprenticeship program in partnership with Mohawk Valley Community College and other community partners. It’s the first New York State Department of Labor (NYSDOL) approved direct-entry pre-apprenticeship program designed specifically for women in advanced manufacturing. As it enters its third year, the program has expanded statewide into Central New York, the Finger Lakes, and the Southern Tier with plans to launch in the Capital Region this spring. This expansion is made possible through partnerships with the Empire State Development Office of Strategic Workforce Development, State University of New York (SUNY), NYSDOL, NSF Energy Storage Engine in Upstate New York, and the Maritime Industrial Base.

Real Life Rosies has been life-changing for Katrina Genier, an alumna of the very first cohort in the Mohawk Valley. Katrina credits the program for kick-starting her career in manufacturing, one she was originally skeptical about pursuing. While working towards completing her high school equivalency, Katrina came across a flyer for the program. She felt it could be a great step toward financial independence and elected to give it a chance.

Once in class, she found she not only enjoyed the hands-on activities, like creating codes, but also felt inspired by the positive environment of women around her who consistently uplifted and encouraged one another. After graduating from the program, she accepted a position as a Production Operator I at Indium Corporation in Utica, NY. In



this role, Katrina applied several of the skills she developed in class, including measuring to tolerance, implementing 5S principles, and using tools.

Katrina expressed her gratitude to the program for all the doors it opened for her. Last year, she was promoted to Production Operator II. In pursuit of further career growth, Katrina signed as a Registered Apprentice at Indium Corporation under MACNY group sponsorship in the Industrial Manufacturing Technician trade. Over the next 16 months, Katrina will not only be learning on the job but expanding her skills in the classroom by taking classes for Related Technical Instruction at Mohawk Valley Community College to earn her Journeyworker certification.

Katrina’s incredibly thankful for the opportunity to do work she’s proud of for a company that has continued to invest in her and her career growth. She’s proud to carry on the legacy of the iconic Rosie the Riveter and bring it forward into the modern manufacturing era.

PARTNERS FOR EDUCATION & BUSINESS, INC.

Emily Langan, MPA, Manager,
Partners for Education & Business, Inc.

OPENING DOORS TO STEM: CAREER DAYS AT PORT BYRON



It's very rare for a 13-year-old to know what they want to be when they grow up. At that age their ideas of potential careers are often shaped by their parents, adults they know, or by what they see online, including entertainment and sports. However, middle school is exactly the time when students need to start thinking about their post-graduation plans, as decisions in early high school may impact or even limit their potential options. For example, students could miss out on taking math or science prerequisite courses in high school that are required for certain degree programs in STEM fields. If they know they want to pursue a degree such as engineering or biology, they can have the necessary coursework and skills when they apply to college or jobs.

To emphasize the importance of early career exploration the our team is collaborating with Port Byron Central School District to run quarterly career days for the 7th and 8th grade students.



These sessions focus on broad industry clusters such as engineering, healthcare, and building trades. They allow students to explore different careers within a sector they've likely heard about but may not fully understand or realize all the available opportunities. During these sessions, industry partners visit classrooms to lead hands-on activities, helping students discover the skills and attributes associated with different careers, while sparking interest in further exploration and pursuit of these professions.

When professionals engage with students before they reach high school, they're fostering interest in their industry and building pathways for the future workforce. Waiting to engage with students once they're in high school could be too late. By that time many students have decided what they think their career options are, oftentimes excluding great possibilities based on assumptions or antiquated perceptions of certain industries. It's also important for students to see that college isn't the only option, and that there are many avenues of career preparation. Our team partners with schools and businesses to debunk myths around certain industries, as we hope to bridge the gap between the future workforce and the careers that await them. These career days are just one example of how we partner with industry to help educate students about some of the rewarding careers that await them in STEM..

Partners for Education & Business, Inc. (PEB) is an affiliate of MACNY. We collaborate with schools, industry partners, and community members to create career pathways by coordinating career exploration and preparation programming in the Central New York area.

UPDATES IN ENERGY

Colleen Blagg, Manager of Corporate Services & Workforce Development

4 KEY BENEFITS OF A MANAGED ELECTRICITY PURCHASING STRATEGY



Electricity ranks among the top five operating expenses for businesses across various industries. The way electricity is purchased and consumed can have a direct and significant impact on their bottom line – influencing profitability, environmental performance, and competitive advantage. Businesses looking for a smarter approach to managing electricity costs can leverage an electricity purchasing strategy.

Defining a Managed Electricity Strategy

A managed electricity strategy is a proactive, layered approach to buying electricity. Instead of locking into a fixed-price contract for years, a managed strategy allows businesses to make multiple purchases at different times and prices. They can take advantage of market fluctuations, hedge against price volatility, and diversify risk across their energy portfolio.

Before implementing a managed strategy, businesses need a clear picture of their usage profile and usage patterns. Understanding usage profile – how much electricity a business consumes over time – helps identify cost drivers and areas for efficiency. Having a foundation of usage patterns, or when and how that energy is used (such as peak hours, seasonal shifts, or operational cycles), helps businesses uncover opportunities to optimize purchasing and reduce risk.

Turning Energy Management into a Competitive Advantage

A managed electricity purchasing strategy is about buying power, building resilience, and gaining control in an unpredictable market. By layering purchases and tailoring strategies, businesses can reduce risk, optimize costs, and align energy decisions with long-term business goals – even in today's unpredictable market.

Here are four ways a managed electricity purchasing strategy can benefit businesses:

- **Cost Mitigation:** One of the main benefits of a managed electricity purchasing strategy is potential cost mitigation. Taking a proactive, long-term view of energy needs, can help reduce the impact of market fluctuations. This approach smooths volatility and positions businesses to capture favorable market conditions, resulting in potential cost mitigation and greater budget predictability.
- **Risk Mitigation:** Volatile energy markets often create unexpected price increases, potentially impacting budgets and profitability. A managed electricity purchasing strategy can help mitigate this risk by spreading purchases and creating cost certainty, giving businesses more predictable energy costs. Instead of reacting to sudden spikes, businesses gain control of their energy budgets.
- **Customization:** Managed electricity purchasing strategies are designed to be flexible. Businesses can customize their energy plans to meet their unique energy goals and budget. From product mix to timing, developing a tailored purchasing strategy with cost control, sustainability, or budget predictability ensures a business's plans align with its priorities. This flexibility also means businesses are not locked into a one-size-fits-all approach but can build a strategy that evolves as their needs change.
- **Time Savings:** Managing energy contracts, tracking market trends, and negotiating energy prices can be time-consuming and complex. With a managed electricity purchasing strategy, businesses make decision-making easier and free up resources from day-to-day details. By working with an experienced energy provider, businesses gain access to market insights and smarter tools that simplify the process and save time – so they can focus on other critical areas of their operations.

With these advantages, a managed electricity purchasing strategy provides businesses with stability, flexibility, and long-term value. By approaching energy management proactively, they're better equipped to navigate market changes and achieve their goals.

Transforming Strategy into Results

Unlocking the full potential of an energy strategy starts with making informed decisions rooted in a clear understanding of usage patterns, market dynamics, and organizational priorities. By evaluating available purchasing options and regularly reviewing performance, businesses can develop strategies that support long term stability, cost management, and resilience in a changing market. Contact Colleen Blagg, Manager of Corporate Services and Workforce Development, to learn more at cblagg@macny.org.



Thank you to Constellation for sharing your insights.

LEADERSHIP DEVELOPMENT

Steve Maloney, Director of Training

EXPANDING LEADERSHIP TRAINING



In the past few years, MACNY's leadership training department has grown significantly, but growth alone isn't the goal. Impact is. Our leadership programming is designed to create lasting change for leaders at every level while helping prepare the next generation of business leaders across New York State.

MACNY has supported leadership development for decades, and we remain committed to continually enhancing the experience for our members. David Freund, MACNY's Chief Leadership Officer, has been teaching Supervisory Leadership since 1995, following in the footsteps of his father, Bob Freund, who facilitated supervisor training as early as 1974. I joined that work in the early 2000s, when I was asked to integrate Lean Six Sigma into the Supervisory Leadership program and began training for MACNY as a side gig. This ultimately led me to step into the Director of Training position for the first time in 2008. Between Dave and me, we've been at this a long time, but we've never been interested in maintaining the status quo; our focus has always been on evolving our programs to meet the real demands leaders face today.

We have a strong track record of building on the foundations that have made MACNY's leadership programming successful. While we deeply respect our roots, we're equally committed to evolution. This means ensuring our programs remain world-class, affordable, and aligned with the changing realities of today's workplaces. Leadership expectations are shifting, and our training must shift with them.

As part of that commitment, we're excited to introduce the Supervisory Leadership Accelerator. The first cohort of this new program launches this month, with additional cohorts planned throughout the year to meet growing demand.

Designed for graduates of our Supervisory Leadership program, this course moves beyond foundational concepts and into real-world leadership application. Through guided discussion, peer coaching, assessment insights, and hands-on practice, participants will deepen their skills in critical areas, including:

- Transitioning from Management to Leadership
- Real-world applications for DISC
- Leadership communications
- Successful employee development
- Planning for your personal growth
- Leveraging the Strength Deployment Inventory (SDI) assessment for team building

The program is grounded in peer support and facilitated by John Maxwell Certified coaches in a collaborative group setting. Participants will leave with a personalized growth plan designed to strengthen leadership effectiveness and drive sustained impact. If you've attended Supervisory Leadership in the past, this is the natural next step in your leadership journey. This program, along with the additions of *Crucial Influence*, *Crucial Teams*, *Mastering Your Message*, and *How to Work with Complicated People*, will add tremendous value to those who are eager to grow as leaders.

Together, these programs reflect MACNY's continued commitment to leadership development built for real-world impact. As we move through 2026, our focus remains on equipping leaders with the tools, confidence, and support they need to grow and create a leadership impact that lasts.

Please contact me at smaloney@macny.org if you have any questions about MACNY's training and coaching programs. If you'd like to check out some of our upcoming leadership programs, turn to page 12 for this month's event calendar, or visit macny.org/events.

THE BOTTOM LINE

Victor W. Vaccaro, Jr., CPA/ABV, CFF,
Dannible & McKee, LLP

UNDERSTANDING AND MONITORING LOAN COVENANTS

Manufacturing is a capital-intensive business that often requires financing to support operations. Financing arrangements for significant loans typically are supported by complex agreements that include numerous terms, most notably, loan covenants that establish ongoing requirements that the borrower must adhere to over the term of the loan.

Loan covenants are a cornerstone of commercial lending, designed to protect lenders by ensuring borrowers maintain certain financial and operational standards. Yet, when these covenants are violated, especially without proper identification and communication, the risk to all parties escalates significantly.

The Importance of Proactive Monitoring

The risk of a loan covenant violation depends on how the violation is handled. Minor, one-time breaches caught early, communicated transparently and accompanied by a corrective action plan, may pose minimal additional risk. In contrast, when a financial institution discovers a violation only after receiving financial statements, without prior disclosure from the client or their CPA, the situation becomes far more concerning. In many cases, failure to identify and communicate a violation may represent a greater risk than the violation itself. This underscores the critical role of CPAs and financial managers in monitoring compliance and maintaining open lines of communication with lenders.

Accounting Implications Under GAAP

From an accounting perspective, GAAP (Generally Accepted Accounting Principles) requires that debt callable due to covenant violations be classified as a current liability unless the following conditions are met:

- The creditor has waived the right to demand repayment for more than a year from the balance sheet date;

- The creditor has lost the right to demand repayment for more than a year; or
- The debtor is likely to cure the violation within a grace period, preventing the debt from becoming callable.
- For covenants measured quarterly or at other interim periods, waivers may also be necessary for anticipated violations within the next twelve months.

Financial Reporting Covenants

Most loan agreements include covenants related to providing financial information. These typically specify:

- The accounting basis, usually GAAP;
- The level of assurance, such as audited, reviewed or compiled; and
- Deadlines for year-end and interim financial statements.

Unreasonable deadlines can render covenants ineffective as they are frequently violated. Moreover, lending institutions should carefully consider the scope of interim reporting requirements. Overly broad demands may lead to technical violations. A more flexible approach, such as requesting specific information as needed, can help avoid unnecessary breaches.

Restrictive vs. Protective Covenants

Loan agreements often contain both restrictive and protective covenants:

- Restrictive covenants limit actions, such as dividend distributions, owner compensation and capital expenditures.
- Protective covenants require maintaining minimum working capital, adequate insurance coverage and regular financial reporting.

Collateral maintenance is particularly critical. For example,

lines of credit often tie borrowing limits to a percentage of accounts receivable and inventory. Falling short of these thresholds can trigger immediate consequences.

Understanding Numeric Covenants

Numeric covenants tied to operating results, like the debt service coverage ratio or times interest earned, may reflect temporary downturns. These metrics often reset annually or follow a rolling four-quarter basis, allowing for recovery over time.

Balance sheet-related covenants, such as the current ratio, working capital levels, debt-to-equity ratio and tangible net worth, measure a company's financial position at a specific point. Unlike operating metrics, these do not reset, and any shortfall must be corrected to regain compliance.

Planning for Loan Covenant Compliance

Manufacturing companies will often prepare annual budgets and ongoing forecasts for operating results. In addition, year-end decisions might be made for tax planning purposes and to reward employees with bonuses and other incentives.

As part of their planning process, manufacturers should also monitor how decisions will impact numeric loan covenants. This will allow them to ensure compliance with

covenants, or, in some situations, provide the opportunity for advanced communications with financial institutions when violations are expected. This can be especially helpful when the business has had a strong year but discretionary expenses at year-end could lead to violations.

Conclusion

Loan covenants are standard in nearly all significant financing agreements. With proper monitoring, these covenants can both protect the interests of financial institutions, while also enabling manufacturers to operate effectively and maintain a strong financial position that will allow for continued financing under favorable terms.

Contributing author: Victor W. Vaccaro, Jr., CPA/ABV, CFF, is an audit partner at Dannible & McKee, LLP, a public accounting firm with offices in Syracuse, Auburn, Binghamton and Schenectady, New York, and Tampa, Florida. The firm has been providing services to the manufacturing industry since 1978. To learn more about this topic, contact Victor at vvaccaro@dmcpas.com.



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MARCH

TRAINING AND EVENTS

BUILDING AN EFFECTIVE SUPPLIER QUALITY SYSTEM

March 3rd | 8:30 AM - 12:30 PM

SDI ASSESSMENT

March 3rd | 8:30 AM - 12:30 PM

NYS EXECUTIVE BUDGET REVIEW FY 2027

March 3rd | 8:30 - 9:30 AM

OSHA RECORDKEEPING ESSENTIALS

March 4th | 9:00 - 10:30 AM

SUPERVISORY LEADERSHIP ACCELERATOR

Starting March 9th | 1:00 - 3:00 PM

TRANSFORMATIONAL LEADERSHIP

Starting March 10th | 8:30 AM - 12:30 PM

MICROSOFT POWER BI FOR DATA-DRIVEN DECISION MAKERS

March 10th & 12th | 9:00 AM - 12:00 PM

MAXIMIZE YOUR MEMBERSHIP

March 10th | 9:15 - 10:00 AM

CRUCIAL CONVERSATIONS: MASTERING DIALOGUE

March 11th & 12th | 9:30 AM - 3:00 PM

MAXIMIZE YOUR MEMBERSHIP - WEBINAR

March 12th | 9:15 - 10:00 AM

MICROSOFT EXCEL FOR OFFICE 365 - PART 1

March 16th | 9:00 AM - 5:00 PM

LEAN SIX SIGMA YELLOW BELT

March 17th & 18th | 8:30 AM - 3:30 PM

MOBILE ELEVATING WORK PLATFORM (MEWP) TRAIN THE TRAINER

March 18th | 8:30 AM - 3:30 PM

INTRODUCTION TO USING MICROSOFT COPILOT WITHIN MICROSOFT OFFICE

March 20th | 9:00 AM - 5:00 PM

DATA ANALYSIS AND VISUALIZATION WITH MICROSOFT EXCEL

March 23rd & 24th | 9:00 AM - 5:00 PM

LEAN SIX SIGMA GREEN BELT - IN PERSON

Starting March 24th | 8:00 - 11:00 AM

DEVELOPING AND IMPLEMENTING AN EFFECTIVE TRAINING AND COMPETENCY SYSTEM

March 24th | 8:30 AM - 12:30 PM

HIGH IMPACT LEADERSHIP

Starting March 24th | 8:30 AM - 12:30 PM

SUPPLY CHAIN MANAGEMENT WORKSHOP

March 24th & 26th | 10:00 AM - 1:00 PM

THE 6 TYPES OF WORKING GENIUS WORKSHOP

March 25th | 8:30 AM - 12:30 PM

CAN AI BE TRUSTED? AI & BLOCKCHAIN FOR MANUFACTURERS

March 25th | 3:30 - 5:30 PM

INCLUSIVE LEADERSHIP

March 26th | 8:30 AM - 3:30 PM

MICROSOFT EXCEL FOR OFFICE 365 - PART 2

March 26th | 9:00 AM - 5:00 PM

MASTERING YOUR MESSAGE

March 31st | 8:30 AM - 12:30 PM



REGISTER FOR AN EVENT OR TRAINING