

HV Mfg

SPRING 2015

PIONEER IN ITS FIELD:

Sono-Tek Corporation

Inside The Internet of Things

LEADERSHIP PROFILE

Jason Smith

CEO OF PAWLING CORP.

EFFECTIVE HR STRATEGY

Steve Harshbarger,
President of Sono-Tek



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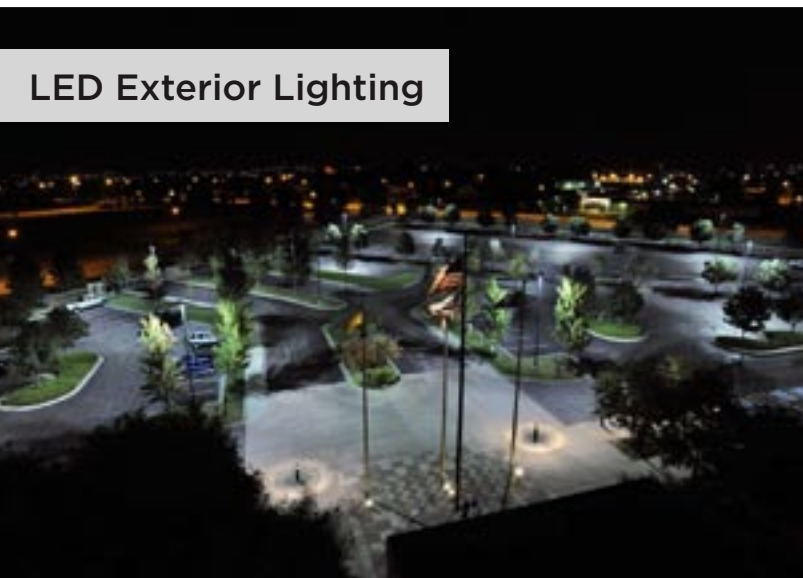
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Harold King
Executive Vice President
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DEAR READER

Dear Reader,

We are pleased to present the spring 2015 edition of HV Mfg, the magazine by, for and about Hudson Valley manufacturers. This edition also includes a listing of the members and associate members of the Council of Industry. Each of these companies have seen fit to support Hudson Valley manufacturing through participation in the Council and, on behalf of our association, I thank them for that support.

This issue's Leader Profile is of Pawling Corporation's Jason Smith, the third generation of his family to lead this Eastern Dutchess County rubber and plastics company. His emphasis on metrics and data-driven decision making is leading his firm to renewed growth and profitability. Our Company Profile takes a look at Sono-Tek Corporation. Located in Milton, Ulster County, Sono-Tek is a world leader in state-of-the-art ultrasonic spray systems used in manufacturing precision electronics, fuel cells, solar cells, medical devices, float and panel glass, nanotechnology coatings and other industrial applications.

Also in this issue, David King writes about "the Internet of Things" and what the ultra-connectedness it provides will mean for manufacturers. Dr. Kevin Caskey, professor of operations management at SUNY New Paltz, writes on how to make the best use of statistics to improve manufacturing processes. Justice Rosenkranse, a student at the Hudson Valley Pathways Academy, the P-TECH school with which the Council of Industry is partnering, gives us a student perspective on the school's first semester of operation. Finally, with manufacturing increasingly relying on higher-skilled workers, we look at the importance to a firm's success of thinking strategically about human capital and human resource management.

I hope you find this edition interesting and informative. 



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Manufacturers Alliance of New York State marks its 10th year

Speaking with one voice to remind our elected officials of the important role manufacturing plays in the state's economy.

ASTHE MANUFACTURERS ALLIANCE of New York State marks its 10th year, we continue our efforts to promote a pro-growth policy agenda in the Empire State. The Alliance was formed in 2005 by two New York State regional associations, the Manufacturers Association of Central New York (MACNY), and the Council of Industry of Southeastern New York (CI). These century-old associations realized that government policies were having an ever-greater effect on their member companies and that it was increasingly important for those members to have a voice in policy making. Furthermore, they realized that by joining together their collective message about manufacturing needs would be given greater voice and serve to strengthen their cause.

Since its inception, the Alliance has grown to include seven statewide regional manufacturing associations, representing over 1000 industrial companies in 45 counties. We are representatives of the statewide manufacturing community with a single mission: to achieve significant and meaningful reforms in Albany that will make New York State an easier and better place to manufacture quality products and run businesses. We have had some success in areas such as tax and energy policy but there is much yet to be done.

Here are some of the pro-growth policies we will be advancing as we engage the 2015 legislative session:

Karyn Burns is Council of Industry Director of Government Affairs and Executive Director of the Manufacturers Alliance of New York.

1. Keep state budget growth under two percent and resist the temptation to spend more.
2. Pass an on-time budget.
3. Reduce energy costs by repealing the 18-a assessment on energy, which increases



Karyn Burns, of the Manufacturers Alliance and Congressman Sean Patrick Maloney (D-18)

energy costs for all businesses; expand the state's natural gas distribution network.

4. Direct spending of the \$5 billion financial settlement windfall to badly needed improvements to roads, bridges and other public infrastructure, as well as accelerating the reduction of the 18a Assessment.

5. Simplify and ease the regulatory burden that businesses face by conforming state regulations to federal regulations wherever possible and eliminating unnecessary over-regulation.

6. Enact statutory and regulatory workers compensation reforms that will lower employer costs while preserving quality care for workers injured on the job.

7. Reject calls for additional wage and benefits mandates, such as increases to the state minimum wage and mandatory paid family leave.

8. Advance education and workforce development initiatives, which include expanding of and better funding for the NYS P-TECH program. Promote regional, sector-based workforce development strategies.

According to the Department of Commerce, in 2012 New York had 16,475 manufacturing firms, employing 426,621 people. Speaking together through the Alliance, New York manufacturers are reminding our elected officials of the important role manufacturing plays in the state's economy and also helping them to understand how state policies can both help and hurt our sector.



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(left to right) Congressman Sean Patrick Maloney (D-18), Congressman Chris Gibson (R-19) and Harold King

“Smart People Working Together”

Council Member CEOs Discuss Issues with Hudson Valley Congressmen

The issues discussed were familiar ones when Congressmen Sean Patrick Maloney (D-18) and Chris Gibson (R-19) joined Council Member CEOs for a Congressional Roundtable at the Council of Industry office on the Desmond Campus of Mount St. Mary College. Taxes, regulations, workforce development, health care, energy, workers compensation, trade, and immigration were all subjects of discussion. Something else that is now becoming familiar is the convivial atmosphere that exists between the two Hudson Valley Congressmen and the manufacturing executives from their districts.

Both congressmen have developed reputations as problem solvers. While Congressman Gibson, who was presented with a Manufacturing Champion Award by the Council of Industry in 2014, clearly is more closely aligned with members on the issues, Congressman Maloney has consistently demonstrated a willingness to listen and to adjust his positions on many issues in order to support manufacturing in the region. One area of common ground is workforce development and education. Both congressmen spoke eloquently about the importance of manufacturing jobs to the economy and as a pathway to the middle class, and both are supportive of improving the workforce development system to ensure that worker skills match career opportunities.

Congressman Gibson summed up the nearly two-hour discussion best when he said, “I believe that whenever you can get smart people working together, like the people sitting around this table, we can solve problems.”

The need for an effective HR strategy

Your employees are the key to success and growth; making human resources a strategic partner can lead a company to reach its full potential.

WHEN, in the early 2000s, human resources (HR) professional

Bob Miniger was first considering a move from corporate giant PPG to the relatively small chemical company Balchem Products, he was attracted by the prospect of being a part of the company's senior leadership team. "I can keep you out of jail—meaning, I will ensure we are complying with all the applicable laws and regulations associated with HR"—he told Balchem CEO Dino Rossi, "but what I really want is for HR to be a strategic partner that leads the company to reach its full potential." Today, Miniger is the Vice President for Human Resources at Balchem, and the strategic role HR plays at the company has helped it grow from \$20 million in sales in 2002 to more than \$80 million last year.

For the past several decades, Hudson Valley manufacturers like Balchem have witnessed tremendous changes. Technology, deregulation, and globalization have created a new global playing field where they face competition from companies in nations where labor is cheap, where energy is cheap, where currency values are manipulated and where environmental and safety regulations are lax. Gone are the days when Hudson Valley manufacturers relied solely on the sweat and strength of their workers. Today they rely on the wits and wisdom of those workers as well. It may sound clichéd, but the fact is that the people leading and working in manufacturing firms in the Hudson Valley—people with special skills, knowledge, experience, education and wisdom—are our competitive advantage.

It should, therefore, not come as a surprise that firms that think strategically about their workforce, firms that invest time, money and



energy to optimize this most precious resource, are among the most successful in the region and in their industries worldwide.

What is an HR Strategy?

First, it is important to see an HR strategy as an integral part of the total organizational strategy. Strategy is developed and implemented by people.

Integrating human resource management systems to achieve the overall mission, strategy, and success of the firm, while meeting the needs of employees and other stakeholders, is an HR strategy. According to Greg Chartier, Principal at The Office of Greg Chartier, an HR consulting firm, "HR must ensure that there is a direct link between the policies, procedures, programs and services they offer and the organization's strategic direction and focus. Absent this clear and deliberate linkage, HR is just a cost center. Strategy requires thinking and aligning business and HR philosophies and guiding principles."

There are several components to a successful HR Strategy. First, you place good people in the right positions, which makes for happy employees all-around. Happy employees who feel valued tend to be more productive and stay in their positions longer. Employee turnover is expensive, so less turnover saves money, time and frustration. A savvy HR department can implement a variety of strategies for everything from recruiting (for example, finding people who both fit positions and the company culture) to retention (developing motivation and reward programs) and conflict resolution (making people happier and minimizing employee litigation).

Russell Yeager, President of Alcoa Fastening Systems, and himself a former human resources manager, believes that, "Human Resources



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We need to constantly measure our outcomes and the most significant measure of those outcomes is the corporate balance sheet.

can play an important role in supporting the organization's strategy and business plans by understanding the entire business operating environment. This includes being a participating member in all critical areas, from sales to manufacturing to the profit and loss statement." Only then, Yeager adds, "can Human Resources play a pivotal role in supporting the organization and be an integral partner." In a manufacturing setting—where workers with technical skills are at a premium—these outcomes are especially important. Balchem's Miniger

says, "People are our differentiator. We need to constantly measure our outcomes and the most significant measure of those outcomes is the corporate balance sheet."

The problem is, human resources professionals are also responsible for the bureaucratic and administrative responsibilities associated with employing people: maintaining employee data, processing payroll, responding to unemployment claims, resolving disputes, maintaining benefits enrollment and scores of other duties. Where can they find extra time to just strategize? These administrative duties, while obviously very important, are huge time consumers. Time spent on these activities is time not spent developing an individual training plan for a key employee or attending the career fair at the University that graduates the best students in your field, or implementing the 360 degree feedback plan that ensures your staff members are meeting the needs of their customers, subordinates and leaders.

Wages, benefits and compliance are, of course, costs. The job of the HR strategist is to ensure that, wherever possible, there is real value derived from these costs. Do our wages attract the best, brightest and most capable people to produce our products? Do our benefits meet our employees' needs, encouraging them to stay on the job and remain productive? An effective strategy allows your firm to answer these questions in the affirmative, essentially articulating the value of the costs.

There are two approaches that can go a long way toward securing more time for strategizing:

AUTOMATION

Using HR software or Software as a Service (SaaS) applications can provide relief from a broad range of daily HR responsibilities. Automating such tasks as maintaining and updating employee data, tracking time and attendance, and monitoring annual performance reviews, can save a huge amount of time and allow you or your HR staff to focus on more strategic planning.

Integrated HCM (human capital management) systems group many HR tasks into a single system. With an HCM system, recruiting processes, employee data, payroll information, benefits information, training and much more can all be housed in one place. No file cabinet required. In this kind of system, all employees in your company have access to the system, with varying degrees of permission. So, while new employees may be able to onboard themselves, change their address and check their pay deposits, HR and management will be able to view an employee's pay history, check the status of an employee candidate and affirm that employees' certifications are up-to-date.

HR OUTSOURCING

Outsourcing is a strategic HR concept. According to the SBA, the average business owner spends 20-40 percent of his or her time on human resources, benefits, employment concerns and government compliance. According to Chartier, "Choosing to outsource enables the

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Outsourcing HR with a PEO

A professional employer organization (PEO) is a firm that provides a service through which an employer can outsource employee management tasks, such as employee benefits, payroll and workers' compensation, recruiting, risk/safety management, and training and development. Partnering with a PEO offers businesses — especially those that don't have a background in human resources — many benefits.

Human resource outsourcing through the use of a PEO is a strategic move to improve the quality and flexibility of the firm's workforce while furthering the organization's ability to accommodate change and stay ahead of market forces. Today, many companies are outsourcing their human resource functions.

The advantages provided by a PEO include:

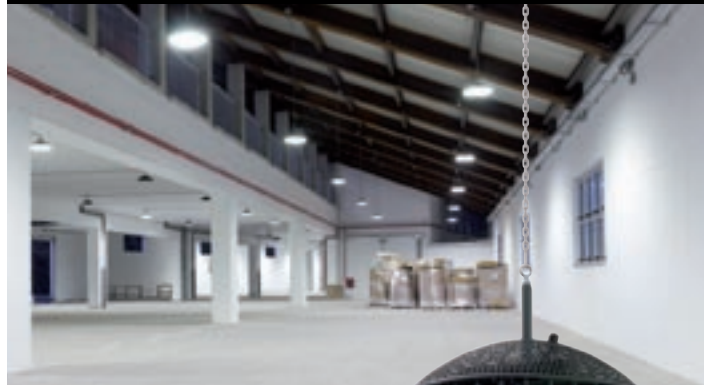
- Provides experienced professionals in HR, benefits, payroll, risk management and other aspects of employee administration and development
- Assumes certain employment related liabilities
- Delivers professional assistance with employment related regulatory compliance (ADA, payroll, OSHA, EEOC, FMLA, FSLA etc.)
- Provides secure Internet access to payroll, benefits and personnel data
- Provides access to professional HR guidance and materials
- Manages claims related to employment and risk management
- Supplies employee handbooks, policies, procedures and practices
- Improves cost control
- Delivers access to better benefits
- Helps reduce employee turnover
- Provides quality benefits to attract and retain the best employees
- Gives you the opportunity to grow your business faster

firm to divest itself of time- and money-intensive processes and bring in valuable knowledge and expertise. While cost savings is an important consideration, improved service quality and a shift in strategic priorities are just as critical."

An HR outsourcing service, such as a professional employer organization (PEO), can do everything from meeting your many administrative needs to helping you with government compliance and processing your payroll. Outsourcing is a great way to supplement your team and is an especially good choice for overburdened CEO's, HR departments and rapidly growing companies. Bob Miniger notes that Balchem Products uses several outside sources to reduce costs and increase value, both to employees and the company. "We're self-insured for health care and use a terrific TPA to make sure we have the best benefits at the lowest cost, and we use a payroll service to handle all that activity and reporting." He adds with some pride, "When we were at \$20 million the HR department was two people. Now, at \$80 million, we are three — that's value."

Regardless of whether or not you are able to reduce the amount of time spent on HR administration, it is imperative that organizational and HR leaders regularly set aside time to think and act strategically. Perhaps most important is for the firm's top leadership, whether that includes a top level Human Resource professional or not, to integrate human resources into the overall corporate strategy.

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LEADERSHIP PROFILE

Jason Smith, President and CEO of Pawling Corporation

Poised for growth





HV Mfg sat down with Pawling Corporation's President and CEO Jason Smith to discuss Pawling Corp., leading a family company into its third generation, the opportunities and challenges of the construction products industry, and more.

HV Mfg: Tell us a bit about Pawling Corporation. You are the third generation of your family to lead the company, correct?

JS: That's right. My grandfather founded Pawling Rubber in 1945. He had just returned home from serving in the Navy, in the Pacific, when he saw an opportunity to make rubber gaskets. He was sort of the classic entrepreneur. In the beginning we manufactured compression seals for military ammunition cases, then as the business grew, it became more vertically integrated. We began mixing our own rubber and added several product lines such as custom rubber extrusion, floor matting, and wall protection systems. In the mid 1950s, my grandfather acquired Presray Corporation, a company that made highly technical lifting devices that used inflatable rubber seals. They then started selling these inflatable seals into other industries, such as nuclear power, food processing and powder bulk manufacturing equipment. By the time my father became president in the 1970s there were four main businesses: extrusion, mixing, architectural products, and Presray. The second generation really grew the business. My father was president and he, along with his brother Steven, and brother-in-law Bob Busby, grew the business to nearly \$60 million in annual sales by the late 1990s.

The bottom line is that you don't have to live with a bad decision, however painful it is to change course.

HV Mfg: Now, with this third generation there are two companies?

JS: Yes, about three years ago we split into two separate companies. Pawling Engineered Products is run by my cousin Craig Busby and his brother-in-law John Rickert. They are still

located in Pawling and make inflatable and compression seals, gaskets, clamps and other specialty rubber products for a variety of applications in nuclear energy, aerospace and life sciences. The company I run is Pawling Corporation and we are now located in Wassauc, in the former Borden Condensed Milk factory. We have two divisions; Architectural Products include Impact Protection Systems, Entrance Mats and Gratings, Athletic Flooring Systems, Heavy-Duty Impact Protection Systems and Parking & Traffic Safety Products. Our Presray Division includes Watertight Doors & Barriers and Airtight Doors.

HV Mfg: Did you always see yourself in the family business?

JS: Well, as you can imagine, I was always around the business. Growing up, it would have been hard to escape it even if I wanted to. When I was in college I took a semester off to work in the business. I worked the second shift for the rubber mixing division, definitely one of the tougher, dirtier jobs at the time. But I liked it, not that job per se, but making product and knowing that my efforts were adding to the bottom line.

HV Mfg: What was your major in college?

JS: I majored in history at Boston University, later I got my MBA from Pace University

HV Mfg: Do you find that you use what you learned while earning your MBA?

JS: Yes, all the time. I concentrated in marketing and I think that has really helped me make good decisions to grow the business in a sustainable way. Specifically, it taught me to make decisions based on data, on solid information.

HV Mfg: Can you give us an example?

JS: One that pops into my head is on the business development side. We hardly ever do trade shows anymore because we did an analysis and



found we were not generating any leads from them. Instead, we invested heavily in our customer service and inside sales program. We also work very closely with a number of Group Purchasing Organizations, which is a major change in our traditional channels to market. Why? Because that is the way our customers want to buy our products. How do we know that? We asked them and listened to their answer.

HV Mfg: We talk a lot about innovation as a key to success in the region, innovation of product as well as process. What's innovative at Pawling?

JS: I guess our movement away from PVC and toward PETG and bio-based materials is pretty innovative. It is definitely customer driven. PVC is less expensive but it is also less environmentally friendly, so these newer materials are more attractive to our larger and more sophisticated customers. Along with the material change, we have studied our processes and made major investments over the past five to ten years in new equipment that allows for less scrap material and faster processing times. It's been challenging but we feel we are staying relevant and poised for growth as the industry continues to evolve.

HV Mfg: As the CEO of a company the size of Pawling, 100 employees or so, do you find the time to put aside the day to day, hour to hour issues and think strategically about the company?

JS: I work hard to keep a strategic view of the company. You really have to because if you don't you're not only stuck in the day to day, hour to hour stuff, but you run the risk of actually getting in the way of employees who, quite frankly, are better at the day to day than you are. With that said, you do need to stay in touch with the day to day to understand what customers are saying, what orders we are winning and which ones we are losing to competitors. But for the most part, I try to stay focused on the big picture, the view from 50 thousand feet, so to speak. I collect as much information as I can – good information – about the markets for our products, not only

new markets but trying to get the most out of our existing markets. I then try to steer the company toward providing what that information is telling us about how our products will be used and how they will be purchased.

We have also thought strategically about our operations. What are our core competencies? Can we outsource some processes to suppliers to save money without sacrificing quality? We have been able to build a network of strategic suppliers—mostly with other New York companies—that have helped us grow and made us more profitable without sacrificing quality or customer satisfaction.

I also try to think strategically about Human Resources. It is so important to put the right people in the right position and I think we have done a pretty good job with that. For instance, we have built up our customer service department over the years. We used to generate 75 percent of our sales through manufacturers' Reps, now that number is more like 25 percent. Customers want to work directly with a Pawling employee and we have done a lot to empower our customer service people. With the cost of employing people so high in New York, especially relative to where our competitors are, it is important that we get the most value out of our people.

HV Mfg: Do you have a philosophy of leadership, a style?

JS: Well, I am definitely not a "Rah, Rah" kind of leader. I like to think of myself as thoughtful and even-keeled. I try to avoid too many highs and lows. I try to gather a lot of information before I make any decisions. I try not to be impulsive. I have found that it is really hard to get out from a bad decision – but they happen and a good leader is able to recognize a bad decision, change his mind, accept the consequences and learn from the experience. The bottom line is that you don't have to with a bad decision, however painful it is to change course. I also try not to act in isolation. I have a wonderful board of advisors that are a tremendous help to me.

HV Mfg: You were a history major, what historical figure is your leadership style most like?

JS: Not George Patton, definitely not that style. I guess it would be more of an Eisenhower style.

HV Mfg: Your father, Roger Smith, not only ran Pawling Corp. but also once served as President of the Council of Industry. He is the recipient of one of our early Manufacturing Champions Awards as well. What have learned from your father about manufacturing, about business?

JS: My father is very logical and rational. He is a person who always looks for the best solution to a problem, not someone to blame it on. He also has a very calm demeanor. I always admired these characteristics in him and I hope some of them got passed along to me.

HV Mfg: You have been on the Board of the Council of Industry for a number of years now and are currently the Board's First Vice President. What do you think is the most valuable service the Council provides? What can we do better?

JS: Three things: the training that brings together companies is very effective, the lobbying and advocacy for manufacturing is important and the work you are doing to change the perception of manufacturing in the general public is vital.

As far as what you can do better or more of, I think it's that last point. Manufacturing is so important to our economy, locally and nationally, and so few people seem to understand what we do and how we do it. Getting the word out about the employment opportunities and the economic impact is something we need to continue to do.



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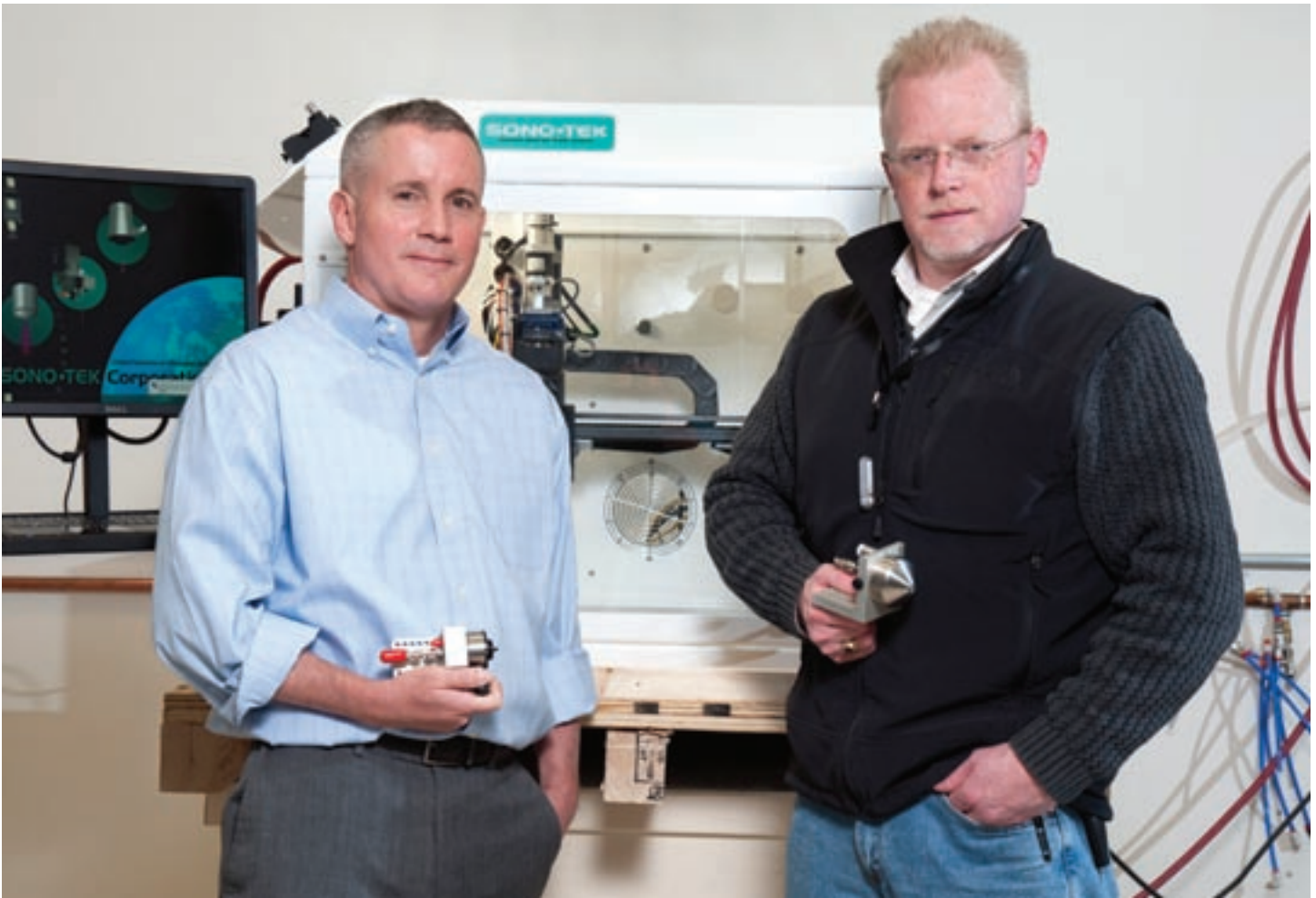
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Pioneers in their field

The year 2015 marks an important milestone for Sono-Tek: the company is celebrating the 40th year since its founding.

Sono-Tek has experienced a quadrupling of business over the past decade and expects continued growth over the next five to ten years as more applications go online.



Steve Harshbarger, President of Sono-Tek (left) and Robb Engle, Sono-Tek's Vice President of Engineering,

TO THE UNINITIATED, an “ultrasonic spray system” might sound like an option at the car wash, but manufacturers know it to be an indispensable tool for precisely applying very thin films of materials — often expensive or dangerous—to items on their production line. Sono-Tek Corporation in Milton, New York is the world leader in high performance ultrasonic spray coating technologies. Its systems are employed in the manufacture of printed circuit boards, drug eluting stents and other medical devices, fuel cells, solar cells, and most of the architectural and automotive glass produced in the United States.

Sono-Tek was founded in 1975 by Dr. Harvey L. Berger, Ph.D., the inventor of the ultrasonic nozzle. Dr. Berger, a Hudson Valley native, attended Newburgh Free Academy and graduated from RPI with degrees in advanced physics. During the energy crisis of the early 1970s, while working for ESPEY Manufacturing, Dr. Berger invented an ultrasonic atomizer for use in home heating systems. According to Robb Engle, Sono-Tek's Vice President of Engineering, “These new nozzles had much greater efficiency and reduced oil-waste in home furnaces but, as the energy crisis subsided, the cost of making the device was not equal to the savings it provided. Fortunately, there were other

Sono-Tek Corp. in Milton, New York is the world leader in high performance ultrasonic spray coating technologies.

applications in which the cost was more than justifiable and that provided greater financial returns.”

An early application of the ultrasonic technology was in the medical field where test tubes used in blood collection must be coated with an anticoagulant to preserve the blood until testing. Steve Harshbarger, President of Sono-Tek, explains that this is one of Sono-Tek's mature lines and is complimented by the more recent stent coating equipment. “As a pioneer in this area, Sono-Tek's ultrasonic systems are being used by some of the largest manufacturers of cardiac stents to coat them with drugs to prevent the body from rejecting the stent,” Harshbarger says. “In fact, if you had a stent implanted in the past five years, chances are that it has been coated with a Sono-Tek ultrasonic coating system. Nearly 90 percent of drug eluting stent manufacturers use our equipment.”

“The ultrasonic atomizer uses high frequency sound waves that act on the nozzle tip to create capillary waves in a liquid film,” Engle explains. “Once the amplitude of the capillary waves reaches a critical height, they become too tall to support themselves and tiny droplets fall off the tip of each wave, resulting in atomization. This enables a soft, uniform spray that, combined with nozzles that can shape plumes, is highly efficient.” In fact these nozzles have an efficiency rating of greater than 90 percent, compared to standard nozzles that are less than 50 percent efficient. Areas where this ability is desirable include any manufacturing that requires precision application of materials that are either expensive (such as platinum, carbon nano-tubes, or experimental pharmaceuticals) or



(Above) Sono-Tek engineers are continuously seeking innovations.

(Above left) Sono-Tek has six testing labs worldwide, at corporate headquarters in Milton, N.Y., in Germany, Taiwan, Korea and Japan. In 2014, the company opened a clean-room laboratory in Guangzhou, China, focussed primarily on its medical device coating systems (above, left).

(Below) Different nozzle tips help shape plumes to create the uniform spray most efficient for any coating application.

dangerous (such as acids or hazardous solvents such as chloroform or acetone). This method doesn't clog and provides a consistent uniform coverage. An added bonus is that the process uses very little energy, so it is extremely efficient in both energy consumption and material conservation.

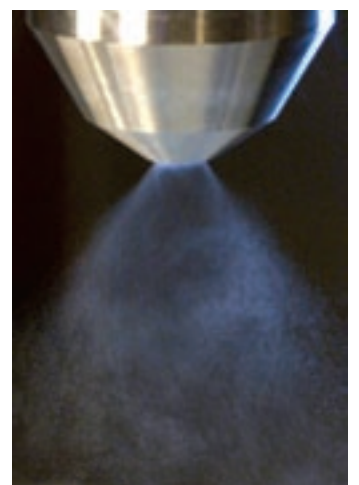
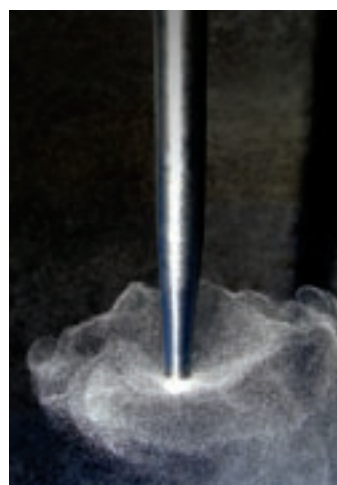
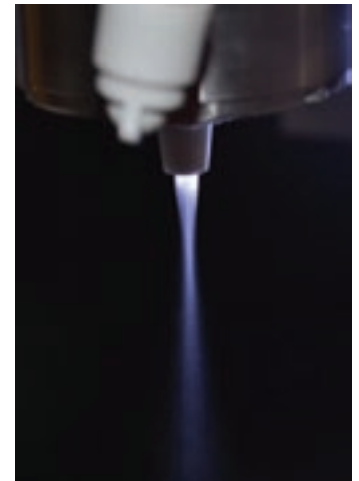
Originally, the company was primarily an equipment provider but, over the last six years, it has evolved into a systems solution provider. This means that when customers buy their machines, Sono-Tek also provides the process knowledge of how to successfully implement and maintain the equipment for their applications. Sono-Tek employs application engineers that are leaders in their field to provide expert knowledge of the how-and-why of the machines and the process.

While Sono-Tek has a number of "mature lines," such as those for blood collection tubes or coating circuit boards, its engineers are continuously working on systems applicable to manufacturing technologies still in development. Nanotechnology, for example, is opening up applications in a wide range of products, from eyeglasses to cell phones. Sono-Tek is continuously involved in cutting edge projects, such as the flexible organic LED displays that the company has been working on since 2002. "Sono-

"If you had a stent implanted in the past five years, chances are that it has been coated with a Sono-Tek ultrasonic coating system. Nearly 90 percent of drug eluting stent manufacturers use our equipment."

Tek needs to always be innovating and in touch with the next breakthrough technology on the horizon," explains Harshbarger. "This is what keeps the company growing and expanding into new markets."

The demand for Sono-Tek products is growing. Over the past 10 years the company's workforce has doubled and, Harshbarger predicts, this growth will continue. The company is currently seeking to fill engineering positions as well as positions in the machining shop (all of the key components used in Sono-Tek's machines are manufactured in-house). The work culture at Sono-Tek encourages employees to solve problems and to continually expand their knowledge base. The company has a strong commitment to promote from within and





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Sono-Tek's MediCoat systems have set the industry standard for ultrasonic coating of implantable stents, providing ultra-thin uniform coatings onto complex geometries, with complete coverage of delicate strut surfaces without webbing.

has hired former interns from SUNY New Paltz and RPI. The company is always on the lookout for innovative and knowledgeable people that want to be part of the latest technological breakthroughs.

Sono-Tek's engineers have a depth in expertise and hands-on knowledge that has made them known as leaders in their field; being a global company, many of its 70 employees are often traveling internationally. The company has six testing labs worldwide, in Germany, Taiwan, Korea, Japan, China as well as the one at the corporate headquarters in Milton, N.Y. The Milton lab has an electron-scanning microscope capable of imaging the surfaces of semiconductor wafers with structures as small as several microns. This equipment was purchased through a New York State grant to TSEC designed to promote public and private partnerships. As a provision of the grant, the equipment is available for use by other New York State companies. "This is the beginning phase of creating a TSEC SMART Lab for precision inspection and measurement. We've already had nearly 40 different companies visit Sono-Tek to use the equipment," says Harshbarger.

As Sono-Tek moves forward, that same drive to create a highly efficient product that motivated Dr. Burger in the 1970s motivates current engineers to develop new applications for ultrasonic nozzles. With a

With a company culture that encourages thinking outside the box and problem solving, Sono-Tek is always looking to the future.

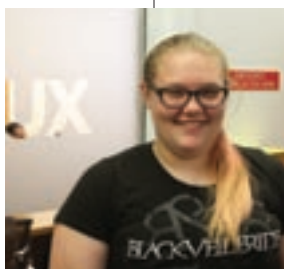
company culture that encourages thinking outside the box and problem solving, Sono-Tek is always looking to the future. Its strict quality control results in products that competitors find difficult, if not impossible, to match. Sono-Tek exports 60 percent of its products overseas, with China being one of its largest markets. The sales department stays on top of trends and listens carefully to feedback from customers to keep Sono-Tek ahead of the game. Perhaps the key to Sono-Tek's success is that everyone at the company works together as efficiently and smoothly as one of its ultrasonic spray nozzles.

Hudson Valley Pathways Academy: The First Semester



Editor's Note: The Council of Industry is the industry partner for Hudson Valley Pathways Academy, the P-TECH school located in Kingston and run by Ulster BOCES. P-TECH stands for Pathways in Technology Early College High School and students that finish the program receive both a high school diploma and an associate degree. Blended and project-based learning are a big part of the educational process at the school. Students have already visited Council members Selux, Schatz Bearing, Wolf-Tec and Nerak Systems, as well as Mediacom, to work on real-world business problems and interact with employees.

This article was written by one of the students in the Academy, Justice Rosenkranse (right), who comes to the school via the Ontario School District.



WAS ASKED by Dr. Jonah Schenker, Principal of the Hudson Valley Pathways Academy (HVPA), to write an article summing up the first half of our school year. I did some investigating and asked some of my fellow classmates for their thoughts.

"I would rate the school a ten out of ten. You'll definitely see me next year," Gabriel Ziegler-Horton (Kingston) said when I approached him. "I really enjoyed the Mediacom challenge even though it was a lot of work."

"Even though the essays are hard, the school is most definitely a ten out of ten," noted Taylor Mott (Kingston). "Amazing," exclaimed Will Oakley (Rondout). "Very student-friendly."

Sebastian Dugan (Kingston), one of the inaugural class presidents, said that he "enjoyed the school and it was fun."

In addition to our academic classes, we have a series of workplace learning challenges with companies throughout the Hudson Valley, including Selux Lighting (Highland), Schatz Bearing (Poughkeepsie), and Mediacom (Monroe).

"It is group work," according to Sebastian Dugan. "I'm not working by myself." Jaylene Hoyos (Kingston), one of four girls at HVPA, said she "found the projects interesting, but not so useful." Will and Taylor both said "it is more hands-on work. You're not just doing it, you're 'in' it." Gabriel's favorite was Selux because "it was the first group challenge I won."

"I got to help my group for the Mediacom Challenge win with my electronic abilities," boasted Sebastian.

As in every school, there are some let downs:

"We don't have our own cafeteria, and so it takes time out of our lunch period to walk over to Kingston High School to get it," Gabe said.

Many of the students—like Alex Muscarella (Ruby), who played Freshman Football with Kingston, and Chris Dugan (Sawkill)—said that they were disappointed that there wasn't a real gym.

"Be prepared to be involved in the school, be prepared to speak, because people are going to ask. Be ready to see major improvements and major attitude changes in your children towards their school work." This is what HVPA students tell parents whose children are considering coming to Hudson Valley Pathways Academy.

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Following statistics to the right conclusion

All processes have variation, some of it random and some assignable to a cause. Statistics can help us recognize which is which and to make the appropriate fix.

THERE ARE THREE kinds of lies: Lies, Damned Lies, and Statistics” is a famous quote attributed by Mark Twain to the British statesman, Benjamin Disraeli. Whoever actually first said this, the sentiment seems to involve the use of twisted numbers to delude. I want to talk about the use of numbers to avoid deluding ourselves.

In our businesses and on our factory floors, the ‘customer’ for statistical analysis is often ourselves. Let’s look at using Statistical Process Control (SPC)—often called Statistical Quality Control (SQC)—to help us avoid reaching unwarranted conclusions. Have we not all heard statements like:

“John is not working out, there are more complaints against him”

“There is something wrong with the fourth line, we keep needing to reject parts”

“This last week was great, we are rejecting fewer completed lots”

All of these statements could be correct. On the other hand, it may be that we are being misled by random variation in the process. Let’s look at process, random variation, and then variation that seems to have changed (so that we want to find the cause).

We call this ‘process control’. We can view pretty much everything we do as a process. We take our inputs, do something, and deliver either a good or a service. The ‘do something’ is our process. Whatever we are doing, there is going to be some variation, or spread, in the results. We may not be able to see it, it may not matter to the customer, but all



processes have variation. Customer service may always answer between the first and second ring, but that is not the same as always answering at the same time. The machine may drill every hole within specification, but that is not the same as all holes being identical. We call this the common or random variation.

On the other hand, it could be that things have, indeed, changed. John may very well be the source of more complaints than the typical representative. The fourth line could be out of adjustment.

We would call these ‘assignable causes’ of variation. We want to identify that the change exists, find the cause, and either fix it (if things have gotten worse) or incorporate the change in process into our standard practices (if the change caused things to get better). Our task now is to separate assignable variation from random variation. We will use statistical control charts to do this.

In building control charts, we rely on some properties of normal distributions. We can assume, for example, that means of observations from large enough samples themselves be distributed normally. We know that if something follows the normal distribution:

68% of them will be between ± 1 standard deviation

95% of them will be between ± 2 standard deviations

99.7% of them will be between ± 3 standard deviations

It’s this last one we will use. We can read that as ‘pretty much all of them’ should be within 3 standard deviations. With this knowledge, we now collect data and build our charts. The charts differ somewhat

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depending on our situation. The three statements above represent the three basic situations:

- Are we dealing with something we can measure (such as diameters of the parts coming off line 4)?
- Are we dealing with something that is a percentage (such as the percent of lots we reject in a given hour, day, or week – at most 100 percent)?
- Are we dealing with something that we can only count (such as the complaints received in a department per day – there is no concept of 100 percent)?

Eggs break. But are we breaking more eggs?

As an illustration, let's discuss dealing with something that is a percentage. Consider the following data, tracking the number of broken eggs per package:

Package	# broken	% broken
1	2	0.167
2	1	0.083
3	3	0.250
4	1	0.083
5	2	0.167
6	4	0.333
7	2	0.167
8	6	0.500
9	4	0.333
10	3	0.250

The average (mean) percent of broken eggs is 0.233.

The standard deviation formula for percentages is

$$Std Dev_p = \sqrt{\frac{(\bar{p} \times (1 - \bar{p}))}{n}}$$

Which, in our case, is 0.122.

We now need to find the centerline of our chart and the upper and lower control limits. Remember that we expect that, under typical conditions, observations remain within plus or minus three standard deviations. So, the upper and lower limits are:

Upper Control Limit: $\bar{p} + 3 \times \sigma_p = 0.599$

Lower Control Limit: $\bar{p} - 3 \times \sigma_p = -0.133$, which we treat as zero because a proportion cannot be negative.

All of the 10 proportions given in the table above are between the upper and lower limit. So, barring any other patterns, we can say the process is in control.

The difference between control and a good job.

Now let's talk about the difference between being in control and doing a good job. The results of building the chart above show that the process is in control. That is, no point is outside of what we would expect under our normal operating conditions. This does not mean that we are doing a good job. Breaking almost a quarter of our eggs on average cannot be seen as good. All we know from our control charts is we are not occasionally doing significantly better or worse than what is typical. Our problem is not that the process is out of control (in SPC terms), it is that we don't have a process that performs well. We need to find ways to break fewer eggs.

To illustrate this, let's say we trained our workers in better handling practices and then we collected new data, shown below.

Broken Eggs per Package (Dozen)		
Package	#. broken	% broken
1	0	0.000
2	1	0.083
3	0	0.000
4	0	0.000
5	1	0.083
6	3	0.250
7	0	0.000
8	1	0.083
9	0	0.000
10	0	0.000

Now, the average (mean) percent of broken eggs is 0.05.

Using the standard deviation formula for percentages yields a value, in this case, of 0.063. And

Upper Control Limit: $\bar{p} + 3 \times \sigma_p = 0.239$

Lower Control Limit: $\bar{p} - 3 \times \sigma_p = -0.138$, so once again we use zero as the lower bound.

Our process is much improved. The variability is much lower, and the control limits are much tighter. Also, the sixth proportion is 0.25, which is now above the upper bound. The process, while now improved, is out of control. We would not be fooling ourselves if we concluded it is worth looking into what possibly could have lead to the high number of broken eggs in the sixth package.

The application above is somewhat artificial. Just how likely is it that a process would be performing poorly but fairly consistently? If it is performing poorly, it probably has bad and worse. SPC would allow us to identify the worse, eliminate those causes, and tighten the limits. Continuing this process would allow us to continue to get better.

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By David King

The Internet of Things

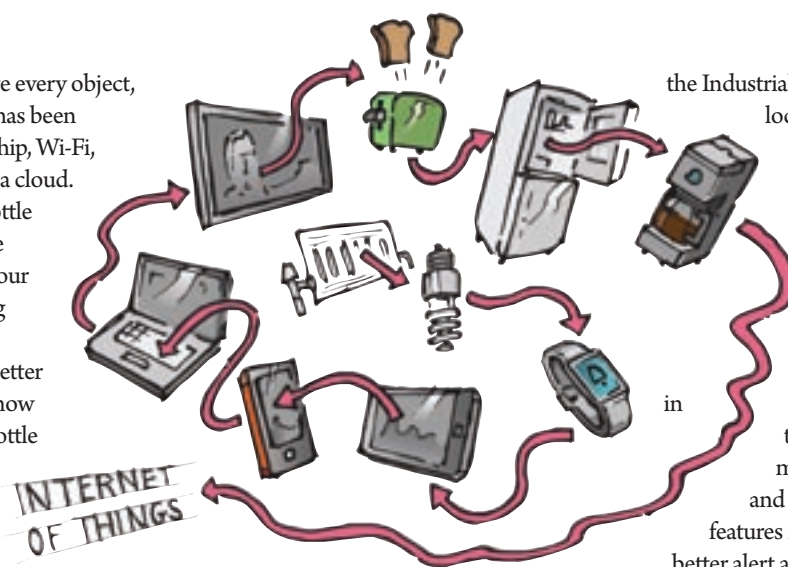
The tech sector is engaged in a remarkable burst of innovation as it accelerates the connection of objects with humans and with other objects via the Internet.

Every industry will be changed. It's only a matter of when.

PICTURE A WORLD where every object, every electronic appliance, has been outfitted with a computer chip, Wi-Fi, and synched to a shared data cloud. Then imagine finishing a bottle of milk, swiping the barcode on the bottle over a scanner installed on your refrigerator and the fridge accessing the local grocery store's website to order another gallon for delivery. Better yet, over time, software will gauge how long it takes you to get through a bottle and time a delivery for the same day you run out. Envision a treadmill that's synched with your thermostat so that, when you're working up a sweat, the room will automatically cool down to accommodate you. Your car could be synched with your home so that, by accessing your odometer, your oven could switch on at just the right moment, so dinner's almost done when you get home. DVRs could know you're running late and record the big playoff game for you.

The possibilities are endless and, though mostly speculative at the moment, not that far from implementation. The Internet of Things (IoT)—a connected network of data-swapping sensors and software—is the hottest topic in the tech world at the moment, with numerous companies committed to making it a reality. In theory, the Internet of Things would result in increased efficiency, less dependence on manpower, and lower costs in almost every field. Its biggest cheerleaders see it as the basis for a new industrial revolution. To its detractors, the IoT is a harbinger of a Terminator-style Judgment Day. Though it is still a ways off from either grand scenario, it's already clear that the IoT is going to be a game changer.

At a conference in 2012, GE CEO Jeff Immelt coined the phrase "Industrial Internet" to characterize his company's plans for the future. Two years later, the company has gone all-in on applying the principles of the Internet of Things to their industrial products. A new Global Software Center has gone up in San Ramon, California and the company has committed \$1 billion over a three-year period to deliver its vision for



the Industrial Internet. GE is now building a locomotive, called the Evolution, equipped with an array of sensors and data-collecting devices. The new locomotive will be equipped with features such as GE's Trip Optimizer, a type of cruise control that combs through piles of data and synthesizes them for the driver in a way that allows him to control the locomotive to maintain the most efficient speed at all times and reduce fuel burn. Additional features include remote diagnostics to better alert analysts of impending maintenance needs, and a movement planner to track every train's position in order to decrease rail congestion and increase average velocity. The Evolution is just the tip of the iceberg. GE is developing a software platform, called Predix, that optimizes assets and operations by providing a standard way to run industrial-scale analytics and link machines, data, and people. The software will help GE's customers increase productivity and reduce costs in countless areas, from power plants to jet engines.

The Industrial Internet

Cisco Systems Inc., a multinational manufacturer of networking equipment, has pegged the Internet of Things as a \$19 trillion market. With a number like that, it's no surprise that even an old giant like GE would be diving into an untested and still largely hypothetical market. The Industrial Internet is an important sub-segment of the IoT. The Industrial Internet of Things (IIoT) refers to industrial objects (the "things") that automatically connect over a network, without human-to-human or human-to-computer interaction, to share information and take action. Digital oilfields, advanced manufacturing, grid automation, smart cities, are all part of the IIoT. The IIoT faces some unique challenges because of the unforgiving environments in which these industrial devices exist, including harsh physical conditions and mission critical processes. IIoT solutions must meet the requirements of industrial-strength reliability,

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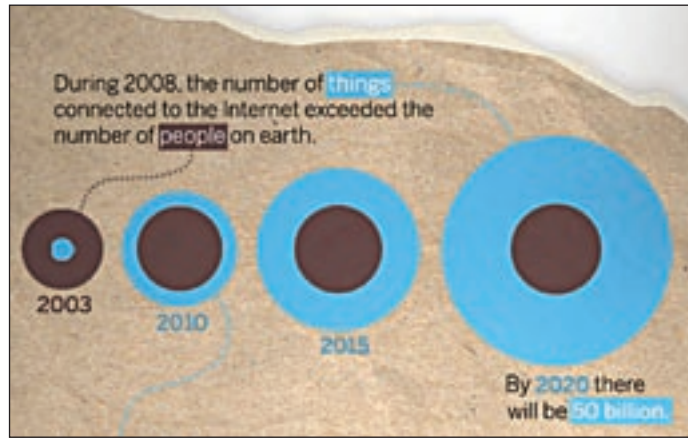
security, wired and wireless connectivity, and compatibility with large installations of older devices.

Emerging software technology for manufacturers includes programs, such as RtDuet, that allow real-time monitoring of the performance of on-site resources. Developer RtTech posits that understanding the factors preventing 100 percent availability of assets gives manufacturers the ability to make smart decisions to boost productivity. For example, knowing when critical equipment needs servicing, before it fails, saves time and money, while mapping and managing energy consumption as it is being consumed allows decision-makers to take steps to drive down energy costs.

Frank Falatyn, President of engineering and manufacturing services company FALA Technologies in Kingston, NY, compares the development of the IoT to the development of IBM's microprocessor a generation ago. "That was our generation's contribution to the world of technology. The next generation will be the one to invent the next big thing, which is the Internet of Things," says Falatyn.

New York companies are on board

New York State is getting involved by investing in the infrastructure needed to develop this next-generation technology. "One of the biggest investments being made by New York State today is in the expansion of



the cutting edge nanotechnology work being done at Albany Nanotech to the new technology park located at SUNY IT in Utica," Falatyn says. "The goal of this new technology park will be to help New York companies apply the microprocessor technologies that my generation invented to the new IoT technologies waiting to be invented." He stresses the importance of education to the realization of the IoT, encouraging engineering students to study in emerging fields such as mechatronics, a combination

of mechanical, electrical and software controls engineering.

Daniel Freedman, Dean of the School of Science and Engineering at SUNY New Paltz, affirms the importance of fields such as coding, embedded systems and wireless communication, which he describes as the "core technologies" involved in developing the IoT. He notes that some of his students have started implementing these technologies in their senior projects, "actually helping to create the Internet of Things."

While the Internet of Things is the hot topic in tech circles right now, it is still a ways off from the sophistication its champions envision: Technology has rarely been developed as quickly as it is dreamed up. Nevertheless, the world is experiencing a remarkable burst of innovation as it accelerates the connection of objects with humans and with other objects via the Internet. Every industry will be changed. It's only a matter of when.

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CONTACT: Matthew Brennan • mabrennan@metcar.com

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4 Crotty Lane, New Windsor, NY 12553

PHONE: (845) 220-2208 • FAX: (845) 220-2228

www.ocaccelerator.com

CONTACT: Brian Gates • bgates@ocaccelerator.com

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3 Washington Center, Newburgh, NY 12550

PHONE: (845) 565-4900

www.pattern-for-progress.org

CONTACT: Jonathan Drapkin • jdrapkin@pfprogress.org

The Hudson Valley's regional planning organization.

Ulster County Regional Chamber of Commerce

214 Fair Street, Kingston, NY 12401

www.ulsterchamber.org

CONTACT: Ward Todd

The Ulster County Regional Chamber of Commerce provides services and advocacy on behalf of its membership and the community to advance the region's economic health and vitality. We are the Voice and Choice of business in the Ulster County region to stimulate and nurture sustainable economic growth.

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