



HV MFG

THE COUNCIL OF INDUSTRY MAGAZINE

FALL 2017

COMPANY PROFILE
METALLIZED CARBON

LEADERSHIP PROFILE
ELISHA TROPPER
CEO CAMBRIDGE SECURITY SEALS

**CHALLENGES AND
OPPORTUNITIES**

RESOURCE GUIDE INSIDE



THERE'S A BETTER WAY TO BUY ENERGY. BUY LESS OF IT.

Your retail energy provider should be showing you how you can use less energy. Yes, less.

At Direct Energy Business we deliver smarter energy strategies that help our manufacturing customers actually buy less of what we sell.

Kelly Douvlis
Sr. Business Development Manager

845.897.3661
Kelly.Douvlis@directenergy.com



directenergybusiness.com

CONTENTS

HV MFG • SPRING 2017



COMPANY PROFILE

Making the components that complete products across many industries, Metallized Carbon Corp. is located in Ossining, NY.

ON THE COVER



Elisha Tropper discusses his rapidly growing business and the challenges it has faced.

Cover photo by Tom LeBarbera
Picture This Studios

FEATURES

- 15 MAXIMIZING GROWTH WITH INNOVATION AND TECHNOLOGY
A sit-down with Elisha Tropper,
Owner of Cambridge Security Seals
- 22 ENERGY
Uncover Savings with a Total Energy Strategy
- 26 70 YEARS OF INNOVATION
Metallized Carbon Corporation Develops Solutions
for Elevators to Aerospace
- 31 IMMIGRATION
Immigration Enforcement and Compliance in the Trump Era
- 34 MANUFACTURING TRENDS
Your Business The Next Generation
Effective Succession Planning

IN THIS ISSUE

- 5 LETTER FROM THE EXECUTIVE VICE PRESIDENT
Challenges and Opportunities
- 6 MANUFACTURING NEWS BRIEFS
Policy Priorities for Manufacturers
- 11 WORKFORCE DEVELOPMENT
Making Apprenticeships Accessible to Small Manufacturers
Public-Private Partnerships in the HV
- 38 MANUFACTURING RESOURCE GUIDE
A guide to elected officials, government
agencies, educational institutions and more
- 46 ADVERTISERS INDEX

President of the Board: Jason Smith, Pawling Corporation
First Vice President: George Quigley, Stavo Industries
Second Vice President: Richard Croce, Viking Industries
Treasurer: Michael Flynn, M&T Bank
Executive Vice President and CEO: Harold King
Editor: Alison Butler
Assistant Editor: David King
Creative Director: Linda Engler, Ad Essentials

HV Mfg is designed for
The Council of Industry by:
Ad Essentials
(845) 255-4281 www.adessentialsonline.com



The Council of Industry

HV Mfg is published twice yearly by the
Council of Industry of Southeastern New York

www.councilofindustry.org

845-565-1355

6 Albany Post Road, Newburgh, NY 12550

Connect With Us On:
Facebook, Twitter and LinkedIn

Contents of this magazine © Council of Industry
2017. Reproduction in whole or in part is strictly
prohibited without the prior express written
permission of Council of Industry.

MISSION AND VISION

Access: Business Solutions is the business service and manufacturing division within Access: Supports for Living's comprehensive service array that operates across a nine county region. Our mission is to help people live the healthiest and fullest lives possible. Access: Business Solutions is customer driven and strives to create meaningful employment opportunities that promote independence and inclusion toward our ultimate goal of creating rewarding lives and healthy communities.

PRODUCT OVERVIEW

Access: Business Solutions manufactures and distributes a wide range of products, and, is ISO 9001 certified for the manufacture of hearing protection products. We have been supplying our satisfied customers for over 20 years. Our products include:

HEARING PROTECTION & PERSONAL SAFETY

- A variety of ear plugs and ear muffs
- A full line of 3M™ Peltor active and passive hearing protection and safety products

Military and Government Hearing Protection Brochure and Technical Specifications are Available

STAPLERS

- 6 styles for a variety of applications
- Standard Staplers come in four colors
- Heavy duty staplers up to 100 sheets

STENCILS

- Come in 7 sizes
- Each set comes with 45 characters including, letters of the alphabet, punctuation, numbers 0-9
- Product made of brass for long lasting wear
- Characters are interlocking for ease of use



CURRENT CUSTOMERS INCLUDE

United States Department of Defense
Army Air Force Exchange Service (AAFES)
LC industries

Essendant/United Stationers
Office Depot
S.P. Richards

CALL NOW: 800-925-3421

15 Fortune Road West
Middletown, New York 10941
business@asfl.org

*Access: Supports for Living has approved Standard Industrial Classifications (SIC) Codes and North American Industry Classification System Codes (NAICS) that are available upon request.



Harold King
Executive Vice President
Council of Industry

CHALLENGES AND OPPORTUNITIES


DEAR READER

Five years, ten editions, 38,000 printed copies and tens of thousands more online views and downloads. I am proud to say that this publication, HV Mfg, is now firmly established as the voice of manufacturing in the Region.

When the Council of Industry began HV Mfg in 2013 our purpose was twofold. First, we wanted to provide information to manufacturing firms in the Hudson Valley on trends in the sector, best practices and resources. Second, we wanted to inform a wider audience of regional decision makers and influencers about the important role manufactures play in our economy and our community. We wanted this audience to be aware not only of the cutting edge products being made and the most advanced technologies being utilized, but also we wanted them to gain an appreciation of the challenges and the opportunities the sector faces.

I believe HV Mfg is fulfilling both these purposes and this 10th edition will be no exception. This fall Alison Butler introduces us to Metallized Carbon Corporation. Headquartered in Ossining and opening a new division in Sullivan County, Metallized Carbon's unique engineered materials provide lubrication where conventional oil and grease can't. Our Leader Q&A is with Elisha Tropper, CEO of Cambridge Security Seals (CSS). His entrepreneurial journey from family business to consulting to manufacturing, and his deployment of technology to improve process is inspirational and informative. David King writes on the very important (and too often ignored) topic of planning for succession and/or the transition of your small manufacturing businesses. Johnnieanne Hansen outlines the Council of Industry's new apprentice program – the New York State Manufacturing Alliance Apprentice Program (NYSMAAP) a long overdue pathway to careers in skilled manufacturing trades. Otieno Ombok, an Immigration Attorney with Jackson Lewis, PC, writes on emerging immigration issues of which employers need to be aware. Developing a holistic energy strategy that includes not only how you buy your energy but how efficiently you use it is the topic of an article from longtime Council partner Direct Energy Business. Finally we provide a news summary of policy issues related to manufacturing.

Also in this issue is a directory of organizations that provide support and guidance to the manufacturing sector including economic development organizations, colleges and workforce development partners. The list also includes state and federal elected representatives and regulatory agencies.

Thanks to all who have made our publication a success – including our readers and especially our many advertisers. Your support of the Council of Industry and the manufacturing sector in the Hudson Valley is vital to the success of HV Mfg and is most appreciated. 

BRIEFS

THE MANUFACTURING ECONOMY

NAM Survey: Mid-market manufacturing firms in an August survey reported revenue growth of 7.1%

Middle-market manufacturers reported average second-quarter revenue growth of 7.1%, which was higher than the average manufacturer, according to a National Center for the Middle Market survey. Tom Stewart of NCMM said midsize manufacturers display a combination of resiliency and growth orientation.

NCCM defines the middle market as companies with \$10 million to \$1 billion in annual revenue. Manufacturing has 22,200 companies in the sector employing 29.9% of the manufacturing workforce. These companies generate \$1.1 trillion in revenue annually, just over 15% of all manufacturing revenue.

53% of mid-market manufacturers added jobs in the past year while only 8% decreased employment. Just as with their small and large peers, mid-market manufacturers are reporting that finding employees is a concern. Some 64% said finding staff is their top internal challenge. Manufacturers said their biggest needs were for professional and technical staff, followed by sales and then production workers.

Empire State Manufacturing Survey: Business Activity Edged Lower in New York State

Manufacturing firms in New York State reported that business activity continued to expand strongly in September. After reaching a three-year high in August, the general business conditions index held steady at 24.4. Forty percent of respondents reported that conditions had improved over the month, while 16 percent reported that conditions had worsened. The new orders index climbed four points to 24.9, pointing to another month of solid gains in orders, and the shipments index advanced to 16.2. The unfilled orders index moved out of negative territory, its fourteen-point rise to 8.9 signaling an increase in unfilled orders. The delivery time index rose nine points to 14.6, pointing to longer deliver times, and the inventories index rose to 6.5, a sign that inventory levels were somewhat higher.

Indexes assessing the six-month outlook suggested that firms continued to be optimistic about future conditions. The index for future business conditions came in at 39.3, and the index for future new orders edged up two points to 43.7. Employment was



expected to increase modestly. The capital expenditures index climbed thirteen points to 24.4, and the technology spending index moved up to 17.1.

LABOR AND EMPLOYMENT

Cost Of Employer-Provided Health Insurance Rises Toward \$19,000 a Year

The Wall Street Journal reports that the average cost of health coverage offered by employers pushed toward \$19,000 for a family plan this year, while the share of firms providing insurance to workers continued to edge lower. According to an annual poll of employers performed by the non-profit Kaiser Family Foundation along with the Health Research & Educational Trust, a nonprofit affiliated with the American Hospital Association, annual premiums rose 3% to \$18,764 for an employer plan in 2017, from \$18,142 last year, the same rate of increase as in 2016.

The trend of relatively gradual premium increases has continued for several years, with the growth of premiums damped by a shift toward bigger out-of-pocket costs for employees in the form of high deductibles—a move that slowed this year, as average deductibles were roughly flat compared with 2016.

This year, 53% of employers in the survey offered health benefits, down from 56% last year and 61% in 2012. Just half of firms with 3 to 49 workers offered health insurance this year, the first time the share reached that threshold. Five years ago, 59% of companies in that category offered health benefits.



Pay Data Reporting Obligation Postponed Indefinitely

According to Jackson Lewis, the Office of Information Regulatory Affairs (OIRA) has decided to postpone indefinitely the newly created pay data reporting component of the annual EEO-1 report. In a letter addressed to Acting EEOC Chair, Victoria Lipnic, OIRA explained it has stayed the effectiveness of the new obligation to take time to review data collection requirements and burden estimates associated with the new data reporting obligations.

The letter confirmed EEOC may continue to use the previously approved form to collect race/ethnicity and gender information. This means no EEO-1 report is due in 2017 and the report filed in March 2018 will include only race/ethnicity and gender information, not pay data or hours worked.

Allendale Machinery
is proud to announce our **NEW**
Machine Automation Division



**Pre-Engineered CNC Machine
Tending Robotic Systems**



For Your **HAAS Machine**



Haas Factory Outlet

A Division of Allendale Machinery Systems, Inc.
www.Allendalemachinery.com

For more information, call 201-327-5215

Reminder: Start Using New Form I-9 In September

The U.S. Citizenship and Immigration Services (USCIS) recently released a new version of Form I-9, which must be used on and after Sept. 18, 2017. This new form has a revision date of July 17, 2017, and is the current (and only) version that is available on the agency's website.

Although the revisions are modest, all employers must still comply. This new version of Form I-9 will probably be short-lived, because the USCIS will need to provide another update to Form I-9 in the event that the Entrepreneur Parole Rule (EPR) is implemented. Currently, USCIS anticipates the effective date of the final EPR will be in March 2018, but the agency has also signaled that it may eliminate the rule later this fall or early next spring.

WORKFORCE AND TRAINING

Trump Administration Announces Plan to End DACA

On September 5, 2017, Attorney General Jeff Sessions announced the Trump administration's formal plan to end the Deferred Action for Childhood Arrivals (DACA) program.

Bond, Schoeneck & King report that DACA was implemented in 2012, through an executive order by former President Barack Obama. DACA allows illegal immigrants who entered the U.S. as minors to receive a renewable two-year period of deferred action. In addition, DACA recipients are eligible to receive an employment authorization document (EAD), which allows them to work legally in the U.S. Currently, about 800,000 individuals are participating in the DACA program. The Trump administration's decision to phase

out the DACA program will end the work authorization of DACA beneficiaries and open the doors for their deportation.

The DACA program is scheduled to end in six months, on March 5, 2018. As of September 5, 2017, the Department of Homeland Security (DHS) no longer accepts new DACA/work permit applications. Individuals whose DACA/work permit expires prior to March 5, 2018

may apply for a two-year renewal, but their application must be received by the DHS on or before October 5, 2017.

Meanwhile, for planning purposes, employers may wish to identify those individuals who are employed pursuant to DACA work permits by reviewing the I-9 forms and copies of the I-9 documents (if any) already on file.

NAM: Recruiting the Next-Generation Workforce

On Labor Day, The NAM rolled out their "Creators Wanted" campaign to inspire and recruit the next-generation workforce, with the help of a new partnership with longstanding National Association of Manufacturers' (NAM) member Pfizer.

Supported by research efforts by the NAM's affiliate, The Manufacturing Institute, you'll find the new website, CreatorsWanted.org, where the story of modern manufacturing come to life through the voices of workers—at manufacturers of all sizes, including these pioneer contributors: Anheuser-Busch, BTE Technologies, Dell, Edward Marc Chocolatier, Emerson, General Electric, HELM Boots, Honda, Jamison Door Company, Marlin Steel Wire Products, PPG and STIHL, as well as Pfizer.

Research shows that when parents get to know modern manufacturing their kids see our industry as an attractive career path and we have access to a new talent pipeline. That's why these new tools and videos, along with helpful conversation guides for parents, open the doors to our workplaces—and unveil the opportunities that lie beyond them.

So, visit CreatorsWanted.org and the Council of Industry's own GoMakeIt.org and share these stories with your employees and your networks.

NYS Comptroller: Nine Million New Yorkers Employed, Highest Count Since 2008

For the first time since the Great Recession, more than 9.1 million New Yorkers were working in 2016, according to a report released in September by State Comptroller Thomas P. DiNapoli. Yet regional growth remained uneven, with downstate regions experiencing the highest employment growth while most upstate regions saw declines.

While each of New York's 10 labor market regions saw unemployment decline sharply from 2011 to 2016, in half of those markets, the number of people with jobs also dropped. Factors could include worker migration or workers dropping out of the labor force. A shrinking workforce can dampen economic growth, affecting the



Hand Hygiene Where You Need it

Healthy skin and productivity go hand in hand.



PRO-LINK® Skin Care Products

- From mild cleansers
to heavy duty scrubs



PURELL ES™ Everywhere System

- Designed to fit your world



©2015. GOJO Industries, Inc. All rights reserved.

vitality of local communities and raising fiscal issues at state and local levels.

Long Island had the highest labor force participation rate of any region in 2016, at 63.8 percent. Participation rates in the Capital Region and the Hudson Valley also topped 60 percent, followed by New York City; The workforce is aging in New York and nationally, with the number of workers aged 65 and over rising by 26 percent in New York over the past five years, compared to a 19 percent increase nationwide; New York's labor force is well educated, with 40.6 percent holding a bachelor's degree or higher compared to 34.7 percent nationwide; and nearly 24 percent of workers in New York belonged to unions in 2016, the highest participation rate of any state and more than double the national figure.



Council of Industry Launches Manufacturing Alliance Apprenticeship Program

(See Related Article on Page 11)

The New York State Manufacturers Alliance – of which the Council of Industry is a founding member – has been successful in obtaining funds in the State Budget for the creation of a New York State Manufacturers Alliance Apprenticeship Program (NYSMAAP). Administered in the Hudson Valley by the Council of Industry NYSMAAP will be an employer-led public-private pilot program for registered apprentices in manufacturing occupations.

This apprenticeship has two basic elements. The first, On-the-Job Training (OJT), consists of a journey-level, craft person capable and willing to share their experience with an apprentice, in a hands-on manner. The second, Related Instruction (RI), consists of learning more theoretical or knowledge-based aspects of a craft.

This registered apprentice program will typically be three to four years in duration and include the following trades: Machinist (CNC), Electro-Mechanical Technician, Electronics Technician, Maintenance Mechanic (Automatic Equipment), Quality Assurance Auditor, Toolmaker and Welder.

GLOBAL TRADE

J.P. Morgan: Global Manufacturing PMI at 75-month High in August

The J.P. Morgan Global Manufacturing PMI increased from 52.7 in July to 53.1 in August, its fastest pace since May 2011. The underlying data rose across the board, including new orders, output, exports and employment. The hiring data mirrored the headline index, with employment growth at a pace not seen since June 2011. Looking ahead six months, manufacturing leaders continued to be very upbeat in their outlook, with the index for future output unchanged at 63.5. Readings greater than 60 suggest robust growth for the next six months, illustrating the optimism for the second half of 2017.



Ethan Allen Recruitment
Direct Hire Placement

Ethan Allen Staffing
Temporary Staffing

Ethan Allen RPO
Recruitment Process Outsourcing

Ethan Allen HR Services
Professional Employer Organization (PEO)

The Hudson Valley's Most Complete Employment Service

THE COUNCIL OF INDUSTRY'S PREFERRED PROVIDER

COI MEMBERS: CALL NOW TO HEAR ABOUT OUR DISCOUNTS AND OFFERS!

www.eaworkforce.com

53 & 59 Academy St. Poughkeepsie, NY 12601 • 845.471.9667
21 Old Main St. Fishkill, NY 12524 • 845.896.7766
594 East Main St. Middletown, NY 10940 • 845.220.1102
660 Aaron Ct. Kingston, NY 12401 • 845.943.2945



TRAINING TODAY'S WORKFORCE FOR TOMORROW'S JOBS

Manufacturing Technology Certificate
Certified Production Technician | Electrical Theory
Mathematics for Manufacturing | Lean Manufacturing
Blueprint Reading & Interpreting Assembly Drawings
Mechanical Measuring AutoCad | SolidWorks
Programmable Logic Controllers (PLCs)



SUNY Ulster offers a variety of on-demand workforce training, management skill development, OSHA safety training, web development, computer training and advanced manufacturing training.

SUNY Ulster
Start Here. Go Far.

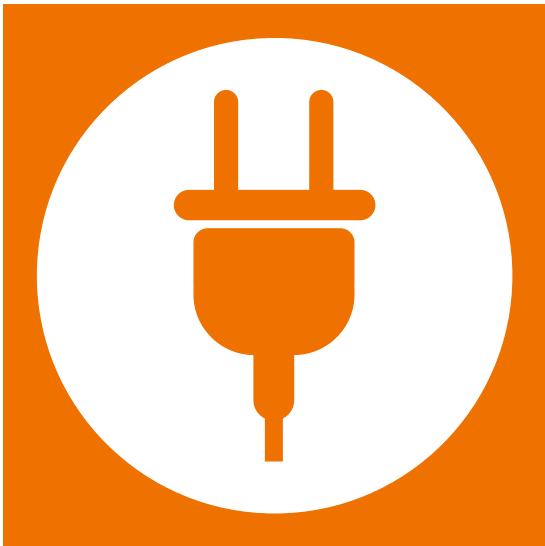
New! Visit collegecentral.com/sunyulster to post local jobs.

Training available at your site or ours.
For more information contact reerb@sunyulster.edu
(845) 339-2025 or visit us at sunyulster.edu



Orange & Rockland

Your Vision Our Energy



Together we create opportunities

O&R's Economic Development team is ready to assist your new or expanding business with our incentive programs. Let us put our energy and business expertise to work for you.

Contact:

DEBORAH PATTERSON

Economic Development Director
(845) 577-2498
pattersonde@oru.com

TONI GRAZIANO

Economic Development Manager
(845) 577-2516
grazianot@oru.com

Europe continued to dominate the list of the top export markets with strong manufacturing growth. Those countries with the highest PMI readings in the sector in August included the Netherlands, Germany, the United Arab Emirates, the United Kingdom, France, Canada and Taiwan. Specific to the Eurozone, manufacturing activity grew at its highest rate since April 2011, illustrating just how much the continent's economies have turned a corner over the past year.

ENERGY

Hurricanes Harvey and Irma Impact Energy Operations and Markets

Bloomberg Reports that U.S. fuel prices are poised to remain elevated for the rest of the year in the aftermath of hurricanes Harvey and Irma, costing consumers billions.

Harvey knocked out 25% of the nation's fuel-making capacity at the height of the storm's flooding in Texas. More than 12% is still shut as of September 15th with three plants idle and 11



struggling to resume operations. A week later, Irma compounded fuel shortages in the Southeast, as millions of people fled in a mass evacuation that emptied gasoline stations. A record amount of fuel was pumped out of storage tanks in the week ended Sept. 8, according to federal data, to keep East Coast gas pumps working. It was the largest one-week drawdown in U.S. gasoline stockpiles since 1990.

While some pump prices have drifted lower, increases could persist in some areas for months, analysts and economists said. An extended increase of 25 to 50 cents a gallon would translate to billions of dollars in costs to consumers over the course of 60 to 90 days, according to federal data on U.S. vehicle miles traveled and average fuel efficiency.

Feds Overrule State's Permit Denial for Pipeline to CPV Wawayanda plant

The Federal Energy Regulatory Commission ruled September 15th that the New York State Department of Environmental Conservation waived its right to review Millennium's application for a crucial Clean Water Act permit by failing to act within a year of receiving it. According to the Times Herald Record the DEC denied the permit in late August, demanding that an additional environmental review be completed, taking into account not only the direct impact of the pipeline, but also the emissions that would be generated by the power plant.

Competitive Power Ventures, the developer of the 650-megawatt Valley Energy Center, expects to complete the plant early next year.

Millennium plans to cooperate fully with the (DEC) on all issues related to water quality and will hold to the agreement to accommodate their requests on water crossings and wetlands. The company plans to use a technique called horizontal directional drilling for portions of the route that include wetlands or bodies of water. That approach, while more expensive than digging trenches, is considered less intrusive on the environment. The project is expected to cost about \$57 million.

Making Apprenticeships Accessible to Small Manufacturers

Council of Industry Will Lead Public-Private Partnerships in the Hudson Valley



Employment trends in the Hudson Valley are positive, which is promising for our region, but challenging for manufacturers seeking skilled labor. While larger companies are successfully building a pipeline of workers through apprenticeship programs, this approach is tougher for small and mid-sized companies with limited resources.

The Council of Industry has been supporting local manufacturers for over one hundred years, and we know that many of our members are ready to invest in apprenticeship programs to grow their talent base. The problem is that they do not have the infrastructure—time and expertise—to implement such programs.

To address this, the Council of Industry will act as an intermediary to facilitate the New York State Manufacturers Alliance Apprenticeship Program (NYSMAAP) in conjunction with the Manufacturing Association of New York (MACNY).

This resource allows MACNY and The Council of Industry to handle the administration and logistics of establishing an apprenticeship program, removing a major barrier to implementation. The Council will assist in coordinating the educational providers, providing resources to support structured on-the-job training expectations and facilitate train the trainer certification for selected journey level workers.

Why Apprenticeships?

The need for a proactive workforce strategy is critical. Nationally, the Manufacturing Institute and Deloitte Skills Gap Study found:

Through 2025, nearly **three and a half million** manufacturing jobs likely need to be filled, and if we do nothing, **2 million** of those could go unfilled.

Other factors contribute to the shortage of skilled workforce, including loss of embedded knowledge due to movement of experienced workers, a negative image of the manufacturing industry among younger generations, lack of STEM (science, technology, engineering and mathematics) skills among workers, and a gradual decline in technical education programs in public high schools.

Due to misconceptions about manufacturing, many have not considered the advantages of working in the sector. Our Hudson Valley manufacturers continue to report difficulty finding skilled workers, and they have responded enthusiastically to the NYSMAAP apprenticeship program.

An estimated 2.7 million jobs are likely to be needed due to retirement of existing workforce with the average age of a highly skilled worker in manufacturing being 56. Replacing them before they retire is critical yet many manufacturers do not have the personnel or resources to adequately train either new or incumbent workers. This program targets entry-level incumbent workers to advance them into more skilled positions within companies and

Workers obtain **Industry-recognized credentials** that certify skills and tie their wage progression to **skill attainment**.

allows smaller companies the ability to participate with others to achieve economies of scale.

Employers understand that now is the time for manufacturers themselves to invest in people by articulating and driving training, providing a clear path to higher skilled and higher paying jobs and working in partnership with the public sector.

Our program, NYSMAAP is an employer-led public-private program for registered apprentices in manufacturing occupations. The unique business-lead approach is targeted at raising the skill

level of incumbent manufacturing workers and creating distinctive career pathways, while filling critical needs within the industry. The program will later expand to include new employees, with many apprentice candidates drawn from local community colleges and career-tech high schools such as Hudson Valley Pathways Academy.

To start the process, the Council will launch the first of several programs: CNC Machinist and Mechatronics Technician followed shortly by other trades including Electronics Technician, Maintenance Mechanic (Automatic Equipment), Quality Assurance Auditor, Toolmaker and Welder.

The program combines on-the-job training, customizable and implemented by each company, along with required instruction provided by local community colleges or education partners and online courses from Tooling U-SME. The NYSMAAP programs are expected to be three to four years in duration resulting in the apprentice earning a transferable certification, increased income and the advancement into the selected position.

The Council of Industry will coordinate aspects of the apprenticeship program so companies can focus on running their businesses, providing the on-the-job training needed to support this program. The Council of Industry's apprenticeship coordinator will help to identify selection criteria, process tracking and manage relationships with the Department of Labor and MACNY. With the ongoing support of the program and the Council, employers can focus their resources on additional talent management programs.



Implementation Challenges

While we prepare to launch this program early in 2018, we anticipate challenges, including ensuring apprenticeship candidates have the aptitude and awareness to succeed in the program. To address this, we are working with our community colleges to create a candidate assessment tool and pre-apprenticeship support. We want to prepare candidates with a solid foundation so they are set up for success versus frustration.



There is a common misconception that only unionized shops can implement apprenticeship programs. Not true! Based on the New York State DOL Registered Apprenticeship model, this company-sponsored training is similar for both environments. This approach provides these non-union employers a collaborative partner to set up and operate the program ensuring that an apprentice is not just informally shadowing a machinist for three months—but specific skill outcomes are articulated and measured. Workers obtain industry-recognized credentials that certify skills and tie their wage progression to skill attainment.

A substantial three to four-year commitment is required of the manufacturing companies. Each company must select several Journey level workers who will be required to attend Train the Trainer certification, mentor their apprentice, approve and monitor on-the-job task completion, and maintain diligent reporting. Employers will be expected to support the required instructional classes, typically offered after traditional hours and offsite.

Stronger Together

Alone, many smaller manufacturers are unable to fund an apprenticeship program, by banding together with fellow manufacturers through MACNY and The Council of Industry, this program has driven down the cost. MACNY has been successful in obtaining funds for the creation of a New York State Manufacturers Alliance Apprenticeship Program. Through this

program the administration, coordination, required instructional and online training are at little or no cost to the employer. This is expected to dramatically reduce the administrative burden on individual manufacturers and greatly streamline apprenticeship program registration.

The program design will allow NYSDOL to have a single point of contact for multiple employers, thus reducing some of their administrative burden as well. The design will allow small and medium sized manufacturers to offer registered apprenticeship

programs through MACNY and eliminate the need for each manufacturer to go through the often lengthy and complicated registration process on its own. This innovative approach will provide hundreds of employers the flexibility to hire small numbers of apprentices when they otherwise may not have the resources to do so. In addition, manufacturers in the Hudson Valley will benefit from a full time Council of

Industry employee dedicated to assisting with workforce needs and committed to coordinating the apprenticeship program on their behalf.

This **innovative approach** will provide hundreds of employers the **flexibility to hire small numbers of apprentices** when they otherwise **may not** have the resources to do so.

Next Steps

Manufacturers interested in becoming involved in this program and anyone interested in a manufacturing apprenticeship can contact Johnnieanne Hansen at the Council of Industry by calling 845-565-1355 or emailing jhansen@councilofindustry.org.

Some additional information can be found at: <http://www.councilofindustry.org/apprentice-program/>

This is your opportunity to address a current and future workforce obstacle. It will be your program, customized to meet the needs of your organization with the dedicated support of our Apprenticeship Coordinator. Please consider participating and having your voice heard.



ARCONIC

Our Mission and Values

**Everyone,
Every day,
Everywhere...**

We win when our customers win –
we innovate, deliver and operate
as world class.

We excel as high performance teams –
safely, with respect and integrity.

LEADERSHIP PROFILE

Elisha Tropper, CEO Cambridge Security Seals

WITH HAROLD KING

MAXIMIZING GROWTH WITH INNOVATION AND TECHNOLOGY



HV Mfg sat down with Elisha Tropper, CEO of Cambridge Security Seals, one of the youngest, yet fastest growing manufacturing firms in the region. We talked about the challenges of starting a manufacturing business from scratch and leading through rapid growth, as well as the opportunities that advances in automation and technology present to manufacturers.

HV Mfg: Let's jump right in. How did you come to start and lead Cambridge Security Seals?

E.T.: The short answer is that I saw an opportunity to start CSS when the security seals product line at my former company suddenly became more expensive and difficult to procure due to a private equity fueled consolidation and offshoring of seals manufacturing in North America.

HV Mfg: What made you feel that you could succeed in starting and developing a company?

E.T.: My background and experience gave me a lot of confidence. I grew up against the backdrop of a family business started in New York City by my grandfather in the 1940s, and then significantly expanded by my father and uncle as the second generation made its impact. So I was always oriented towards entrepreneurship, even as I received a degree in English Literature at Yeshiva University. I spent several years after college working in our family business, gaining hands-on experience in all areas of the business - operations, sales, marketing, and product development – and getting up-close exposure to the management of a growing enterprise. One of my fondest memories of those years was driving my grandfather, in his late 80's, across New England, travelling the same sales routes and calling on the same customers as he had been doing for more than fifty years.

While I really liked the business, I knew I wanted to do my own thing. I enrolled at Columbia University, and after receiving an



CSS invests heavily in automation research and development, and recently secured two patents for innovative advances in manufacturing techniques.

MBA, joined the strategy group at Price Waterhouse's management consulting practice, where I was able to gain a great deal of valuable business experience working on engagements inside some of the world's largest companies.

My desire to try my hand at both manufacturing and turnarounds led me to North Carolina. With my family's backing, I took over Prestige Label Company, a very distressed old-line converter of pressure sensitive labels. After transforming Prestige into a high-definition printer of labels and sleeves, overcoming the post-9/11 economic slowdown, and significantly growing the



CSS Director of Manufacturing Kris Hedstrom and VP Operations Jessica Pitkowsky are at the forefront of the company's continuous improvement activities.

business, we sold the company to Atlantic Corporation, one of our customers. It made perfect sense for them. Ours was a complimentary product to what they sold, and they had the scale of a much more substantial sales and marketing team. We had three or four sales people, they had something like 80. It was pretty much turnkey for them, and the price was right, so we accepted their offer. To answer your question, I had experience running a technology-focused manufacturing businesses, and was confident in CSS's customer-centric business plan.

HV Mfg: Can you tell us more about running a technology-focused manufacturing business?

E.T.: Let's start with my work at Prestige. When we acquired the company, it was barely functioning, outsourcing half of its manufacturing, and struggling with antiquated equipment to produce quality products at competitive costs. Previous management had badly failed to keep up with changes in the industry, especially technology. Because they hadn't invested in any new technology for



Over the past two years, CSS has invested heavily in state-of-the-art manufacturing technology to improve quality and production efficiencies while significantly reducing waste and its carbon footprint.

so long, I was able to skip the "catch-up" phase and instead "leap frog" the competition by investing heavily in what was then the emerging disruption that was digital printing. We dove headfirst into this new world, partnering and championing HP Indigo technology, and became sort of a "poster child" of digital innovation within the industry. We became profitable quickly and grew rapidly. I was one of the original members of HP's International Digital Product Advisory Committee. This gave me a front-row seat to see how one of the world's largest and best technology companies focused so closely on understanding and meeting its customers' needs.

HV Mfg: So is that when you started Cambridge Security Seals?

E.T.: Not quite. After the sale of Prestige, I started T3 Associates, a small management consulting firm focused on business development and merger and acquisition advisory services. There were many companies that wanted me to help them achieve what I had achieved at Prestige – the turnaround, the technology, the profitable exit. I was able to grow the firm by utilizing my experience and hiring a strong team of consultants. Business was pretty good for a few years, but then Lehman Brothers imploded, and you know the rest. By 2008,

“Why not be part of raising the talent you are looking for. This is a multi-year interview process and I already have my eye on two future employees”
-Rich Croce of Viking Industry

“You and your company can't afford not to participate”
-Ellen Anderson of Selux

Are you a manufacturer interested in growing through **partnerships**?

- Are you struggling to find good **employees**?
- Do you want to participate in a multi-year interview process?
- Are you interested in supporting the growth and development of the **youth** of the Hudson Valley?
- Are you looking to engage **talented minds** to help your company succeed?

If you answered **yes**, then a partnership with the Hudson Valley Pathways Academy P-TEC High School is right for you! We offer a range of possible partnership options to accommodate how you want to be involved in growing your future talent.



www.ulsterboces.org/hvpa

pathways@ulsterboces.org
845.443.8012



CSS's unique, award-winning packaging was developed specifically to reduce its customers' shipping and inventory costs by consolidating seals within each carton as compactly as possible.

everything had dried up... I mean everything. There was absolutely no M&A activity at all, no credit to fund M&A activity, and companies went into survival mode. Even though I had contracts with clients, we simply tore them up. How could I demand that they honor them when I knew how much things had changed?

HV Mfg: Those were tough years for everyone. "Survival Mode" is a good description. Did you keep your consulting business?

E.T.: I did, but on a more focused scale. I kept a few clients – including, ironically, the family business, which needed to refocus an area of the company which had a heavy concentration around the home building industry, which had been decimated. After a couple of years, I left to start Cambridge Security Seals.

HV Mfg: Because that was the product that was becoming difficult to secure for your customers, right?

E.T.: Exactly. There is a large and growing market for security seals and tamper-evident products. They are used in some way in just about every major industry: airlines, freight, pharmaceuticals, gas and oil - you name it. In the first decade of the 2000's, a private equity firm bought up all of the major seals manufacturers in North America, including Stoffel Seals here in Rockland County. Stoffel had several hundred employees, but the roll-up resulted in the closing of quite a few plants and offices in America, including the operation here in Rockland as they consolidated operations, personnel, and began moving a lot of the manufacturing offshore to reduce costs. It was obvious that the by-products of the consolidation would be increased lead times, quality concerns, higher prices – and virtually no choices for customers. There was clearly an opportunity to produce seals domestically, to provide shorter lead times, higher quality products, and the kind of customer service that you would never get from a roll-

up consolidation by a financial entity focused on flipping the company. So I founded the company in 2010, and after purchasing our facility in Pomona in 2011, we embarked on a major renovation to get it up and running and "leap frog" the competition once again.

HV Mfg: How did you finance the project?

E.T.: Mostly self-financed, but we also received an SBA loan to purchase the building.

HV Mfg: Now you are almost 7 years into it. How are you measuring up against your business plan?

E.T.: While I'm never really satisfied, I think we are doing very well. We've been running 10 fully-automated production lines on a 24/7 schedule. Our 11th line, which we are in the process of installing, is the first of our Generation 3 production lines, and represents a major

leap forward technologically from even our highly efficient second-generation lines. We are certainly on pace with our initial growth projections. In fact, last year we outgrew our facility and needed to secure additional warehouse space down the road in Haverstraw. We are currently working on plans to expand this facility here in Pomona, as well as add several more of our Generation 3 production lines.

HV Mfg: What do you see as the biggest challenges facing the company in the next few years?

E.T.: Managing rapid growth is our biggest challenge. We need space. We need skilled and talented workers. We need to continue our technological R&D. And, we need strong day-to-day financial management, which we get in spades from Lorie Bilinski, who also oversees HR, another key area of challenge for us.

But most importantly, we need to stay true to our original mission of quality products, short lead times and outstanding customer service. The truth is, about a year ago we had a pretty serious hiccup. We took on more business than we could handle and we disappointed some of our customers. To try to keep up, we put off some essential equipment maintenance, which came back to bite us. We ignored the flat tire, so to speak, and as a result we broke an axle. It hurt, but we made the tough decision to stop accepting new business and refocus on effectively servicing our existing, loyal customers. We reached out to our key customers, explained what had happened, apologized, and then presented a detailed plan for how we intended to not only fix what was broken, but how we would come out the other side a vastly improved company capable of providing the industry—leading reliability which has defined us since inception. It took several months, but we followed through to a T and got back on track. We learned a valuable lesson and, I think, we've emerged as a considerably stronger company. Based on that

experience, I'm pretty conscious that our biggest challenge remains managing growth in a way that is sustainable for the long term.

HV Mfg: Let's talk about growth. What about the opportunities that you see out there?

E.T.: There just are so many markets and customers for our products and we've only scratched the surface. Brian Lyle, the president of our company, is extraordinary at developing new business opportunities, and working with our sales team and key customers to continually improve our offering of products and services. Another area is our global sales, which right now are a very small part of our business. But over the past couple of years, we've been developing our European business by empowering the fantastic professionals on the CSS Europe team, who really understand the various markets on that continent and know how to effectively service them. There are also plenty of industries here in North America that we have not really tapped yet, but now have the capacity and scale to pursue.

I also think we can continue to improve both our efficiency as well as customized features for our customers through the implementation of new technologies. Automation and information technology in particular are revolutionizing manufacturing processes. I think Cambridge Security Seals is on the cutting edge of implementing these technologies in our process and our products, led by Kris Hedstrom, our VP of Manufacturing. If we stay on that cutting edge – and Kris assures me his team is committed to doing that – growth opportunities will continue to present themselves to us.

HV Mfg: Are we right in assuming that the right people are key to staying on that technological “cutting edge” you want to stay on? If so what do you look for in your leadership team?

E.T.: Absolutely, people are the key – and not just for technology, but in every aspect of the business. Accountability and responsibility are key. I look for people who are self-starters and who accept and embrace the daily challenges that come their way. The people who succeed here are those who, when I give them a project, I know with certainty that it will be completed, with accuracy and quality – and on time. I look for people who have continuous improvement ingrained in them and are never satisfied with “good enough.” Sure, it's important in manufacturing and technology development – but it's just as important in every other area. Take our VP of Operations, Jessica Pitkowsky, who oversees a complex web of

interconnected parts, encompassing everything from supply chain logistics to the continual design, upgrades, and implementation of ERP. Everyone counts on her to keep it all running seamlessly – and time after time, she delivers.

HV Mfg: Are you having difficulty finding enough of the right people?

E.T.: We have worked hard to develop the team that is here now, especially in the manufacturing area, where Kris really focuses on recruiting and training. But, we are definitely looking for specific skills to help us grow. We especially need mechanical engineers and maintenance mechanics, the folks who can both keep the machines



A major factor in the success of CSS is its world-class team of experienced manufacturing and processing experts, including George Steinert, Tooling and Process Manager.

running and continuously improve the lines. It can be hard to recruit skilled personnel to a small company like ours. Young people, in particular, seem to be attracted to bigger firms. But, we can offer the right people greater visibility and responsibility, unique projects, and an upward path in the company that they would have a hard time finding in larger organizations. We have a lot of expensive and sophisticated equipment here, and staying state-of-the-art and keeping it all running efficiently is critical to our operation, and requires smart, skilled, and well-trained people.

HV Mfg: What do you think makes a good leader?

E.T.: I think it is important for a leader to set the right tone. You develop and communicate a vision, and then establish a strategy to pursue and achieve that vision. You then need to empower people to help make it happen. The hard work, I suppose, is balancing the vision with the execution.

I like to use the rocket-to-Mars analogy. If I want to send a rocket to Mars, there are basically two ways to get it there. The first way is to intercept the planet in its orbit. I need to do all the calculations for speed, gravity, orbital path, and travel time to figure out where exactly Mars will be at an exact point in time in the future - and then I point the rocket at that spot and send it off. The second way is to launch the rocket towards Mars, and continually steer it with a joystick until it reaches the planet. For me - especially in this fast-paced world of manufacturing, global competition and changing technologies - I like the second method, because you always need to adjust for variables. A leader's vision can be landing on Mars or specific achievements or milestones for a company, but so much that impacts the realization of that vision is constantly changing. I think a good leader keeps his or her hand on the joystick and constantly steers the company towards that vision, making necessary adjustments along the way.

HV Mfg: Is there leader from history that you particularly admire?

E.T.: There are many - but the one that pops into my head as we're talking is Abraham Lincoln - particularly because of the way he chose his cabinet. The "Team of Rivals" he put in place. I've learned that it's very important for a leader to hear advice from different perspectives, even competing points of view. In a business like ours,

I want to hear from everyone - engineering, from marketing and sales, from accounting. I need to hear all those perspectives if I am going to "steer the rocket" in the right direction. I also think that we've done a good job making sure that all the leaders of our team - Brian, Jessica, Kris, and Lorie - regularly communicate with each other, and understand the issues facing each department and the impacts that decisions in one area have on other areas. That's the only way to have everyone truly focus on the big picture.

HV Mfg: You mentioned plans to increase capacity. Do you have a project in mind?

E.T.: Yes, we are planning to construct an addition on the back of this building, and add another three Generation 3 production lines. This would increase our capacity by around 50 percent. If everything goes according to plan, we would expect to invest somewhere in the neighborhood of \$5 million over the next few years.

HV Mfg: This has been very interesting. Thank you for your time.

E.T.: Thank you. We are relatively new members of the Council but we appreciate all you do for manufacturing in the region - especially in the area of workforce development. We hope to participate in the Apprenticeship Program you are beginning.



WORKING TOGETHER AS PARTNERS TO REACH YOUR MARKET

CONCEPTION THROUGH PRODUCTION

GRAPHIC DESIGN
ADVERTISING
PACKAGE DESIGN
BROCHURES
LOGOS
WEBSITES
SALES SHEETS
ILLUSTRATION
PHOTOGRAPHY
SHOW GRAPHICS
CATALOGS

ADESSENTIALSONLINE.COM | 845.255.4281

Ad
Essentials



Local.

Where they solve storage problems.
Where we make decisions.

YB Storage Properties

Peter Ferraro Sr., Paul Ferraro and Peter Ferraro Jr.

When the Ferraro family saw a big opportunity to expand their business with a three-story, 500-room self-storage facility, they turned to Tompkins Mahopac Bank for financing.

"They work fast, they're very accommodating, and they don't play games," says Peter Ferraro, Jr. "They've given us the opportunity to grow at a very rapid pace."

Need a local decision?
Call 866-462-2658. Or visit
MahopacBank.com.

TOMPKINS 
Mahopac Bank

Locally focused. A world of possibilities.

Member FDIC



DUTCHESS
COMMUNITY COLLEGE



WORKFORCE TRAINING SOLUTIONS

- Computer Training • Management Development
- Organizational Improvement • Technical Programs

*Join the many businesses
that have relied on DCC to provide quality,
affordable, customized employee training services.*

Call Virginia Stoeffel at (845) 431-8908 or visit
www.sunydutchess.edu/continuingeducation/training/

Marco "Your Onshore Advantage"
MANUFACTURING

With 20+ years of experience in electronics contract manufacturing and printed circuit board assembly, **Marco is your destination for:**



- Board Level SMT / PTH
- System / Box Builds
- Lead Free (RoHS) Soldering
- Prototype to High Volume
- High-Reliability Applications (Data, Military, Medical, Transit)

Materials Management

- Turnkey / Consignment
- Kanban Programs
- Global Sourcing Capabilities

Our Quality Assurance

- ISO 9001: 2008 Quality System
- ISO 13485: 2003 Medical Devices
- Lockheed Martin Solder Certification

(845) 485-1571 www.MarcoManf.com

Contact: Timothy McMorris
Manager of Sales & Business Development
(845) 453-1430 tmcmorris@marcomanf.com



UNCOVER SAVINGS

WITH A TOTAL ENERGY STRATEGY



When it comes to energy efficiency, don't stop at upgrading lighting. Operations that practice smart energy management develop an energy strategy that's customized for their business and identifies opportunities for reducing risk and creating new value.

It's called Total Energy Management. It's a strategy that guides you to buy less energy and use what you buy more efficiently. Let's walk through some steps you can take to build this competitive advantage.

Establish a buying strategy to act on advantageous price movements

Energy makes up a critical portion of operating costs for most manufacturers. Manufacturing consumes 51 percent¹ of the world's energy and accounts for 30 percent² of consumption in the United States. With energy consumption so large, manufacturers know that they can't treat energy simply as a static and unavoidable expense.

As many manufacturers aim to reduce overhead costs and compete in today's global economy, any advantage they can create for their operation can be game changers. One major advantage can be to manage energy as a comprehensive plan that includes both the supply side (how you buy energy) and the demand side (how you use energy).

It can be easy to leave money on the table by failing to consider your energy needs holistically, and instead taking a piecemeal approach. Don't just run the drill of tracking commodity prices.

If your electricity usage and budget are large, so is your opportunity in the energy market. An energy supplier can help you purchase energy at prices that maximize your budget based on terms defined ahead of time.

Two options for making transparent and informed buying decisions are solutions like PowerPortfolio® for purchasing electricity and GasPortfolio® for purchasing natural gas, both from Direct Energy Business.

With PowerPortfolio, a team of strategists helps you purchase power at wholesale market pricing, customizing the amount of your load that is fixed or floating based on the amount of risk your operation can tolerate. Similarly, GasPortfolio helps you react to the fast-moving NYMEX natural gas market, alerting you when buying is most advantageous.

Strategies designed for large energy users

Buying strategies like these are designed for large energy users like commercial and industrial enterprises. That means that manufacturers with flexible operations can use these solutions to manage volatility and avoid peak usage periods.

This can mean employing a strategy to purchase energy in the day-ahead or real-time market when the price is most advantageous. Then, organize your peak energy usage for times of the day, week, or month when energy is least expensive. For example, if electricity prices are lowest during the night, a manufacturer may capitalize on those low energy costs by scheduling the heaviest operational load for evening and early morning hours.

Some energy buyers are experts at managing volatility and never lock in a fixed price. These enterprises float their entire energy load on the market indefinitely using an index price plan. To weather market volatility, they customize their consumption schedules every day to capitalize on the lowest prices available.

Try a layered approach

Manufacturers that need more budget certainty or with more rigid operational schedules may be precluded from optimizing consumption schedules based on price and find it difficult to ride out a volatile market on a long-term index price.

These buyers may choose instead to use PowerPortfolio or GasPortfolio to lock in portions of energy usage over time, a price management technique called layered purchasing. By taking a layered approach, enterprises may snag a lower price in a falling market without risking too much or too little in a volatile market.

Whatever energy strategy you choose, it should help you manage price fluctuations, address your risk tolerances and meet your budget goals.

Use an audit to optimize your facility's efficiency and energy demand

For an effective Total Energy Management strategy, you must implement energy reduction and efficiency measures in addition to your customized energy buying plan. How your plant does this depends on the age of your equipment, your load curve and other factors unique to your operation.

A smart first step is to work with your energy supplier to perform an energy audit. An audit will help your operation to uncover energy-saving opportunities, create a plan for next steps and set energy efficiency goals.

Many facilities then choose to upgrade lighting, improve pipes, ducts and fans, or shift HVAC loads. You may save additional energy by installing variable-speed drives, which can enable motor

functions at a level in keeping with load requirements. For example, Direct Energy Business can also help you add an onsite combined heat and power (CHP) system. CHPs use one source of fuel to produce two forms of energy: electricity and heat.

Create the potential for new revenue with Demand Response

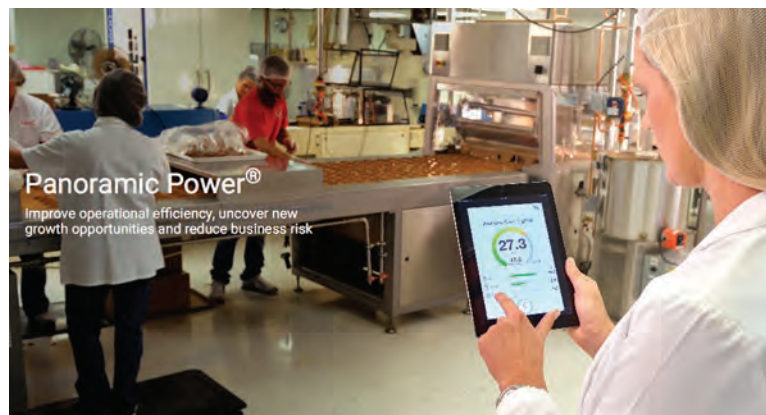
Another option popular for manufacturers is participating in a Demand Response program. These programs give businesses the opportunity to reduce usage and potentially earn new revenue through incentive programs. They are designed to help electric utilities curb energy use during periods of peak demand, but can serve as a cornerstone of a manufacturer's energy strategy.

Here's how it works. If you're eligible to participate, you can get paid for even agreeing to curtail usage—even if no curtailment event is called. You'll receive an additional payment if and when a curtailment event occurs and you're called upon to limit your usage. Keep in mind, curtailing electricity doesn't have to impact your operations. It can be as easy as turning equipment down or off when it's not being used, precooling facilities or shifting production schedules to off-peak hours.

Use data-driven insights to guide decision-making

A complete Total Energy Management approach uses analytics to reveal consumption patterns and how those correlate to price variations and price movements over time. These insights can help manufacturers identify opportunities to match energy needs to the strategies that could potentially save money.

Take, for example, Panoramic Power® device-level energy monitoring from Direct Energy Business. Using small, self-powered wireless devices clipped at the breaker box, you can gain real-time visibility into the energy consumption of individual pieces of equipment. With a dashboard available from your desktop or mobile device, you have the insights necessary to find and eliminate energy waste, optimize your operations and even predict and prevent equipment failure.





Owned and operated by the Esposito
Family SINCE 1950

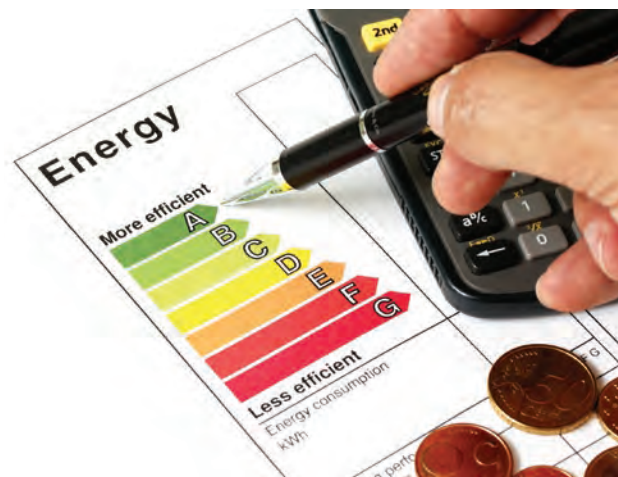
- Protective Packaging
- POP Displays Temporary & High End Permanent
- Thermoforming
- Specialty Die Cuts
- Product Packaging & Fulfillment & Shrink Wrapping
- Acrylic Fabrication
- Product Packing & Kitting
- RF & Heat Sealing
- Computer Design
- Cad Samples

1 Favoriti Avenue, PO Box 2295, Newburgh, NY 12550
Phone: 845-562-0900 • Fax: 845-562-1020
E-mail: michael@orangepkg.com

"In the past, our industry had to use its ears, literally listening to sounds and changes in sounds to tell us when there's a problem," says Panoramic Power user and recycling plant manager Bruce Harwedel. "Now with Panoramic Power, we can go even deeper to see what is actually happening inside the machine. And, I can react to it right away." For Harwedel and many other manufacturers, this can mean huge savings that aren't achievable with only high-level performance data.

Remember, you have a choice of energy suppliers

Because you have a choice of suppliers for natural gas and electricity, you can shop around to find one who takes the full energy equation into account. A successful energy strategy often requires close attention, so employing the right supplier and strategists is key.



1. U.S. Energy Information Administration, "How much energy is consumed in the world by each sector?" Retrieved June 19, 2015
2. American Council for an Energy-Efficient Economy, "Outsourcing Energy Performance: Its Potential for Industrial Energy Efficiency Programs," March 18, 2014

Editor's note: Direct Energy Business and the Council of Industry have partnered together for 8 years to provide energy solutions to Hudson Valley Manufacturers. Direct Energy has a highly knowledgeable and experienced team that can create a Total Energy Management strategy customized for your facilities. They have a deep understanding of energy pricing, constantly track the market and can identify opportunities for energy efficiencies and savings allowing Council members to focus on their core capabilities while still getting the most from their energy budget.

The BEST Made Mill



- Full manual operation with handwheels
- Simple semi auto mode with 'Do One' cycles
- Easy conversational programming
- Teach mode, probing, handwheel run
- Quill head features 20" Z with 6" quill travel
- Available rigid head with 8,000 RPM
- Available 12 tool ATC
- 6 models from 30" to 60" travel
- Build to last decades

FRYER
MACHINE SYSTEMS

The Toolroom Company

FRYERMACHINE.COM



SOLUTIONS ARE IN THE BAG.



Since 1951 **PACKAGE PAVEMENT®** has strived to create the ultimate customer experience by providing a full line of quality asphalt, mortar, concrete and repair products. We offer our valued clients a fully customizable solution whether it be with colored mortar for a new building, or crafting specified pumpable concretes for a new subway line.

Our dedicated team of professionals are here to help ensure the successful execution of your next project.

www.packagepavement.com

3530 ROUTE 52 • STORMVILLE, NY • PH: 800.724.8193 • FAX: 845.221.0433

**GREAT CAREERS
ENGINEERED HERE**

MPI, the leading manufacturer of wax-room equipment worldwide, has been experiencing explosive growth. We're looking for talented people to join our team and help us continue our momentum. MPI is a **GREAT** place to work. Visit the careers section of our website for details or to apply.

MPI

(845) 471-7630

mpi-systems.com

APPLY NOW

COMPANY PROFILE

METALLIZED CARBON CORPORATION | BY ALISON BUTLER

70 YEARS OF INNOVATION

From Elevators to Aerospace

Ossining based Metallized Carbon Corporation is a company that doesn't make anything you can identify at first glance, but their products are in many of the things that make your modern life possible. Metcar® is the trade name for a unique family of oil-free, self-lubricating, materials that have been under continuous development by Metallized Carbon Corporation for over seventy years. Their products are used when traditional lubricants are not an option often because of temperature,



Pedro Ramirez, Lead Machinist, polishing a mechanical face seal on a manual turning center.



Rosa Aleman, Materials Inspector, individually inspecting critical material properties for aerospace parts.

chemical conditions, or where oil contamination would cause a problem like in the food and beverage industry. Metcar's President & CEO Matthew Brennan said, "If the use of oil, or grease, or another lubricant are not feasible our product is the solution."

A Product with Special Properties

So how are Metallized Carbon's products different and why don't they require a liquid lubricant? Metcar materials rely mainly on graphite which has self-lubricating properties. They use fine particles of graphite and other solid lubricants which they chemically bond together using a strong carbon binder. After this proprietary bonding process, the material contains a certain amount of available porosity. This porosity is then filled, using vacuum-pressure impregnation, with metals such as copper, babbitt, bronze, antimony, silver, and nickel chrome to improve strength, wear resistance, lubricity and conductivity.

Chris DiPaolo, Sales & Marketing Manager at Metcar, explains "A key part of our product is our materials, so we employ not only mechanical engineers but materials and application engineers as well." These engineers work very closely with customers to develop solutions to satisfy their needs. Depending on the customers need, the porosity can also be filled with thermal setting resins, inorganic salts, or other dry lubricants to produce materials with optimum characteristics for specific rubbing applications. There are over 150 different Metcar Grades that have been developed to provide customers with optimum materials for their specific operating conditions and new materials are constantly being developed to

meet new customer application requirements.

The primary industries that Metallized Carbon's products serve are in energy, transportation and industrial high temperature processing. Specifically, automotive, aircraft/aerospace, military, petrochemical, building products and power generation are all market segments that benefit from the technical and applications knowledge offered through Metcar products. When used in wet conditions these parts show almost no wear and can go for decades without replacement. Under dry running conditions there is some wear and the part will eventually need to be replaced. In the



Keith Hoge, Applications Engineer, testing for ash content in the materials lab.



Andres Perdomo, Mixing Operator, weighing raw material formulation on a precision batching scale.

harshest dry conditions, gypsum board dryers for example a part will last 3 – 5 years. Most of the equipment containing Metcar parts are provided for services or products that are a necessary part of our modern everyday life and these machines would not be able to function without the Metcar components.

The oil and gas industry is one of the biggest users of carbon graphite products, usually in their pumps, compressors, meters and valves. Power plants use Metcar bearings in their steam condensation pumps and recirculation systems. Some of the more recent materials developed at Metcar caught the eye of the aerospace and commercial aircraft industry. They have completed extensive test programs with major aircraft engine manufacturers and have begun on parts for the next generation of aircraft engines. According to Brennan, “The aerospace industry is very excited about the materials and components we can produce.”

Metallized Carbon is continuously improving and developing the materials and products they produce to meet new challenges in the marketplace. Today’s Metcar parts can be used in hotter or colder environments; they are stronger and last longer than the parts of the mid-20th century when the company began.

Company History

It was 1945 when Preston Siebert founded Metallized Carbon in a detached garage as a metal impregnation services company for electrical carbons that is still a part of the facility today. In the early days, Siebert worked to develop a process to impregnate carbon

graphite with molten metal. Originally the company provided this molten metal impregnation process as a service. One of the early adopters of carbon graphite was in the electronics field because graphite when mixed with a metal matrix is a better conductor than graphite alone, while maintaining its self-lubricating properties. These parts were used in motors, brushes and switches in the Otis elevators manufactured nearby in Yonkers, NY.

By the 1950’s, the Metallized Carbon began impregnating and manufacturing carbon bearings. The next decade saw Metallized Carbon develop and patent a series of bearing assemblies and brackets used in equipment for the building products board drying industry. According to Brennan, “In the 1970’s in an effort to control their own destiny, Preston Seibert decided Metallized Carbon needed to manufacture their own carbon graphite materials. This way they would be in complete control of the process and products.” Soon after, “Metcar®” became a registered trademark. “That turned out to be a very wise decision. It shaped the innovative company that we are today.” In the next decade Metcar developed new base materials and grades and by the 1990’s they had developed unique aerospace materials for use in commercial and military applications. Today the original 2 car garage has grown into six buildings covering 85,000 square feet. The company employs 125 people, the majority of which are involved in the actual manufacturing process.

In the 2000’s, with the addition of the aircraft and aerospace industries and increased demand from key global OEM’s, Metcar established additional facilities. Metcar opened Metcar® Mexico



Luis Acosta, CNC Programmer I, machining an aerospace seal face on a dual spindle, 4-axis CNC turning center.

in 2006 and Metcar®Asia in 2010 and by 2012 decided to expand their production space here in the US to accommodate the increasing demand. As Brennan pointed out, “If you are going to manufacture in the US, you have got to be high tech, cutting edge.” Metcar is both.

While at first the company considered moving to another state, the ultimate cost of moving the entire operation and the disruption it would cause convinced the owners to stay in New York State. While looking for a new location to relocate some of the processes that needed modernization, they decided to keep the new facility nearby so that many of the administrative and management personnel would be able to split time between the facilities. After an extensive search for shovel ready properties in the Hudson Valley, a site in Sullivan County was procured. "Empire State Development, the Sullivan County Partnership and Sullivan IDA were very helpful in finalizing the decision to stay in the Hudson Valley," said Brennan. The various agencies helped to procure funding and grants to assist in the site development and building process. "Verticon LTD was also a key element in the expansion process. Metcar laid out the manufacturing process and Verticon was able to build an envelope around it," explained



Critical dimensions verified by Raul Figueroa, Materials Inspector, and Cesar Vasquez, Senior Programmer, on a digital CMM.

Brennan. "Verticon worked very hard to help Metcar understand and manage the costs of the construction process."

This expansion is a great example of Council of Industry members working together to support each other because not only is Verticon LTD a member, but so is the bank Metallized Carbon worked with. "We worked with Bill Dunkel at Tompkins Mahopac Bank. Bill really understood our needs and I believe assisted us in ways that only a local bank could," said Brennan. Another Council of Industry member that was integral in the process was the Chazen Companies, who provided engineering expertise and assistance with permits. The new facility in Mountaintale NY will house the Aerospace Materials Division and currently is 15,000 sq. ft. with the potential to grow to 65,000 sq. ft.

Workforce and the Future

The Ossining facility will stay at its current size and employee count while new employees will be added to the Sullivan County site. The company is working to fill these positions. Metallized

All we do is work. Workplace law.

Affirmative Action Compliance and OFCCP Defense • Class Actions and Complex Litigation • Collegiate and Professional Sports • Corporate Diversity Counseling • Corporate Governance and Internal Investigations • Disability, Leave and Health Management • Employee Benefits • General Employment Litigation • Government Relations • Health Law and Transactions • Immigration • International Employment Issues • Labor and Preventive Practices • Non-Competes and Protection Against Unfair Competition • Privacy, e-Communication and Data Security • Wage and Hour • White Collar and Government Enforcement • Workplace Safety and Health • Workplace Training

jackson lewis®

With 800 attorneys in major locations throughout the U.S. and Puerto Rico, Jackson Lewis provides the resources to address every aspect of the employer-employee relationship.



Thomas McDonough
44 South Broadway • 14th Floor
White Plains, NY 10601
(914) 872-8060
Thomas.McDonough@jacksonlewis.com
www.jacksonlewis.com

©2017 JACKSON LEWIS P.C. | ATTORNEY ADVERTISING



Daniel Oakes, Machinist II, creating a CNC program for a grooved pump bearing.

Carbon has been fortunate to find several of their engineers at New York State colleges. "They mesh well with many of the newer, younger set of engineers replacing the older "industry guys" that are retiring as Metcar's customers," said DiPaolo. These new engineers are hungry for knowledge and carbon isn't something that most college programs spend much time on so it is eye opening when they meet with sales engineers from Metcar that explain why carbon works and how it is a better material for their needs. Often a part will be in the development and testing stages for a few months to several years before being ready for production.

With the expansion, Metallized Carbon has been hiring additional employees but finding the right people to staff the

manufacturing facilities isn't always easy. Brennan has been at Metcar for 45 years and there a several others that have worked at the facility for over forty years. The work environment is continually improving and they have hired many young professionals in the last four or five years like DiPaolo, who has been there for eight years. However, finding machinists and operators to fill production positions has not been easy. "Metallized Carbon advertises in newspapers in the Hudson Valley down to the Bronx and south Westchester County. For one job ad, we get approximately 50 responses of which 30 fill out applications, 12 show up for interviews and usually only one or two end up staying past the first day. Often the commute is too much, or the work isn't what they expected or some combination but the ones that stay are dedicated, reliable and see opportunity for advancement." Brennan explains. "Many are immigrants. They come to work every day and learn a lot and do a lot. They see the value in what they provide and we see the value in them."

Like many Hudson Valley manufacturing businesses, Metallized Carbon is innovative, nimble, technology oriented and customer focused. One is tempted to say the company is a "well-oiled machine," however, the better metaphor is to call them "a machine with well-designed carbon graphite self-lubricating components." Committed to its employees, its customers and its community, Metalized Carbon is like the components they produce, different materials bonded together to create something that is strong, durable, valuable and continually evolving to meet the needs of an ever changing world.

AMETEK®

ROTRON MILITARY & AEROSPACE PRODUCTS

Ametek Rotron is the industry leader in the design, development, manufacture and through life support of high performance, high reliability AC and brushless DC Fans, Blowers and Cooling Systems. With over 25 product active families, we offer the widest available military and aerospace cooling product range in the world, along with a capability to use our field-proven core product baselines to create unique configurations – addressing system specific space, weight noise, power and system interface requirements.

55 Hasbrouck Lane Woodstock, NY 12498
Telephone: 845-679-2401
www.rotron.com
www.ametektms.com



Immigration has become a hot issue ever since Donald Trump announced he was running for president in June 2015 and his many statements on immigration, particularly focusing on undocumented workers, during the campaign. Trump also promised to investigate abuses of visa programs that he believes disadvantage American workers.

Since his inauguration on January 20, 2017, President Trump has signed Executive Orders that affect various aspects of U.S. immigration, including on border security, immigration law enforcement, withholding federal funds from “sanctuary cities” to enhance public safety, construction of the Southern border wall, ending the “catch and release” policy, and imposing travel bans (now replaced by country-specific travel restrictions on nationals of Chad, Iran, Libya, North Korea, Somali, Syria, Venezuela, and Yemen). Finally, the rescission of the Deferred Action for Childhood Arrivals (DACA) program is going to have a direct impact on employers as well as hundreds of thousands of foreign nationals.

In April, the President signed the “Buy American, Hire American,” which is focused on reforming the H-1B visa program, as well as on eliminating waivers and exceptions that are central to international trade deals. The order directed the Departments of Homeland Security, Justice, Labor, and State to crack down on fraud and abuse in the immigration system, across the board, to create higher wages and rates of employment for U.S. workers. The DOL has cautioned employers not to discriminate against U.S. workers and announced it would investigate H-1B program violations, make more criminal referrals for fraud, and increase civil investigations by Wage and Hour division. DHS has stated that it is planning to issue new H-1B regulations and release updated guidance for the agency’s policy manual consistent with the President’s executive order, which asked for suggestions on reforms to “protect the interests of U.S. workers” and “improve the H-1B visa program.”

All employers are affected by the Administration's laser-focus on immigration compliance and enforcement. This is because all employers must verify the employment eligibility of all new hires by completing Forms I-9 Employment Eligibility Verification. Given the Trump Administration's heightened emphasis on unauthorized workers, increased I-9 audits by the Immigration and Customs



Enforcement are expected. More significantly, employers who hire foreign nationals on work visas (which includes international companies who regularly transfer individuals from abroad) will be affected by the new emphasis on compliance, strict scrutiny of visa petitions and enhanced vetting procedures, and possible new regulations limiting visa options, raising wage requirements, and curbing outsourcing. These employers also are likely to be affected by the “extreme vetting” procedures of foreign nationals on national security grounds.

The rescission of the DACA program will affect about 700,000 recipients of the program who have received DACA work authorization documents since the program was launched in June 2012. Unless these workers secure alternate work authorization documents through some other means, employers may have to let them go. This requires that employers continuously audit their I-9 forms to ensure all employees have updated documentation on file.

Employers can prepare for the anticipated changes by doing the following:

- 1) Ensure full I-9 compliance by periodically auditing your I-9 forms. Conducting a comprehensive audit involves more than a simple review of I-9 documentation for errors. It also includes:
 - Reviewing the company's entire I-9 or E-Verify profile, including recruiting, hiring, and employment eligibility

verification policies and procedures;

- Subject-matter testing of responsible staff members;
- Instituting best practices on record retention;
- Correcting errors appropriately;
- Ensuring that non-discrimination principles are followed to avoid Civil Rights Act violations;
- Considering process management tools such as electronic I-9 software platforms; and
- Considering the pros and cons of using E-Verify.

2) Prepare for unannounced work-site visits by the Office of Fraud Detection and National Security if you have employees working in H-1B or L-1 status. FDNS generally conducts its investigations by making unannounced visits to employers and asking to speak with the individual who signed the employer's petition and to the beneficiary to determine if everything in the petition is accurate. It will focus on job descriptions, job locations, salary, education requirements, and the like. The investigator may want to tour the premises, take photographs, and ask for a broad range of documents to verify the accuracy of all statements, including financial documentation and even information that may go beyond the petition itself, to information about immigrant visa applications, other office locations, layoffs, and hiring policies. If the FDNS is seeking more documents or information than can easily be compiled during the visit, the employer should explain that they will forward the documents within a reasonable time. The FDNS and the USCIS take the position that by submitting petitions, the employer consents to on-site visits and that no subpoena or warrant is necessary for the visits themselves or for requests for information and documents. While site visit cooperation is not mandatory and may be refused, the refusal of a site visit may lead to negative information being sent to the USCIS in connection with the visit that could result in a revocation of the case in question and other possible consequences or scrutiny. The employer and employee are not required to answer every question asked. An employer should ask to consult with counsel prior to answering questions if the questions do not seem relevant.

3) Prepare for possible ICE raids. ICE raids can lead to potential civil and criminal charges and each situation is different. It is therefore essential to consult with counsel on these matters. The general overview below provides employers with basic things to consider in advance of a possible ICE raid.

- As with unannounced FDNS worksite visits, identify a first responder and a back-up who initially will interact with the ICE officer(s) and accompany the officer(s) while they are on the premises.
- Advise employees that if a raid occurs, they should not block, interfere, or engage in any hostilities with the ICE officers as they conduct their activities.
- Inform employees that they have a right to talk, and not talk, with ICE officers if they like. However, do not direct employees not to speak to agents when questioned. Suggest they can contact the American Civil Liberties Union (ACLU) if they have any questions about their rights.

**YOUR PRODUCTION AND PRECISION PROBLEM SOLVER!**

LET US INCREASE YOUR PRODUCTION CAPABILITIES

Our experienced production team is ready to handle your project. Our contract manufacturing services include:

- Fully automated, 24/7, CNC machining
- Precision grinding
- Assembly services
- MIG/TIG welding

For a full list of our machines and capacities visit us at: www.dorseymetrology.com/contract-manufacturing

WE ARE THE PRECISION PROBLEM SOLVER

We offer a full range of inspection equipment including:

- Optical Comparators
- Dial Indicators
- Bore Gages
- Snap Gages
- Comparator Stands
- Large Diameter Gages
- Custom Gaging Solutions

Need a calibration? Dorsey has an a2La certified laboratory. See our scope of accreditation by visiting: www.dorseymetrology.com/certifications

Located at 53 Oakley Street, Poughkeepsie, NY, 12601
www.dorseymetrology.com • (845) 454-3111 • sales@dorseymetrology.com

If a raid occurs, remember:

- ICE needs a search warrant. Be sure to ask to see the warrant, examine it to see if it grants entry to the premises and that it is properly signed.
- Contact counsel immediately, but ICE will not delay the raid to wait for the attorney to arrive.
- Do not engage in any activities that could support a harboring charge, such as hiding employees, aiding in their escape from the premises, providing false or misleading information, denying the presence of specific named employees, or shredding documents.
- After the raid, contact the families of any detained employee, debrief staff, and make notes for counsel marked "Confidential Attorney Client Communication-Prepared at Request of Counsel."

It is critical that employers prepare for the "new normal" and the challenges they are likely to encounter in their operations as a results of more inspections and raids as well as increased scrutiny of visa petitions, among other changes. Only by formulating new business strategies on staffing, talent acquisition, and collaboration with subsidiaries, affiliates, or partners abroad will employers be able to reduce potential immigration risks and liabilities.

PRINT IS NOT DEAD

Despite what you've heard, print is very much **ALIVE**.
Print is **CREATIVE**. Print is **INTERESTING**.
Print is **VISUALLY** striking. Print is **POWERFUL**.



MAAR Printing Service

sales@maarprinting.com • 845.454.6860

49 Oakley St | Poughkeepsie NY

TRANSFORMING WHAT IF TO WHAT IS

Approved for supply of our carbon graphite materials to major aircraft engine manufacturers, working directly with OEMs & development engineers to perform rigorous testing ensuring the best possible materials for their individual aerospace applications.



METCAR®
Engineered Carbon/Graphite Solutions
for Severe Service Lubrication

www.metcar.com
(914) 941-3738
sales@metcar.com

19 S. Water Street, Ossining, NY 10562

YOUR BUSINESS THE NEXT GENERATION

Why Effective Succession Planning is Hard and Why it's Essential



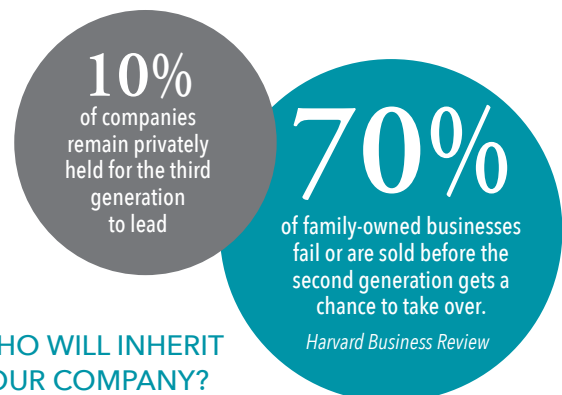
photo courtesy of Wilmington Trust

The ideal of the small business—built from the ground up by one or more entrepreneurs, whose success allows their families a better life and that they pass on to their children after years of hard work—holds a special place in the American consciousness. This ideal, of course, often butts up against a different, more complicated reality. One particular problem that does not usually attract a lot of attention though (presumably because in order to have this problem you first have to have managed to open and successfully run your own business, no easy task) is the issue of succession. Who will take over after the owner/chief operator retires, how will the business and the wealth it represents be passed along? It's easy to put off answering this question, but increasingly business experts are urging the heads of companies big and small to start thinking about it by putting together a succession plan—even if they plan to be on the job for years to come.

More and more data is emerging proving these experts are right. Numerous studies are showing the negative economic impact of ignoring the question and the botched successions at small and family run companies. In 2012 the Harvard Business Review reported that “some 70% of family-owned businesses fail or are sold before the second generation gets a chance to take over. Just 10% remain active, privately held companies for the third generation to

lead.” More recently, New York City Public Advocate Letitia James estimated that in New York City alone 3,700 businesses close every year as a result of the owner's retirement resulting in 13,260 jobs lost a year.

Early planning for the succession or sale of the family business significantly increases the likelihood that the transition of the business will achieve the exiting owner's objectives. Nicholas Preddice, CEO of The Affinity Group cautions that the planning should be an ongoing process, stating “from the time someone creates, inherits, or purchases a business, he or she should be thinking about the exit strategy. A business is like any other asset that can be effected by the economy, a natural disaster, or other unforeseen circumstances.” With so many complexities involved planning well in advance of a transition event is critical, regardless of whether the intent is to sell the business or pass it along either to members of the next generation or to management or employees. Even if plans change, for whatever reason, it's easier to modify and existing plan to accommodate those changes than to start anew. “An owner's exit strategy should always be a work in progress, for ideally, his or her life's work, energy, talents and passion will be rewarded, in a very profitable way through a well-planned transition, or the sale of the business,” adds Preddice.



Recognizing that business transitional planning needs to be done is a far cry different than knowing “how” to do it, and understanding what not to do is half the battle. So if the task is daunting, then you're probably on the right track. The best way to handle it is to take it one step at a time. Maurice P. Tessier, senior vice president of wealth management at UBS Financial Services

advises owners to start laying out a plan at least 3 to 5 years before the transition to ensure they give themselves sufficient time to lay out what he calls “the three legs to a successful plan: 1) A personal financial plan that includes: cash flow analysis, estate and well transfer planning, as well as contingency planning. 2) A business plan that focusses on growing the enterprise value of the business and the development of your management team with incentives. 3) A personal plan that focusses on the next chapter of the business owner's life when they are no longer running the business.”

The financial plan should include wealth transfer strategies, estate planning, and cash flow analysis that compares the cash flow of the business to what an after tax lump sum might generate and contingency planning. Tessier explains, “cash flow is particularly important because what we are trying to determine is can the after tax lump sum support the business owner and their family in the lifestyle they are accustomed to. If we determine through that analysis they can support their family's lifestyle in the same fashion the owner did while running the business the business owner now knows what a good transaction looks like. Often times the top line number on an offer (to purchase) may look really good but after doing the cash flow and tax analysis the offer may not be as good as it appears.”

The second part of the transition plan involves a business plan that covers the growth plan for the business, succession plan with specifics on who in the organization will run the business and incentives for them to run it. The third part is to have a well laid out plan for the next chapter of the business owner's life after running the business. “This is important because most business owners,” Tessier says, “particularly those who sell to a third party regret selling the business. A well laid out written plan avoids seller's remorse. It is a lot of work but by preparing early the business owner will maximize the value of the transition to his family, the business and to the philanthropic causes that he or she support.”



Identifying which members of the next generation should succeed the existing family business owner can be a difficult and emotional process and, if not handled deftly, could lead to significant family strife. In many cases, the children of business owners may not be interested in running the business or may lack the requisite skills or drive to carry the business forward. “We are seeing fewer and fewer of the next generation willing to take over the family business.” Tessier acknowledges, “the other consideration which is even more



selux

Selux Corporation is a Hudson Valley Premier Employer.

On the cutting edge of architectural lighting for over 30 years, Selux manufactures a wide range of high quality lighting systems designed to help lighting professionals create exceptional interior and exterior spaces to live and work.

Selux employs high performing talent where individuals are inspired to develop long-term career goals while enjoying the benefits Selux has to offer.

selux.us

challenging, which is can the next generation run the business?” It is critically important not only to consider family members in succession planning, but also to keep in mind the interests of business partners and key employees. It might be hard for some owners to accept, but selling the business to non-family employees or to a financial sponsor or strategic buyer may be the only appropriate alternatives.

If transitioning the business to the next generation is viable, the business owner should consider what roles and responsibilities are best suited for each participating family member-owner. Clearly set roles keep family members from stepping on others toes and foster cooperation over competition. It is not advisable for the exiting owner to simply divvy up the ownership among the next generation without also defining their respective roles and setting forth a governance road map for the business after the transition has occurred.

If no successor emerges then often the only option left is to sell the business to an outside buyer. “This is not an uncommon occurrence. There is no guarantee that someone in the family will have the passion and skill to run the business, even if they have experience working in the business.” Says Christina Bark, business advisor with CMB Associates and a faculty member at the SUNY New Paltz School of Business. “I’ve seen family members shy away from operating a family business to avoid the pressure or politics of running a business that keeps food on the table of the sibling who is not involved in the day-to-day operations. Moreover, business environments change. The business’ future may look less bright than it did when the business was started. There are a myriad of

reasons a family member may not want to run the business, even if the business is otherwise successful.” Fortunately, there are many alternatives to passing responsibility for running a business to a

can groom employees to purchase the business. You can position the business for sale to a third party. And, don’t forget, it may be possible to reposition the business so a family member would want to run it.” Bark adds.



Another consideration is Estate Planning. Succession planning and estate planning are not the same thing, but they must be in sync with one another to ensure the objectives of both are achieved. “Succession planning first addresses the viability of the business in terms of going forward in the market place. Can the business support the goals of the next generation? If no, decisions must be made regarding what actions to take. If the vision is to move forward, a plan for that transition will focus on leadership development, employee concerns, possible family obstacles and the solutions needed.” Preddice explains, “estate planning focuses on financial and legal protections and strategies. It is a wealth assessment process that provides guidance regarding insurance, investments, tax concerns, timing for distributions,

family member. “You can keep the business in the family, but hire someone to run the business and provide family oversight. You

and often health care options.” Adds Tessier, “a good estate plan includes contingency plans with wealth transfer and estate planning strategies in the event of an untimely death. The transfer of his or her ownership interests should be synchronized with the succession plan. Failure to do so can result in the owner’s vision of a successful transition not being realized.”

The owner of a family business can use a number of estate planning and tax mitigation strategies to provide for a tax-efficient transition of ownership. Implementing these techniques early and not waiting until a transaction is imminent will expand the owner’s options and the potential benefits for the owner and his or her family members. These planning techniques include gifts to family members (or trusts for their benefit) as well as more sophisticated wealth-appreciating shifting strategies.

Kevin DeHond of Wealth and Institutional Services Division Wilmington Trust offers some examples of a few such tools: “GRATs (Grantor Retained Annuity Trusts) is a popular method of transferring the growth on assets held in trust to future generations at a greatly reduced gift tax cost. When you establish a GRAT to transfer all or partial ownership of your business, you make a gift of company stock (or other business interest) to the trust, pay a tax on valuation that the IRS places on the estimated value of the remainder interest of the trust when the trust is established, and retain an annuity stream for life, or for a fixed term. Charitable lead annuity trusts (CLATs) work similarly to a GRAT, except that the annuity goes to a charity instead of to you.” Additionally, you might try an Installment sale to an irrevocable grantor trust. “Rather than gifting your business to your heirs, it sometimes makes sense to sell it to them (or to a trust for their benefit), especially when you can charge a very low interest rate and still have the sale respected for tax purposes.”

Even when
we're closed.

Our arms are
open.

At TD Bank, we’re happy to
support the things that bring
our community together.



America’s Most Convenient Bank®

1-888-751-9000 | www.tdbank.com

Member FDIC TD Bank, N.A. | Equal Housing Lender

Succession planning is preparing for the continuation of your company. It's the process of identifying and grooming the next generation of leadership; of integrating practices that are sustainable through employee turnover; planning for the evolutionary success of a business and building a company on a platform that is flexible and adaptable. This process requires forethought, time,



energy and discipline. Yet, in the bigger picture beginning this process and making it an ongoing part of your leadership of the company is perhaps the most important thing you can for the betterment of the company, its employees and your family.

NOT A MEMBER?

If you are an industrial employer in the Hudson Valley, please consider becoming a member. The Council of Industry provides small and mid-sized companies the depth of talent and information to which only large firms have access.

JOIN US

THE COUNCIL OF INDUSTRY IS THE MANUFACTURER'S
ASSOCIATION OF THE HUDSON VALLEY



Find out what the Council of Industry can do for you. Visit our website www.councilofindustry.com or call us at (845) 565-1355 to learn more.

BLEAKLEY PLATT

Bleakley Platt represents manufacturing and industrial companies of all sizes, with highly skilled attorneys and a competitive fee structure.

Our clients are in many different manufacturing sectors, including:

- Aerospace
- Chemicals and Chemical Engineering
- Custom Manufacturing and Packaging
- Energy
- Equipment Manufacturers
- Food and Beverage
- Industrial Machinery
- Pharmaceuticals
- Telecommunications

Bleakley Platt is a multi-disciplinary law firm with leading attorneys who provide clients with value-added solutions to business and legal challenges. Our attorneys efficiently deliver the focused, coordinated client representation and personalized attention that are the hallmarks of Bleakley Platt service.

Please contact: John P. Hannigan jhannigan@bpslaw.com 914-287-6148
Jonathan A. Murphy jamurphy@bpslaw.com 914-287-6165

NEW YORK
One North Lexington Avenue
White Plains, NY 10601
phone: (914) 949-2700
fax: (914) 683-6956

GREENWICH
Twenty-Five Field Point Road
Greenwich, CT 06830
phone: (203) 422-5050
fax: (203) 422-2345

Attorney Advertising

RESOURCE GUIDE

FEDERAL ELECTED OFFICIALS

PRESIDENT

DONALD J. TRUMP (R)
1600 Pennsylvania Avenue
Washington, D.C. 20500
Phone: 202-456-1414
www.whitehouse.gov

U.S. SENATE

CHARLES SCHUMER (D)
313 Hart Senate Office Bldg.
Washington, D.C. 20510
Phone: 202-224-6542
Fax: 202-228-3027
www.schumer.senate.gov
One Park Place, Suite 100
Peekskill, NY 12566
Phone: 914-734-1532
Fax: 914-734-1673

KIRSTEN GILLIBRAND (D)
531 Dirksen Senate Office Bldg.
Washington, D.C. 20510
Phone: 202-224-4451
www.gillibrand.senate.gov
P.O. Box 893, Mahopac, NY 10541
Phone: (845) 875-4585
Fax: (845) 875-9099

U.S. HOUSE OF REPRESENTATIVES

NITA M. LOWEY (D) (17)
2329 Rayburn HOB
Washington, D.C. 20515
Phone: 202-225-6506
Fax: 202-225-0546
www.lowey.house.gov
222 Mamaroneck Avenue, Suite 310
White Plains, NY 10605
Phone: 914-428-1707
Fax: 914-328-1505
Rockland: 845-639-3485

SEAN PATRICK MALONEY (D) (18)
1529 Longworth HOB
Washington, D.C. 20515
Phone: 202-225-5441
www.seanmaloney.house.gov
2 Summit Court, Suite 103,
Fishkill, NY 12524

JOHN FASO (R) (19)
1616 Longworth HOB
Washington, D.C. 20515
Phone: 202-225-5614
Fax: 202-225-1168
www.faso.house.gov
721 Broadway
Kingston, NY 12401
Phone: 845-514-2322

STATE ELECTED OFFICIALS

*LOB indicates: Legislative Office Building
Albany, NY 12247*

GOVERNOR

ANDREW M. CUOMO (D)
State Capitol, Albany, NY 12224
Phone: 518-474-8390
www.state.ny.us/governor

COMPTROLLER

THOMAS P. DINAPOLI (D)
contactus@osc.state.ny.us
Albany Office
110 State Street, Albany, NY 12236
Phone: 518-474-4044

STATE SENATE

DAVID CARLUCCI (D) (38)
nysenate.gov/senator/david-carlucci
carlucci@nysenate.gov
district address:
95 South Middletown Road
Nanuet NY, 10954-2802
Phone: (845) 425-1818
Fax: (845) 425-6473
capital address:
LOB: Room 302
Phone: (518) 455-2991
Fax: (518) 426-6737

WILLIAM LARKIN JR. (R) (39)
nysenate.gov/district/39
larkin@nysenate.gov
district address:
1093 Little Britain Road
New Windsor, NY 12553-7215
Phone: (845) 567-1270
Fax: (845) 567-1276
capital address:
188 State Street, Room 105
State Capitol Building
Albany NY 12247
Phone: (518) 455-2770
Fax: (518) 426-6923

TERRANCE MURPHY (R) (40)
nysenate.gov/senator/terrence-p-murphy
murphy@nysenate.gov
district address:
691 E. Main Street
Shrub Oak, NY 10588
Phone: (914) 962-2624
Fax: (914) 962-3505
capital address:
LOB: Room 817
Phone: (518) 455-3111
Fax: (518) 455-5543

SUE SERINO (D) (41)
nysenate.gov/senator/susan-serino/
Serino@nysenate.gov
district address:
4254 Albany Post Road
Hyde Park, NY 12538
Phone: (845) 229-0106
Fax: (845) 229-2586
capital address:
LOB: Room 812
Phone: (518) 455-2945
Fax: (518) 426-6770

JOHN BONACIC (R) (42)
nysenate.gov/senator/john-j-bonacic
bonacic@nysenate.gov
district address:
201 Dolson Avenue, Suite F
Middletown, NY 10940-6576
Phone: (845) 344-3311
Fax: (845) 344-3328
capital address:
LOB: Room 509
Phone: (518) 455-3181
Fax: (518) 426-6948

KATHLEEN MARCHIONE (R) (43)
nysenate.gov/senator/kathleen-a-marchione
marchione@nysenate.gov
district address:
2 Halfmoon Town Plaza
Halfmoon, NY 12065
capital address:
LOB: Room 306
Phone: (518) 455-2381
Fax: (518) 426-6985

GEORGE AMEDORE (R) (46)
nysenate.gov/senator/george-amadore/contact
amedore@nysenate.gov
district address:
721 Broadway Suite 100
Kingston, NY 12401
Phone: 845-331-3810
Fax: 845-331-3893
capital address:
LOB: Room 802
Phone: (518) 455-2350

JAMES L. SEWARD (R) (43)
nysenate.gov/senator/james-l-seward
seward@nysenate.gov
district address:
41 South Main Street
Oneonta, NY 13820-2516
Phone: (607) 432-5524
Fax: (607) 432-4281
capital address:
State Capitol Building: Room 430
Phone: (518) 455-3131
Fax: (518) 455-3123

STATE ASSEMBLY

DAVID BUCHWALD (D) (93)
assembly.state.ny.us/mem/David-Buchwald
BuchwaldD@assembly.state.ny.us
district address:
4 New King Street, Suite 125
White Plains, NY 10604
Phone: (914) 686-7335
capital address:
LOB: Room 648
Phone: (518) 455-3662
Fax: (518) 455-5499

KEVIN M. BRYNE (R) (94)
assembly.state.ny.us/mem/Kevin-Byrne
KEvin-Byrne@assembly.state.ny.us
district address:
947 S. Lake Blvd, Suite 1C
Mahopac, NY 10541
Phone: (845) 628-3781

capital address:
LOB: Room 629
Phone: (518) 455-5783

SANDRA GALEF (D) (95)
assembly.state.ny.us/mem/Sandy-Galef
GalefS@assembly.state.ny.us
district address:
2 Church Street
Ossining, NY 10562
Phone: (914) 941-1111
capital address:
LOB: Room 641
Phone: (518) 455-5348

KENNETH ZEBROWSKI (D) (96)
assembly.state.ny.us/mem/kenneth-zebrowsk
ZebrowskiK@assembly.state.ny.us
district address:
67 North Main Street
New City, NY 10956-3700
Phone: (845) 634-9791
Fax: (845) 634-1091
capital address:
LOB: Room 637
Phone: (518) 455-5735
Fax: (518) 455-5561

ELLEN JAFFEE (D) (97)
assembly.state.ny.us/mem/Ellen-Jaffee
JaffeeE@assembly.state.ny.us
district address:
One Blue Hill Plaza, Suite 1116
POB 1549, Pearl River NY 10965-3100

Phone: (845) 624-4601
Fax: (845) 624-2911
capital address:
LOB: Room 650
Phone: (518) 455-5118
Fax: (518) 455-5119

CARL BRABENEC (R) (98)
assembly.state.ny.us/mem/Karl-Brabenec
Brabeneck@assembly.state.ny.us
district address:
123 Rt 94 South, Suite 2
Warwick, NY 10990
Phone: (845) 544-7551
Fax: (845) 544-7553
capital address:
LOB: Room 723
Phone: (518) 455-5991
Fax: (518) 455-5929

JAMES SKOUFIS (D) (99)
assembly.state.ny.us/mem/James-Skoufis
SkoufisJ@assembly.state.ny.us
district address:
11 Main Street
Chester, NY 10918
Phone: (845) 469-6929
Fax: (845) 469-0914
capital address:
LOB: Room 534
Phone: (518) 455-5441

Commercial - Industrial Pharmaceutical - Healthcare

- Process Piping
- Pipe Prefabrication
- Plumbing
- Heating/Ventilation/Air-Conditioning
- High Purity Orbital Welding
- Clean Room Pipe Prefabrication
- Institutional Lab Plumbing
- Data Center HVAC
- Engineering/Design Build
- BIM/Drafting
- QA/QC
- Service/Repair/Maintenance
- Building Automation & Controls



800-587-5267
www.armisteadmechanical.com



AILEEN GUNTHER (D) (100)

assembly.state.ny.us/mem/Aileen-M-Gunther
GuntheA@assembly.state.ny.us

district address:

18 Anawana Lake Road
Monticello NY 12701-3200
Phone: (845) 794-5807

Fax: (845) 794-5910

Middletown City Hall, 3rd floor

16 James Street, Middletown, NY 10940
(845) 342-9304

capital address:

LOB: Room 435

Phone: (518) 455-5355

Fax: (518) 455-5239

BRIAN D. MILLER (R) (101)

assembly.state.ny.us/mem/brian-miller
millerb@assembly.state.ny.us

district address:

4747 MiddleSettlement Rd
New Hartford, NY 13413

Phone: 315-736-3947

14 Central Ave, Suite 101

PO Box 247

Wallkill, NY 12589

Phone: 518-455-5334

capital address:

LOB: Room 426

Phone: 518-455-5334

PETER LOPEZ (R) (102)

assembly.state.ny.us/mem/Peter-D-Lopez
LopezP@assembly.state.ny.us

district address:

45 Five Mile Woods Road, Suite 3
Catskill, NY 12414

Phone: (518) 943-1371

capital address:

LOB: Room 402

Phone: (518) 455-5363

Fax: (518) 455-5729

KEVIN CAHILL (D) (103)

assembly.state.ny.us/mem/Kevin-A-Cahill
CahillK@assembly.state.ny.us

district address:

Governor Clinton Building

One Albany Avenue, Suite G-4,

Kingston NY 12401-2946

Phone: (845) 338-9610

Fax: (845) 338-9590

capital address:

LOB: Room 713

Phone: (518) 455-4436

Fax: (518) 455-5576

FRANK SKARTADOS (R) (104)

assembly.state.ny.us/mem/frank-skartados
SkartadosF@assembly.state.ny.us

district address:

154 North Plank Road, Suite 2

Newburgh, NY 12550-1799

Phone: (845) 562-0888

Fax: (845) 561-5218

capital address:

LOB: Room 325

Phone: (518) 455-5762

Fax: (518) 455-5593

KIERAN LALOR JR. (R) (105)

assembly.state.ny.us/mem/kieran-michael-lalor
LalorK@assembly.state.ny.us

district address:

North Hopewell Plaza, Suite 1

Hopewell Junction, NY 12533

Phone: (845) 221-2202

Fax: (845) 221-2225

capital address:

LOB: Room 531

Phone: (518) 455-5197

Fax: (518) 455-5435

DIDI BARRETT (D) (106)

assembly.state.ny.us/mem/didi-barrett
BarrettD@assembly.state.ny.us

district address:

7578 North Broadway, Suite 4

Red Hook NY 12571-1468

Phone: (845) 758-9790

capital address:

LOB: Room 532

Phone: (518) 455-5177

Fax: (518) 455-5418



**STRENGTHEN
YOUR CONFIDENCE.**

**Bond with the right law firm
and empower yourself
beyond expectations.**

At Bond, we have the bandwidth, the physical presence and the experience to help our clients analyze and reduce risk. We bring the insights drawn from our deep, long-lasting relationships across New York State with manufacturers, regulators and trade groups to address our clients' circumstances. Manufacturing industry attorneys at Bond provide coordinated, comprehensive legal counsel on all business matters affecting manufacturers such as:

- environmental matters
- OSHA and other workplace regulations
- product safety
- trade secrets and other intellectual property issues
- labor and employment

Visit bsk.com to learn more.



22 Corporate Woods Boulevard, Albany, NY 12211 • 518.533.3000

ALBANY BUFFALO GARDEN CITY ITHACA NEW YORK CITY ROCHESTER
SARATOGA SPRINGS SYRACUSE UTICA NAPLES, FL OVERLAND PARK, KS

BUSINESS ASSOCIATIONS

NATIONAL ASSOCIATION OF MANUFACTURERS

733 10th Street NW
Washington, DC 20001
Phone: (202) 637-3000
Fax: (202) 637-3182
E-mail: manufacturing@nam.org
www.nam.org

MANUFACTURERS ALLIANCE OF NEW YORK (MANY)

5788 Widewaters Parkway
Syracuse, New York 13214
Phone: 315.474.4201
Fax: 315.474.0524
www.themanufacturersalliance.org

NEW YORK STATE BUSINESS COUNCIL

The Schuler Building
152 Washington Avenue
Albany, NY 12210
Phone: (518) 465-7511
Phone: (800) 358-1202
Fax: (518) 465-4389
www.bcnys.org

MANUFACTURING & TECHNOLOGY ENTERPRISE CENTER (MTEC) (FORMERLY HVTDC)

180 South Street
Highland, NY 12528
Phone: (845) 896-6934
Fax: (845) 896-7006
www.hvtdc.org

UPSTATE VENTURE ASSOCIATION OF NEW YORK (UVANY)

1971 Western Avenue, #1110
Albany, NY 12203
Phone: (518) 320-2746
www.uvany.org

ROCKLAND BUSINESS ASSOCIATION, INC.

One Blue Hill Plaza, P.O. Box 1567
Pearl River, NY 10965
Phone: (845) 735-2100
Fax: (845) 735-2482
www.rocklandbusiness.org

THE BUSINESS COUNCIL OF WESTCHESTER

800 Westchester Avenue, Suite S-310
Rye Brook, NY 10573
Phone: (914) 948-2110
www.westchesterny.org

DUTCHESS COUNTY REGIONAL CHAMBER OF COMMERCE

One Civic Center Plaza, Suite 400
Poughkeepsie, NY 12601
Phone: (845) 454-1700
www.dutchesscountyregionalchamber.org

ORANGE COUNTY CHAMBER OF COMMERCE

30 Scott's Corners Drive
Montgomery, NY 12549
Phone: (845) 457-9700
Fax: (845) 457-8799
www.orangenyc.com

NEW PALTZ REGIONAL CHAMBER OF COMMERCE

257 Main Street
New Paltz, NY 12561
Phone: (845) 255-0243
www.newpaltzchamber.org

ULSTER COUNTY CHAMBER OF COMMERCE

214 Fair Street
Kingston, NY 12401
Phone: (845) 338-5100
www.ulsterchamber.org

EDUCATION & TRAINING

BEACON INSTITUTE CLARKSON UNIVERSITY

199 Dennings Avenue
Beacon, NY 12508
Phone: (845) 765-2721
www.bire.org

MARIST COLLEGE

Route 9
Poughkeepsie, NY 12601
Phone: (845) 575-3000
www.marist.edu

MOUNT ST. MARY COLLEGE

330 Powell Avenue
Newburgh, NY 12550
Phone: (845) 561-0800
www.msmc.edu

SUNY NEW PALTZ

1 Hawk Drive
New Paltz, NY 12561
Phone: (845) 257-7869
www.newpaltz.edu

DUTCHESS COUNTY COMMUNITY COLLEGE

53 Pendell Road
Poughkeepsie, NY 12601
Phone: (845) 431-8000
www.sunydutchess.edu

ORANGE COUNTY COMMUNITY COLLEGE

115 South Street
Middletown, NY 10940
Phone: (845) 341-4890
www.sunyorange.edu

ROCKLAND COMMUNITY COLLEGE

145 College Road
Suffern, NY 10901
Phone: (845) 574-4000
www.sunyrockland.edu

SULLIVAN COMMUNITY COLLEGE

112 College Road
Loch Sheldrake, NY 12759
Phone: (845) 434-5750
www.sunysullivan.edu

ULSTER COMMUNITY COLLEGE

491 Cottekill Road
Stone Ridge, NY 12484
Phone: (845) 687-5000
www.sunyulster.edu

WESTCHESTER COMMUNITY COLLEGE

75 Grasslands Road
Valhalla, NY 10595
Phone: (914) 785-6600
www.sunywcc.edu/pdc

BOCES

DUTCHESS COUNTY BOCES

5 Boces Road
Poughkeepsie, NY 12601
Phone: (845) 486-8001
www.dcboces.org

ORANGE/ULSTER BOCES

53 Gibson Road
Goshen, NY 10924
Phone: (845) 291-0100
www.ouboces.org

PUTNAM/ NORTHERN WESTCHESTER BOCES

200 Boces Drive
Yorktown Heights, NY 10598-4399
Phone: (914) 245-2700
www.pnwbores.org

ROCKLAND BOCES MAIN CAMPUS

65 Parrott Road
West Nyack, NY 10994
Phone: (845) 627-4700
www.rocklandbores.org

ULSTER COUNTY BOCES

Rt. 9W, PO Box 601
Port Ewen, NY 12466
Phone: (845) 331-6680
www.ulsterboces.com

ECONOMIC DEVELOPMENT

NEW YORK STATE ECONOMIC DEVELOPMENT COUNCIL

111 Washington Avenue 6th Floor
Albany, NY 12210
Phone: (518) 426-4058
Fax: (518) 426-4059
www.nysedc.org

HUDSON VALLEY ECONOMIC DEVELOPMENT CORPORATION

4 Crotty Lane, Suite 100
New Windsor, NY 12553
Phone: (845) 220-2244
Fax: (845) 220-2247
www.hvedc.org

THE SOLAR ENERGY CONSORTIUM (TSEC)

www.thesolarec.org

CENTER FOR GLOBAL ADVANCED MANUFACTURING (CGAM)

www.sunyit.edu/cgam

DUTCHESS ALLIANCE FOR BUSINESS

3 Neptune Road, Suite 821
Poughkeepsie, NY 12601
Phone: (845) 463-5400
www.thinkdutchess.com

THE ORANGE COUNTY PARTNERSHIP

40 Matthew Street, Goshen, NY 10924
Phone: (845) 294-2323
www.ocpartnership.org

THE PUTNAM COUNTY ECONOMIC DEVELOPMENT CORPORATION

40 Gleneida Avenue
Carmel, NY 10512
Phone: (845) 808-1021
Fax: (845) 808-1958
www.putnamedc.org

ROCKLAND ECONOMIC DEVELOPMENT CORP.

Two Blue Hill Plaza, PO Box 1575
Pearl River, NY 10965
Phone: (845) 735-7040
Fax: (845) 735-5736
www.redc.org

ULSTER COUNTY ECONOMIC DEVELOPMENT ALLIANCE

PO Box 1800
244 Fair Street
Kingston, NY 12402-1800
Phone: (845) 334-5373
ulstercountyny.gov

WESTCHESTER COUNTY OFFICE OF ECONOMIC DEVELOPMENT

Phone: (914) 995-2988
business.westchestergov.com/economicdevelopment

WORKFORCE INVESTMENT BOARDS

DUTCHESS ONE STOP CAREER CENTER

191 Main Street
Poughkeepsie, NY 12601
Phone: (845) 473-9000
Fax: (845) 471-9789
www.dutchessonestop.org

ORANGE WORKS CAREER CENTER

3 Washington Center, 4th Floor
Newburgh, NY 12550
Phone: (845) 568-5090
33 Fulton Street 2nd Floor
Middletown, NY 10940
www.orangecountygov.com/content/124/1038/

SULLIVAN WORKS

100 North Street, PO Box 5012
Monticello, NY 12701
Phone: (845) 807-0385

WESTCHESTER /PUTNAM ONE STOP

Donald B. Smith Government Center
110 Old Route 6
Carmel, NY 10512
Phone: (845) 225-7043
www.westchesterputnamonestop.com

ULSTER WORKS

651 Development Court
Ulster Avenue
Kingston, NY 12401
Phone: (845) 340-3170
www.ulsterworks.com

WESTCHESTER COUNTY ONE-STOP EMPLOYMENT CENTER

120 Bloomingdale Road
White Plains, NY 10605
Phone: (914) 995-3910
www.westchesterputnamonestop.com

FEDERAL AGENCIES

ENVIRONMENTAL PROTECTION AGENCY

290 Broadway
New York, NY 10007-1866
Phone: 212-637-3000
Fax: 212-637-3526
www.epa.gov

U.S. DEPARTMENT OF LABOR

200 Constitution Avenue, NW
Washington, DC 20210
Phone: 1-866-4-USA-DOL
www.dol.gov

OCCUPATIONAL SAFETY & HEALTH ADMINISTRATION (OSHA)

401 New Karner Road, Suite 300
Albany, New York 12205-3809
Phone: (518) 464-4338
Fax: (518) 464-4337
www.osha.gov

U.S. DEPARTMENT OF COMMERCE

International Trade Administration
707 Westchester Avenue
White Plains, NY 10601
Phone: 914-682-6712
Fax: 914-682-669
www.commerce.gov
www.export.gov
www.export.gov/newyork/westchester

STATE AGENCIES

EMPIRE STATE DEVELOPMENT

Howard Zemsky, President and CEO
625 Broadway
Albany, New York 12207
Phone: (518) 292-5100
www.empire.state.ny.us
regional office
Meghan Taylor, Regional Director
33 Airport Center Drive, Suite 201
New Windsor, NY 12553
Phone: 845-567-4882
Fax: 845-567-6085
empire.state.ny.us/MidHudson.html

ENVIRONMENTAL CONSERVATION

Basil Seggos, Commissioner
50 Wolf Road
Albany, NY 12205
Phone: : 518-402-8044
www.dec.ny.gov
regional office
Kelly Turturro, Regional Manager
21 South Putt Corners Road
New Paltz, NY 12561
Phone: 845-256-3000
Fax: 845-255-0714
www.dec.ny.gov/about/558.html#region3



Fair-Rite Products Corp.
Your Signal Solution®



WE ARE GROWING

- Are you...
- ✓ Ambitious
 - ✓ Confident
 - ✓ Reliable
 - ✓ Positive
 - ✓ Committed

Does this describe you? Please visit our website for opportunities or stop in and fill out an application.



We Want You to Join the Fair-Rite Team

Our Mission...

We, a team of dedicated professionals, create the finest ferrite products and innovative solutions for the global electronics industry, with the commitment to improve the future for our customers, our company, our families, our community and ourselves. WE ARE COMMITTED!

Phone 845.895.2055 | Fax 845.895.2629 | www.fair-rite.com | 1 Commercial Row, Wallkill NY 12589

LABOR

Roberta Reardon, Acting Commissioner
Building 12 W.A. Harriman Campus
Albany, NY 12240
Phone: 518-457-9000
www.labor.ny.gov

TRANSPORTATION

Matt Driscoll, Commissioner NYSDOT
50 Wolf Road
Albany, NY 12232
Phone: 518-457-6195
www.dot.ny.gov

regional office

William Gorton, PE
Acting Regional Director NYSDOT
4 Burnett Blvd.
Poughkeepsie, NY 12603
Phone: (845) 431-5700
www.dot.ny.gov/regional-offices/region8/contacts

COUNTY EXECUTIVES

DUTCHESS COUNTY EXECUTIVE

MARCUS J. MOLINARO (R)
County Executive's Office
22 Market Street
Poughkeepsie, NY 12601

Phone (845) 486-2000

Fax (845) 486-2021

Email: countyexec@dutchessny.gov

ORANGE COUNTY EXECUTIVE

STEVEN M. NEUHAUS (R)
Orange County Government Center
40 Matthews Street
Goshen, New York 10924
Phone: (845) 291-2700
E-mail: ceoffice@orangecountygov.com

PUTNAM COUNTY EXECUTIVE

MARYELLEN ODELL (R)
Putnam County Office Building
40 Gleneida Avenue, 3rd Floor
Carmel, New York 10512
Phone Number: 845-808-1001
Fax Number: 845-808-1901
Email: PutnamCountyExecutive@putnamcountyny.gov

ROCKLAND COUNTY EXECUTIVE

EDWIN J. DAY (R)
Office of the County Executive
Allison-Parris County Office Building
11 New Hempstead Road
New City, NY 10956
Phone: (845) 638-5122
Email: CountyExec@co.rockland.ny.us

SULLIVAN COUNTY MANAGER

JOSHUA POTOSEK
Sullivan County Government Center
100 North Street, PO Box 5012
Monticello, NY 12701-5012
Phone: (845) 807-0450
Fax: (845) 807-0460

ULSTER COUNTY EXECUTIVE

MIKE HEIN (D)
6th Floor County Office Building
244 Fair Street
Kingston, NY 12401
Phone/Fax/Email
Phone: (845) 340-3800
Fax: (845) 334-5724
Email: exec@co.ulster.ny.us

WESTCHESTER COUNTY EXECUTIVE

ROBERT P. ASTORINO (R)
900 Michaelian Building
148 Martine Avenue, Suite 408
White Plains, NY 10601
Phone: (914) 995-2900
Email: ce@westchestergov.com



www.BartonandLoguidice.com

(845) 391- 8360

Environmental, Health, Safety & Sustainability Expertise • Facilities Engineering • Environmental Consulting • Industrial Hygiene Land Planning and Site Development • Transportation Planning and Engineering • Water and Wastewater Engineering • Solid Waste Management • Construction Contract Administration



Syracuse • Albany • Rochester • Watertown • Ellenville • New Paltz • Newburgh (NY) • Lanham (MD) • Camp Hill (PA)

TECHNICAL SOCIETIES

ACM	Association for Computing Machinery pok.acm.org
APICSTZ	APICS Tappan Zee www.apicstz.org
ASQ	APICS Tappan Zee www.apicstz.org
ASSE	American Society of Safety Engineers Hudson River Valley Chapter hudsonrivervalley.asse.org
HVDM	Hudson Valley Drupal Meetup http://groups.drupal.org/node/209048
HVP	Hudson Valley Programmers www.meetup.com/hvprogrammers/
HVTPF	Hudson Valley Technology Professionals Forum www.linkedin.com/groups?home=&gid=133393
IEEE	Mid-Hudson Section of the IEEE webinabox.vtools.ieee.org/wibp_home/index/R10019
MHAPICS	Mid-Hudson APICS www.mid-hudsonapics.org
MHCUG	Mid-Hudson Computer User Group, Inc. www.mhcug.org

MHHRA	Mid-Hudson Human Resource Association www.midhudsonhr.org
MHTS	Mid-Hudson Technical Societies Vic Melville, VJMELVILLE@aol.com
MHV LUG	Mid-Hudson Valley Linux Users Group www.mhvlug.org
MHVSHRM	Mid-Hudson Valley Society for Human Resource Management www.mhvsrm.org
PMA	Precision Metalforming Association of NY and NJ www.pma.org/districts/NY/
PMI	Project Management Institute www.pmi.org
SME	Society of Manufacturing Engineers www.sme.org
SWE	Society of Women Engineers www.swe.org/SWE/RegionE/Sections/sweny/index.asp
WiM	Women in Manufacturing www.womeninmanufacturing.org



A Partner for Success in the Hudson Valley.

We're committed to an ever-expanding role in the growth and success of the Hudson Valley. Our goal is to be a valuable partner to all participants in the local economy by bringing our global expertise, specialized industry knowledge and commitment to the region every day.

Visit jpmorganchase.com/commercial to learn more.

Pat Stone
Market Executive
Chase Commercial Banking
(914) 993-2254
patricia.t.stone@chase.com



J.P.Morgan

Local. Trustworthy. Lending Experts.



David Apps ■ Sharon Fagan ■ Brian Joyce ■ John F. Rath, III

The relationships we develop
are governed by the principles
of trustworthiness.

It's what our customers expect,
and it's what we deliver every day.

**Hudson Valley
Commercial Lending Team**
845-827-3154



Advertisers Index

4	Access: Supports for Living
20	Ad Essentials
7	Allendale Machinery Systems
30	Ametek
14	Arconic
39	Armistead Mechanical, Inc.
44	Barton & Loguidice, P.C.
37	Bleakley Platt & Schmidt, LLP
40	Bond, Schoeneck & King, PLLC
IFC	Direct Energy Business
32	Dorsey Metrology International
21	Dutchess Community College
8	E.A. Morse & Co., Inc.
9	Ethan Allen Workforce Solutions
43	Fair-Rite Products Corp.
25	Fryer Machine Systems
BC	Go Make It
17	Hudson Valley Pathways Academy
29	Jackson Lewis
45	JP Morgan Chase Bank
46	Lakeland Bank
33	Maar Printing Service
21	Marco Manufacturing
33	Metallized Carbon Corporation
25	MPI, Inc
24	Orange Packaging
10	Orange & Rockland
25	Package Pavement
IBC	The Reis Group
35	Selux
9	SUNY Ulster
36	TD Bank
21	Tompkins Mahopac Bank

TAKE CONTROL OF YOUR INSURANCE DESTINY WITH THIS INNOVATIVE PROGRAM

A Group Captive is an insurance company owned and operated by captive members. For the right company, this captive program can bring the highest quality insurance, while increasing members' buying power, bringing greater stability and predictability to insurance costs, and driving profitability to their bottom line.



MEMBER OWNED COMPANY FEATURES:

- Member only ownership of the captive
- Heterogeneous Industries (Manufacturing, Distribution, Retail, Service and Contracting)
- Provides Workers Compensation, General Liability and Automobile Insurance coverage to its Members
- Policy issued by A+ rated national carrier

WORKING TOGETHER TO
PROVIDE A HETEROGENEOUS
CAPTIVE ALTERNATIVE FOR
COUNCIL MEMBERS



Council of Industry
The Manufacturers Association of the Hudson Valley

MEMBER BENEFITS INCLUDE:

- **Control** -Ownership provides members with control over costs and coverage
- **Profitability** -Members receive all underwriting profit and investment income
- **Stability** -Group leverage in the marketplace provides greater pricing stability
- Enhanced **loss prevention** resources
- **Risk Control Workshops** -Networking with other top companies
- Personalized risk management services
- Comprehensive risk analysis



INSURANCE WORTH HAVING.

Please contact: Paul Casciaro - (845) 338-4656 ext. 610, email pcasciaro@reisinsurance.com
or Owen McKane - (845) 338-4656 ext. 630, email omckane@reisinsurance.com at
The Reis Group to learn if your company can qualify to benefit from this captive program.



The Council of Industry
6 Albany Post Road
Newburgh, NY 12550

HIGH TECH. HUGE POTENTIAL.

Exciting new careers in
Advanced Manufacturing let
you do what you **LOVE**,
and get **paid well** for doing it.

Manufacturing isn't what it used to be. In high-tech manufacturing facilities in the Hudson Valley and across the country, people just like you are developing the technical innovations that will solve the global problems of tomorrow. From 3D printing, to craft breweries and distilleries, to artificially intelligent robotics, manufacturing is a diverse world that offers something for everyone. In advanced manufacturing, you'll find a career that will challenge and excite you, and you can find it right here in the Hudson Valley, or beyond. The opportunities are endless.

Find your fit @ gomakeit.org



Go Make It