

# MANUFACTURING MATTERS NEWSLETTER



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

## BUILDING TOMORROW, TOGETHER: MACNY CELEBRATES 113 YEARS OF MANUFACTURING EXCELLENCE

On May 21, we proudly hosted our 113<sup>th</sup> Annual Celebration of Manufacturing at the SRC Arena and Events Center in Syracuse. The evening brought together hundreds of manufacturing leaders, elected officials, and community partners to honor the people, organizations, and innovations shaping New York's manufacturing future.

A highlight of the evening was the presentation of the 2026 Innovator of the Year Award to Antoinett Dufort, Vice President of Operations at Hidden Level. Dufort was recognized for her pioneering leadership in introducing operational systems to optimize workflow, reduce inefficiencies, and strengthen communication on the shop floor. Her work has helped position Hidden Level as a leader in defense technology, supporting the rapid deployment of critical sensing systems that address evolving homeland security challenges while further strengthening Central New York's role as a hub for advanced manufacturing innovation.

Also recognized was Nathan Andrews, President of Morse Manufacturing, who was inducted into MACNY's Manufacturers Wall of Fame. As a third-generation leader of a more than 100-year-old Central New York manufacturer, Andrews has guided the family-owned company through a period of growth, positioning Morse Manufacturing as a global leader in drum handling equipment. His leadership, commitment to community, and dedication to industry development were celebrated as instrumental in driving long-term regional success and emblematic of the deep, enduring roots of Manufacturing in Central New York.

The program also honored companies celebrating significant anniversaries, recognizing the legacy of New York's manufacturing sector. This year's Milestone Award recipients included:

- BioSpherix - 25 years
- Print Solutions Plus, Inc. - 25 years

- Usherwood Office Technology - 50 years
- Arc of Onondaga - 75 years
- H.W. Naylor Co. - 100 years
- GDI Services, Inc. - 100 years
- Corning Incorporated - 175 years
- Revere Copper Products - 225 years

Together, these companies represent more than 775 years of manufacturing excellence.

A special moment during the evening included the recognition of Randy Wolken for 25 years of leadership as President & CEO of MACNY. Through his vision and dedication, Wolken has played a pivotal role in strengthening the manufacturing community and positioning MACNY as a leading voice for industry across New York State. The tribute served as a meaningful reflection on his impact and commitment to the organization and its members.

At the event, attendees viewed a special video message from Governor Kathy Hochul, who reaffirmed the state's commitment to strengthening New York's manufacturing sector through continued investment in innovation, infrastructure, and workforce development.

Additional remarks from Timothy McDevitt, Senior Vice President of Commercial Lending at M&T Bank, and Ross Berntson, President and CEO of Indium Corporation, emphasized the importance of public-private collaboration in driving regional growth and building the next generation of manufacturing talent.

As MACNY looks ahead to another year of empowering its members and advancing the industry, the 113<sup>th</sup> Annual Celebration of Manufacturing served as a powerful reminder of the shared vision and forward momentum that defines manufacturing in New York.

## INSIDE



3

### PRESIDENT'S MESSAGE

Advanced Manufacturing Needs Infrastructure Investment

4

### GOVERNMENT RELATIONS

What We've Been Working on for You

6

### WORKFORCE DEVELOPMENT

Apprentice & Advocate: Ralph Carter's Journey Through Registered Apprenticeship

7

### PARTNERS FOR EDUCATION & BUSINESS, INC.

Expanding the Future for Women in STEM



9

### LEADERSHIP DEVELOPMENT

We're Halfway Through

10

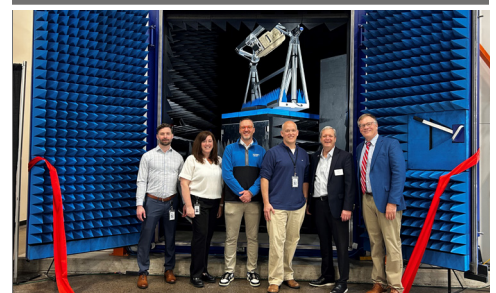
### THE BOTTOM LINE

The Pros and Cons of an Inventory Standard Costing System

12

### UPCOMING EVENTS

Opportunities For You and Your Workforce





▶ BELLEVUE COUNTRY CLUB



29<sup>TH</sup> ANNUAL  
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**GOLF TOURNAMENT**

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# PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

## ADVANCED MANUFACTURING NEEDS INFRASTRUCTURE INVESTMENT



The U.S. Chamber of Commerce's call for congressional action on infrastructure, reinforced by the National Governors Association's (NGA) 2026 priorities, highlights a defining reality for the American economy: advanced manufacturing competitiveness now depends on a fully modernized, reliably funded, and strategically aligned infrastructure system across the federal and state levels.

Infrastructure — roads, bridges, ports, rail, water systems, and energy networks — remains the “connective tissue” of the economy, enabling the movement of goods, people, and resources essential to production. The NGA perspective expands this view: infrastructure isn't just physical assets; it's the foundation of economic development, national security, and long-term opportunity. Modern industry requires not only transportation networks, but also reliable water systems, resilient energy grids, and integrated logistics ecosystems.

At the federal level, the urgency is clear. Key surface transportation programs expire in 2026, and failure to act would create uncertainty that disrupts planning and delays projects nationwide. For manufacturers — particularly those making capital-intensive, long-horizon investments — this uncertainty is highly consequential. Facility siting, supply chain design, and expansion strategies depend on predictable infrastructure investment. Without it, regions risk losing out on advanced manufacturing projects to better-prepared global competitors.

Governors across the country are reinforcing this urgency with a complementary message: infrastructure is the primary enabler of economic growth and job creation at the state level. Our 2026 priorities must emphasize that businesses can't be attracted to — or retained in — strong infrastructure systems. This alignment between federal and state perspectives represents a critical opportunity. For advanced manufacturing, success increasingly depends on

coordinated investment across jurisdictions, ensuring that transportation, utilities, and workforce access systems develop in parallel.

A central structural challenge remains the outdated infrastructure funding model. The traditional reliance on fuel-based user fees is eroding as vehicle efficiency improves and electric vehicles expand. At the same time, construction costs and demand for infrastructure capacity continue to rise. This mismatch threatens the long-term solvency of the Highway Trust Fund and, by extension, the stability of infrastructure investment. For manufacturers, this translates directly into operational risk — unreliable funding leads to delayed upgrades, persistent bottlenecks, and higher logistics costs.

From a state perspective, governors are emphasizing not just funding levels, but also strategic investment across a broader infrastructure portfolio. In New York, Governor Kathy Hochul is calling for an all-of-the-above energy approach to produce reliable, resilient, and affordable energy for households and manufacturers. And water systems are increasingly recognized as essential to both public health and industrial growth. Advanced manufacturing sectors, such as semiconductors, energy systems, and advanced materials, require substantial, reliable access to water. Similarly, investments in ports, rural connectivity, and energy infrastructure are being framed as both economic and national security priorities.

Equally important is the shared emphasis on permitting reform and project delivery speed. The U.S. Chamber highlights that current permitting systems are too slow and unpredictable, increasing costs and delaying critical projects. Governors echo this concern, advancing bipartisan efforts to streamline regulatory processes and accelerate infrastructure development. For advanced manufacturing, where speed to market and supply chain responsiveness are competitive advantages, delays in infrastructure deployment can undermine entire investment strategies.

The implications extend beyond individual projects to the broader manufacturing ecosystem. Infrastructure investment plays a catalytic role in shaping regional competitiveness. Governors emphasize that infrastructure enables workforce access, supports community development, and strengthens local economies. When paired with federal funding certainty, these investments can unlock the full potential of emerging industrial hubs, particularly in regions pursuing large-scale manufacturing initiatives.

Moreover, infrastructure is increasingly tied to resilience and security. Governors are prioritizing investments in ports, energy systems, and climate-resilient infrastructure to address evolving risks...

*(cont'd on page 5)*

# GOVERNMENT RELATIONS

Courtney Kless, Government Relations Specialist

## WHAT WE'VE BEEN WORKING ON FOR YOU



It's been a busy few months for MACNY's Government Relations team. We've been tackling several key legislative issues on your behalf – and introducing new ways to keep you informed.

Here are a few highlights:

### Energy

One of our main priorities in this space is the Climate Leadership and Community Protection Act (CLCPA), which outlines the state's plan to reduce greenhouse gas emissions and advance clean energy. This issue has been a major sticking point in budget negotiations, specifically implementation timelines and balancing the CLCPA's climate goals with energy affordability.

Simply put, MACNY's solution is to keep the goals and fix the pathway. That means adopting an approach that keeps costs manageable for manufacturers and consumers, ensures the grid can reliably meet growing demand, and maintains New York's economic competitiveness.

To get this message in front of lawmakers, we shared a video explainer, published an op-ed, launched a campaign through our advocacy alert platform, and sent letters in collaboration with our partners at the Manufacturers Alliance of New York.

### Decoupling

Another issue we've been closely monitoring is tax policy – specifically, whether New York should decouple from federal changes relating to research and development (R&D) expensing and certain capital investments.

MACNY strongly opposes this move. Not only would it disproportionately burden small- and mid-sized manufacturers, it could also delay or redirect future investments, making New York less competitive with the states that remain aligned.

In response, we signed on to coalition letters, distributed a video explainer, and facilitated calls to key decision-makers to communicate these concerns.

### Advocacy Newsletter

In April, MACNY introduced a new Government Relations email newsletter. Sent monthly, it provides members with timely insights into policy developments and their industry impact.

Each edition includes curated news items, updates on key issues we're watching, and information on upcoming events, such as our monthly advocacy webinars.

### Our Advocacy Team is Back on X

We're excited to expand the ways we keep our members informed and connected on key advocacy issues.

Follow @MACNY\_MfgAssoc for real-time updates from Albany, advocacy insights, policy developments impacting manufacturers, and key industry news from across New York State and beyond.

### FY 2027 State Budget Update

We expect that by the time you're reading this, the FY 2027 State Budget has passed.

Visit our website, [macny.org/advocacy](https://macny.org/advocacy), for more information.

And as always, if you have any questions or if there's an issue impacting your business, feel free to reach out to me at [ckless@macny.org](mailto:ckless@macny.org) or Bill Brower, our Director of Public Policy & Community Impact, at [bbrower@macny.org](mailto:bbrower@macny.org). We're here to help!



(cont'd from page 3)

...and opportunities. For advanced manufacturers this focus aligns with the need for secure, reliable supply chains and uninterrupted operations. Infrastructure is no longer just about efficiency; it's about continuity and risk mitigation in a more complex global environment.

Ultimately, both the U.S. Chamber and NGA perspectives converge on a single conclusion: infrastructure policy is industrial policy. Federal funding certainty, modernized financing mechanisms, streamlined permitting, and state-level strategic investment must operate together as an integrated system. Advanced manufacturing — particularly in high-growth sectors — requires this alignment to effectively scale.

As Congress considers the next surface transportation bill, the stakes extend well beyond transportation. The decisions made will shape where factories are built, how supply chains are structured, and whether the United States can sustain leadership in advanced manufacturing. The governors' message reinforces that this isn't a partisan issue, but a shared national priority tied to economic growth, workforce opportunity, and long-term prosperity. For advanced manufacturing leaders, the implication is clear: the future of industrial competitiveness will be determined not only by innovation inside the factory, but by the strength, speed, and reliability of the infrastructure systems that surround it.



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## MACNY'S UPCOMING 2026 SIGNATURE EVENTS

### TALENT DEVELOPMENT AWARDS

June 16, 2026 | The MOST, Syracuse

### GOLF TOURNAMENT

July 20, 2026 | Bellevue Country Club, Syracuse

### BREW-B-QUE

August 13, 2026 | Meier's Creek, Cazenovia

### ALL STAR NIGHT OUT

September 15, 2026 | The Metropolitan, NBT Stadium

### MANUFACTURING MONTH

October 2026 | Central New York

### LEGISLATIVE BREAKFAST

October 2026 | Central New York

### LIVE2LEAD

November 6, 2026 | The Lodge, Skaneateles

## MARK YOUR CALENDAR!

Sponsorship opportunities available.  
For more info, email [info@macny.org](mailto:info@macny.org).

# WORKFORCE DEVELOPMENT

Eileen Donovan, Manager of Apprenticeship & Workforce Development

## APPRENTICE & ADVOCATE: RALPH CARTER'S JOURNEY THROUGH REGISTERED APPRENTICESHIP



Last year, we featured Ralph Carter III in our article for the February edition of this newsletter. Now in his third year as a Tool & Die Maker Apprentice at Eaton Crouse-Hinds, and Union Chief Steward for IBEW Local 2084 Power Professionals at Eaton,

Ralph is reflecting on the journey that brought him here and sharing his insights about what he's learned along the way.

In last year's article, we detailed Ralph's personal history of seeking learning and development opportunities, that culminated in signing onto a Registered Apprenticeship Program. In reflecting on his training so far, he reports that this program has been "*rigorous yet professionally rewarding.*" He's come to appreciate the coordination and creativity involved in balancing technical training with production demands, and he's thankful to Eaton for "[*their*] *impressive adaptability in implementing innovative solutions [to this process]*", says Carter. Their efforts have ensured that Ralph is receiving "*the necessary technical training to perform [his] duties effectively while remaining fully engaged in the learning process.*"

In the spirit of offering constructive insights, Ralph observed that the length of these trades, in his case four years, could pose a recruitment challenge and wondered if there were opportunities to optimize the timeline. We discussed how the New York State Department of Labor allows credit for previous work experience and prior related education that can help shorten the program length. His perspective reflects a forward-thinking approach and is a testament to Ralph and his employer that a third-year apprentice is already considering ways to maximize the program for future apprentices. As a forthcoming subject matter expert, Ralph demonstrates the dedication and imagination that one hopes all apprentices gain through Registered Apprenticeship.

At present, Ralph has completed his related technical

instruction requirement. However, always in pursuit of continued development, Ralph plans to take extra welding classes to earn another associate's degree. We applaud Ralph's ambition and his personification of what Registered Apprenticeship can do for participants and their employers. We look forward to celebrating Ralph's graduation to Journey Worker status next year.



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# PARTNERS FOR EDUCATION & BUSINESS, INC.

Amy Stewart, Workforce Development Specialist,  
Partners for Education & Business, Inc.

## EXPANDING THE FUTURE FOR WOMEN IN STEM



For the past four years, the Future Women in STEM program has inspired middle school girls through hands-on activities led by local women professionals. Hosted in partnership with the Milton J. Rubenstein Museum of Science and Technology (MOST), the program aims to increase early interest in STEM careers.

This year, with support from the M&T Charitable Foundation, we've been able to expand the program to run several pilot sessions in the Mohawk Valley.

*"By connecting young learners with relatable role models in STEM, we help spark curiosity, build confidence, and open doors to future careers in fields where women are historically underrepresented. Programs like this engage girls in a fun and positive way, while empowering them to believe in themselves,"* remarked **Taylor Hodge, Director of PEB**, remarked.

In February, MACNY and Partners for Education & Business, Inc. (PEB) partnered with the Griffiss Institute to host a session at the Connected Community Schools Impact Center. Women professionals from Indium Corporation led students through

a recycling sorting challenge to better understand which materials can be reused. They then applied those concepts to their own "factories" to minimize waste, improve efficiency, and return materials back into the production process. The sustainability-focused activity encouraged both environmental awareness and problem-solving.

In April, we partnered with SUNY Polytechnic Institute (SUNY Poly), Hillside, The New York Power Authority (NYPA), and Utica City School District (UCSD) to host two sessions at the NY Energy Zone in Utica.

At Friday's session, UCSD students heard from NYPA professionals who shared their non-linear career paths and challenges, reinforcing that success in STEM requires persistence and curiosity, not perfection. Students then built circuits that incorporated lights and sounds, so they could see in real-time how electricity flows through different components. Afterwards, the girls explored the Energy Zone exhibit to learn about electricity and the power grid by completing different challenges and collecting badges throughout the museum.

The next day, women professionals from Wolfspeed guided middle school students through assembling a circuit, including the role of resistors, transistors, and more, all while exploring the creative, real-world applications of these electronics. During both sessions, the girls also had the opportunity to meet and work with members of the SUNY Poly Women in Engineering Club, who supported students during the activities. These interactions gave the girls another opportunity to connect with female leaders in the STEM ecosystem.

When asked about this programming and partnership, **John Reade, Director of Pre-Collegiate Outreach at SUNY Poly** stated, *"This experience is about more than a single event - it's about showing students what's possible. By bringing together our students, industry partners, and educators, we're creating an environment where young women can see themselves as future engineers, innovators, and problem-solvers."*

As the program grows, Future Women in STEM remains focused on empowering young women to explore STEM pathways and envision their future in these fields. Thank you to the M&T Charitable Foundation for their support, as well as all our industry and educational partners.

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.



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# LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

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## WE'RE HALFWAY THROUGH



As hard as it may be to believe, we're halfway through 2026. How are you doing? Are you making progress toward your goals and objectives for the year? Are your planned activities still on track? Do you see evidence of growth?

Let me start by giving you an update on where I'm at. I set some lofty growth goals for myself this year. Each one centered around improving my skill set as a coach and trainer. I committed to reading one book each month and spending at least 1 hour each day — Monday through Friday — on intentional growth and development.

I started the year strong and was pleased with my progress. So far, I've read five leadership-related books and three books purely for enjoyment. Here's the list in case you're interested:

### For Growth

- From Drift to Drive
- How to Work with Complicated People
- Super Communicators
- Fans First
- Your Desired Future

### For Pleasure

- Ghosts of Honolulu
- Ghosts of Panama
- How to Test Negative for Stupid and Why Washington Never Will

I found leadership lessons in each of these books — especially Senator John Kennedy's, *How to Test Negative for Stupid*. I also developed a simple system to track my growth and development time. It's easy to maintain and requires very little time. In addition, I improved my daily reflection process and instituted a weekly review of those reflections. My progress was on track.

Then, in mid-February, I had a reality check. Within four days, both of my parents were hospitalized — my mom for eleven days and my dad for seven. Thankfully, they both came home from the hospital on the same day. Shortly after, my dad's health began to decline rapidly. On April 1st, just three days after his 94th birthday, he passed away. Three weeks after my dad passed away, my mom was hospitalized again following a fall, and at the time of this writing, she is still there.

Needless to say, many of my daily routines and growth activities were sidelined. Thankfully, with the help of my coach and several accountability partners, I was able to right the ship and get back on track, even amid life's distractions and challenges.

The reason I share this is simple: life happens. And often, life interrupts our plans. But if our methods are sound and our accountability systems are strong, we can recognize what's happening and make the necessary adjustments.

For me, there were several weeks when my learning and growth were inconsistent, and my reflections were lacking. I was still reflecting daily, but I had stopped summarizing those reflections at the end of the week. After discussing this with my coach and recommitting myself to the process, I used some of the quiet moments sitting in the hospital while my mom rested to catch up. What I discovered were some beautiful takeaways — and a deeper understanding that there are seasons in life when we need to give ourselves grace and, without judgment, simply start again.

The three books I read that had nothing to do with leadership still served an important purpose: they gave my mind permission to think differently. They focused on historical events and the inner workings of Washington — subjects that genuinely interest me. They allowed my thoughts to expand, helped shift my mood, and provided a healthy mental reset during a difficult season.

As we prepare to move into the second half of this year, ask yourself these questions:

- What have I accomplished since January 1st?
- What is going well at work and at home?
- How am I doing in my relationships? Are there some I've neglected that need more attention?
- What have been the highlights of the first six months?
- What lessons have I learned so far this year?

Once you answer those questions, put a plan in place to truly make the most of the second half of 2026. The plan is only the first step.

Who are your accountability partners? Who will help you think through the challenges you're going to face? Who will encourage you when life gets difficult and remind you why you started in the first place? Remember: growth is almost always accelerated in an accountability environment.

# THE BOTTOM LINE

Michael Goetz, CPA – FMF&E CPA Partner

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## THE PROS AND CONS OF AN INVENTORY STANDARD COSTING SYSTEM

For manufacturing and distribution businesses, how you value inventory shapes every financial statement, pricing decision, and conversation about profitability. It's a commonly used approach in these industries and can be a powerful management tool when implemented correctly. It also carries real risks that can quietly undermine your financial reporting if you are not careful.

### What Is Standard Costing?

Rather than tracking actual costs as they occur, standard costing assigns predetermined costs to inventory items based on what production of those items should cost under normal conditions. Those standard costs are built from three components: direct materials (standard quantity multiplied by standard price), direct labor (standard hours multiplied by standard labor rate), and manufacturing overhead, typically allocated using a cost driver such as machine hours or labor hours.

U.S. GAAP permits standard costing provided that the standard costs reasonably approximate actual costs under a recognized costing method such as first-in, first-out (“FIFO”) or weighted-average cost. That qualifier, “reasonably approximate,” is where many companies can run into trouble.

### The Core Mechanism: Variance Analysis

When actual costs differ from standard costs, the difference produces a variance — labeled as favorable when actual costs come in below standard costs and unfavorable when they exceed. Though neither label tells the full story without understanding the underlying cause. At period end, all variances should be analyzed to determine the impact on a company's financial statements.

One of the largest benefits of standard costing is the cost control it enables. It gives companies a structured way to compare actual material, labor, and overhead costs against the standard costs set for those same components. But realizing that benefit requires more than generating a variance report. It

requires genuine cross-functional collaboration, with accounting and finance teams taking the lead and pulling in the production, operations, and engineering teams, so that each department can determine what is causing those variances and whether they're truly meaningful.

### The Advantages

- **Simplified close process.** Because costs are predetermined, inventory transactions are more automated without waiting for actual cost data to accumulate, which can significantly reduce the month-end close cycles.
- **Performance management.** Clear standard costs create objective benchmarks for purchasing, production, and operations, making it easier to identify where the business is meeting expectations and where it is falling short.
- **Better budgeting and pricing.** Stable standard costs support more reliable financial projections and pricing decisions that hold up across fluctuations in daily costs.

### The Pitfalls

- **Standard costs drift from reality.** When material prices shift or production conditions change and standard costs are not updated, your inventory values and reported margins stop reflecting what is actually happening in your business. Material price volatility is one of the largest causes of this problem.
- **Large year-end adjustments.** Companies that only update standard costs on an annual basis often face a significant one-time adjustment that distorts the income statement and surprises stakeholders.
- **Embedded inefficiencies.** Standard costs built too heavily from historical data can capture past waste and poor performance as acceptable benchmarks rather than targets for improvement.
- **Administrative burden.** Updating standard costs can be a large undertaking and many organizations don't have the time or resources to do it consistently and thoroughly.

### Is Standard Costing Right for Your Business?

Standard costing works best for manufacturing and distribution companies with fairly standardized products, and where material prices are relatively stable. When products vary widely or input costs fluctuate significantly, determining an accurate standard becomes difficult.

Ultimately, the decision comes down to whether your organization has the discipline to maintain consistent standard costing practices and the cross-functional alignment needed to analyze variances in a meaningful way. It's a powerful tool, but only when the processes supporting it are as solid as the numbers it produces.

At FMF&E, our manufacturing and distribution practice can work with clients to evaluate costing methods, strengthen internal controls, and build financial systems that reflect operational reality. If you're weighing your options or questioning whether your current approach is still working, we're here to help.

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Since joining the firm in 2006, Mike has experience providing audit, review, compilation, accounting, agreed-upon procedures and business advisory services. His client service experience mainly includes manufacturers, construction contractors, wholesale distributors and other service businesses. Mike also has extensive experience providing audit and accounting services to employer sponsored retirement plans and is the leader of the Firm's Employee Benefit Plan Audit Practice.



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# JUNE TRAINING AND EVENTS



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June 2<sup>nd</sup> & 4<sup>th</sup> | 12:30 - 4:30 PM

**SUPERVISORY LEADERSHIP ACCELERATOR**  
Starting June 3<sup>rd</sup> | 8:30 - 10:30 AM

**FORKLIFT OPERATOR SAFETY TRAIN-THE-TRAINER**  
June 4<sup>th</sup> | 8:30 AM - 3:30 PM

**MICROSOFT EXCEL FOR OFFICE 365 - PART 3**  
June 4<sup>th</sup> | 9:00 AM - 5:00 PM

**TOUR OF MORSE MANUFACTURING**  
June 8<sup>th</sup> | 3:30 - 5:30 PM

**SQL QUERYING: FUNDAMENTALS**  
June 9<sup>th</sup> | 9:00 AM - 5:00 PM

**SUPPLY CHAIN MANAGEMENT WORKSHOP**  
June 9<sup>th</sup> & 11<sup>th</sup> | 9:00 AM - 12:00 PM

**MAXIMIZE YOUR MEMBERSHIP**  
June 9<sup>th</sup> | 9:15 - 10:00 AM

**CRUCIAL INFLUENCE**  
June 11<sup>th</sup> | 9:00 AM - 3:30 PM

**MAXIMIZE YOUR MEMBERSHIP WEBINAR**  
June 11<sup>th</sup> | 9:15 - 10:00 AM

**INTRO TO USING COPILLOT WITHIN MICROSOFT OFFICE**  
June 12<sup>th</sup> | 9:00 AM - 5:00 PM

**MS POWER BI FOR DATA-DRIVEN DECISION MAKERS**  
June 12<sup>th</sup> | 9:00 AM - 5:00 PM

**CRUCIAL CONVERSATIONS: MASTERING DIALOGUE**  
June 16<sup>th</sup> & 17<sup>th</sup> | 9:00 AM - 3:00 PM

**HOW TO WORK WITH COMPLICATED PEOPLE WEBINAR**  
June 18<sup>th</sup> | 9:30 - 11:00 AM

**NYS AND FEDERAL LABOR & EMPLOYMENT LAW WEBINAR**  
June 23<sup>rd</sup> | 8:30 - 9:30 AM

**ADVOCACY: INSIDE NY'S SEMICONDUCTOR GROWTH**  
June 24<sup>th</sup> | 8:00 - 8:45 AM

**CRUCIAL ACCOUNTABILITY**  
June 24<sup>th</sup> | 9:00 AM - 3:00 PM

**INTRO TO 5S AND VISUAL WORKPLACE**  
June 25<sup>th</sup> | 8:30 AM - 12:30 PM

**DATA & DINKS: SMALL CONNECTIONS — BIG WINS**  
June 25<sup>th</sup> | 3:00 - 5:00 PM

**DATA ANALYSIS AND VISUALIZATION WITH MS EXCEL**  
June 29<sup>th</sup> & 30<sup>th</sup> | 9:00 AM - 5:00 PM

**LEAN SIX SIGMA YELLOW BELT**  
June 30<sup>th</sup> & July 1<sup>st</sup> | 8:30 AM - 3:00 PM



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