



**HV  
MFG**

THE COUNCIL OF INDUSTRY  
**MAGAZINE**

**SPRING 2018**

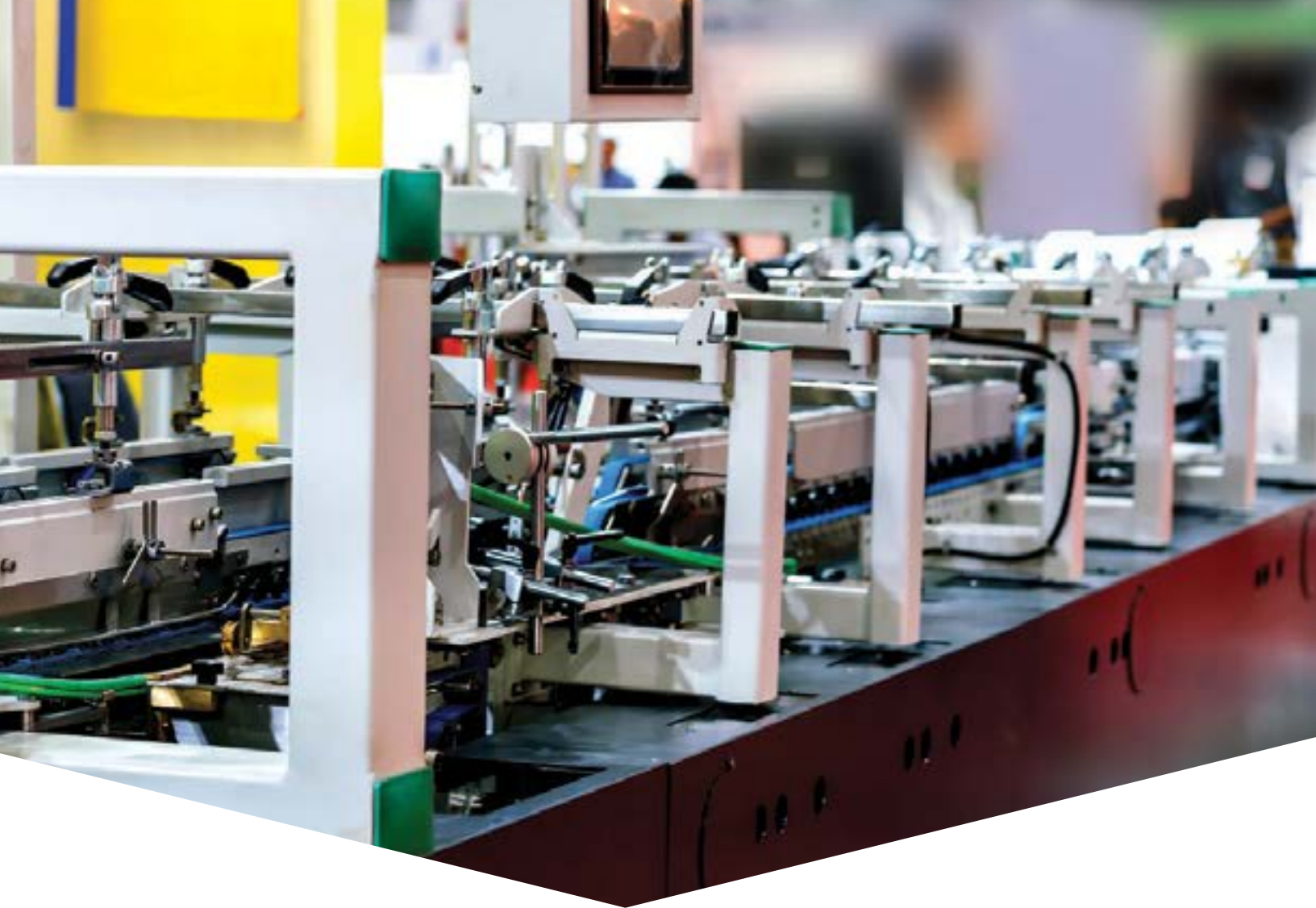
COMPANY PROFILE  
**EFCO PRODUCTS, INC.**

EMERGING LEADER  
**ANDRE SANTA**  
EASTERN ALLOYS

LEADERSHIP PROFILE  
**AARON HOPMAYER**  
PRINCIPAL, PINE BUSH HIGH SCHOOL

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HV MFG • SPRING 2018



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Mixing up new and delicious dessert ingredients at EFCO Products Inc. in Poughkeepsie, NY.

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Andre Santa from Eastern Alloys shows us the preheating process for their aluminum sows. This helps to remove excess moisture from the sows prior to being charged (added to furnace) for the primary production process.

Cover photo by Tom LeBarbera  
Picture This Studios

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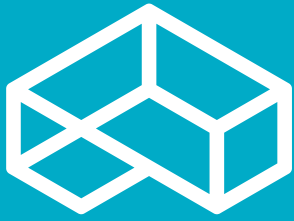
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Harold King  
Executive Vice President  
Council of Industry

## A CHANGING LANDSCAPE

### DEAR READER

**I**s the public perception of manufacturing changing? Is the message about modern manufacturing starting to be heard? Are publications like HV Mfg having their desired impact?

I believe the answer is “yes.” That is “yes”, but more needs to be done.

There is no doubt that elected officials are hearing the message that manufacturing remains vital to the economy of our nation, state and region. We know this from our visits to our representatives in Washington, DC and Albany, and by the attention our member firms are getting from local, county, and municipal elected officials. It is true that educators are getting the message that STEM education is essential and provides a pathway to lucrative and rewarding careers in manufacturing and other growing sectors of our economy. We know this from the increased engagements the Council of Industry and its members are having with school principals, teachers and guidance counselors throughout the Hudson Valley, who want to learn more about what we do and where their students might fit in. What’s more we sense attitudes about manufacturing in the general public are shifting from indifference to respect. This is most encouraging.

But much remains to be done as misperceptions linger and public policy is often still misaligned. With all that in mind, we offer this spring 2018 edition of HV Mfg which, we hope, will continue to educate and inform, but also highlight some of our successes. One such highlight is the leader profile of Aaron Hopmayer, Principal of Pine Bush High School. Mr. Hopmayer leads an innovative staff that is raising the bar for student career and college readiness and he is the first non-manufacturer to be the featured leader in HV Mfg. Johnnieanne Hansen highlights several workforce development successes including the launch of the MIAP Apprentice program, GoMakeIt.org and the Council’s newest attempt to fill the pipeline of manufacturing workers - a Collaborative Recruiting Initiative that will leverage our resources to fill current manufacturing jobs. Alison Butler introduces us to Andre Santa in a new HV Mfg feature on Emerging Leaders in manufacturing. Mr. Santa is the Chemist and Quality Assurance Process Engineer Manager at Eastern Alloys in Maybrook.

For our more familiar features, to spread the word about modern manufacturing in the Hudson Valley Ms. Butler offers a profile of EFCO Products, a 115 year old manufacturer of bakery supplies that is reinventing itself to meet the evolving tastes of consumers. David King writes on the latest trends in neurotechnology – these brain computer interfaces have the potential of changing medicine as well as other sectors. We introduce you to the alternative risk strategy provided by the captive insurance model and the Council’s captive offering to its members. Finally, we include a directory of Council of Industry members and associate members. These are the firms and organizations that care the most about Hudson Valley Manufacturing – supporting the Council of Industry with their time, dollars and other resources.

I hope in reading this edition of HV Mfg you sense the same progress that I do – that perceptions about manufacturing have improved greatly from 5 years ago to today.

Let’s keep the momentum going. **CI**

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# BRIEFS

## THE MANUFACTURING ECONOMY

### U.S. Industrial Production Rose 1.1% in February

The Wall Street Journal reports that industrial production—a measure of total output at U.S. factories, mines and utilities—increased a seasonally adjusted 1.1% in February from the prior month, the Federal Reserve said Friday. Economists surveyed by The Wall Street Journal had expected a more modest 0.4% gain.

Production in the manufacturing sector rose a strong 1.2% in February from the prior month, including higher production of business equipment and durable consumer goods.

U.S. businesses have picked up their capital expenditures over the past year, including robust spending on new machines and other equipment. A broad business-investment measure, fixed non-residential investment, rose 6.3% in the fourth quarter compared with a year earlier, the strongest annual growth in over three years, according to Commerce Department data.

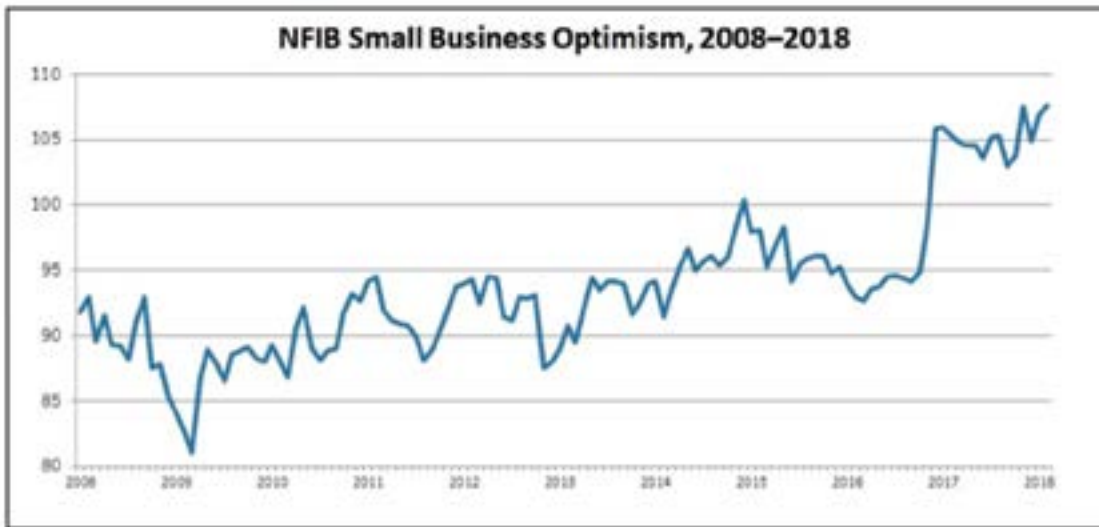
Economists expect the tax cuts passed in late 2017 by Congress and signed by President Donald Trump will help support healthy economic growth this year. Among other things, the package included incentives aimed at boosting business investment.

### Small Business Optimism Nears All-Time High

The National Federation of Independent Business (NFIB) said that the Small Business Optimism Index accelerated once again, up from 106.9 in January to 107.6 in February. This edged out November's reading (107.5) as the highest since July 1983 (108.0). Note that readings above 100 are consistent with strong growth among small business owners, and the robust data seen for much of the past year would suggest a healthy outlook overall in the economy. In that spirit, the percentage of respondents saying that the next three months would be a "good time to expand" was unchanged at 32 percent, a new all-time high, and the percentage of those expecting sales to rise over the next three months increased from 25 percent to 28 percent.

In addition, the labor market remained strong. The percent with positions that they are unable to fill right now remained at 34 percent. Along those lines, the top "single most important problem" was the quality of labor (22 percent), illustrating the tightness of the job market for small businesses. This was followed by taxes and government regulations and red tape, each with 15 percent. With that said, the net percentage planning to add workers in the next three months eased from 20 percent to 18 percent, a four-month low but still suggesting healthy growth.

In a similar way, capital expenditures activity remained promising, with the percent investing in capital jumping from 61 percent to 66 percent, its highest point since 2004. The percent planning to make a capital expenditure over the next three to six months was unchanged at 29 percent.



### Empire State Manufacturing Survey: Business Activity Accelerated in New York State

Business activity grew robustly in New York State, according to firms responding to the March 2018 Empire State Manufacturing Survey. The headline general business conditions index climbed nine points to 22.5. The new orders index rose to 16.8 and the shipments index advanced to 27.0—readings that pointed to strong growth in orders and shipments. Unfilled orders increased, delivery times lengthened, and inventories edged higher. Labor market indicators showed an increase in employment and hours worked. After reaching a multiyear high last month, the prices paid index moved up further, reflecting ongoing and widespread increases in input prices. The prices received index held steady and suggested moderate selling price increases. Firms remained optimistic about future business conditions, though less so than last month, and capital spending plans remained strong.

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## LABOR AND EMPLOYMENT

### Supreme Court Declines Administration's Appeal to Review Federal DACA Court Case

The United States Supreme Court declined to hear President Donald Trump's appeal to have the court view the University of California's case on the Deferred Action for Childhood Arrivals Program (DACA) in February.

The President was attempting to bypass the Ninth U.S. Circuit Court of Appeals, the second level of the federal court process, by having the Supreme Court review an order made in January. The January court order by Federal Judge William Alsup, which temporarily blocked Trump's attempt to end DACA, also involved the UC's lawsuit against the Trump administration.



The Department of Homeland

Security will continue to accept DACA renewal applications for existing recipients, while the DACA court case will continue through the regular federal court processes.

The President announced in September that he would end DACA by March 5. The ruling is a reprieve for the nearly 700,000 young immigrants that are protected from deportation under DACA. March 5 was seen as a deadline for Congress to take bipartisan action on immigration reform, which resulted in a three-day government shutdown in January. The court process is expected to take months, which may allow Congress time to pass a long-term spending bill for DACA and immigration reform. However, it may also delay action due to a lack of urgency, since the federal court process will likely pick up in October during the Supreme Court's new term.

## WORKFORCE AND TRAINING

### New York FED Survey: Job Openings Taking Longer to Fill; Manufacturers Hiring More, Raising Starting Pay

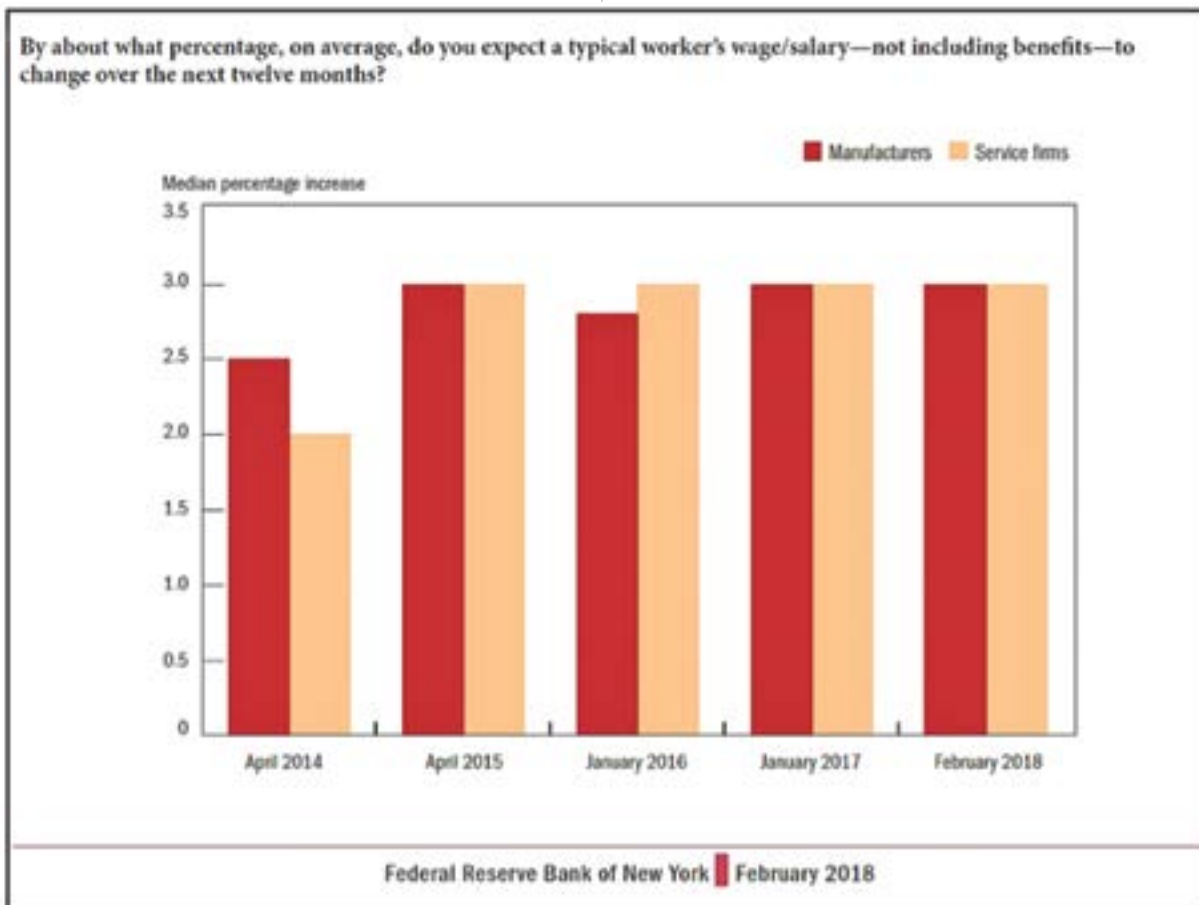
Supplemental questions in the February 2018 Empire State Manufacturing Survey and Business Leaders Survey focused on staffing and compensation issues. Firms were queried about the extent of their hiring, the degree of difficulty they encountered in filling job openings, and their expectations for wage and salary growth.

Respondents were asked how many workers they had hired in the past twelve months. The median number of new hires as a percentage of firms' employees was 7.1 percent among



manufacturers (up from 5.5 percent in last January's survey. When asked how long, on average, it had taken to fill job openings over the preceding twelve months (mostly 2017), the median manufacturing respondent said thirty days which was unchanged from last January's survey. When asked how these intervals compared with their experience in 2016, 50 percent of manufacturers reported that the duration of job vacancies had increased, while 5 percent or fewer reported a shorter duration. Businesses were also asked how many job openings they had at the time of the survey: the median figure for job openings as a share of the workforce was 2.6 percent among manufacturers (up sharply from 1.0 percent in last year's survey).

Businesses were also asked how much they expected the wage or salary of a typical worker (not including benefits) to change over the next twelve months. More than 85 percent of both manufacturers and service sector firms expected salaries to increase. The median expected pay increase was 3.0 percent among both manufacturers the same as in last January's survey. Firms were also asked by what percentage they expected starting salaries for new workers to change in 2018, relative to 2017. In response, 64 percent of manufacturers projected an increase, while the rest expected salaries to remain the same. The median expected change was 3 percent among manufacturers and 2 percent among service sector respondents.



## The Manufacturing Intermediary Apprenticeship Program Expands to Southern Tier and Capital Region

Manufacturers in the Southern Tier and Capital Region will be able to participate in the Manufacturing Intermediary Apprenticeship Program (MIAP) that is currently available only in Central New York, the Finger Lakes and Hudson Valley.

Like most apprenticeship programs MIAP 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 program also includes a wage progression based on skill attainment.

This commitment between employer and employee, which is at the heart of the apprentice program, makes for a valuable recruiting tool. "People want to see a clear pathway for their career

growth and development." Said Council of Industry Executive Vice President Harold King. "This apprenticeship program provides a clearly marked path in manufacturing for them."

What makes this program unique is that regional manufacturers associations – like the Council of Industry – act as intermediaries between the New York State Department of Labor and the participating companies reducing the amount of paperwork required of the companies and also reducing costs.

In the Hudson Valley the program is administered through the Council of Industry. Less than 9 months into the program there are 20 apprentices in 8 participating companies.





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## ENERGY

### FERC Approves ISO-NE CASPR Plan

FERC approved ISO-New England's two-stage capacity auction to accommodate state renewable energy procurements.

ISO-NE proposed the Competitive Auctions with Sponsored Policy Resources (CASPR) construct in January to address state regulators' concerns about ratepayer costs for policy-driven resources and generators' fears that out-of-market procurements would suppress capacity prices.



Under CASPR, ISO-NE will clear the Forward Capacity Auction as it does today, applying the Minimum Offer Price Rule (MOPR) to new capacity offers to prevent price suppression. In the second Substitution Auction (SA), generators with retirement bids that cleared in the primary auction would transfer their obligations to subsidized new resources that did not clear because of the MOPR. The RTO will phase out the renewable technology resource (RTR) exemption, which has allowed it to clear 200 MW of renewable generation in its capacity auction annually (to a maximum of 600 MW) without regard for the MOPR.

FERC's order is an important one, as it approves tariff revisions that reconcile the need to maintain competitive capacity auction markets with the gradual entry of new clean energy resources into those markets, two imperatives that are "fundamentally in tension," according to ISO-NE.

## GLOBAL TRADE

### President Trump Proclaims Steel and Aluminum Tariffs.

On March 8, President Trump signed two proclamations imposing:

- 25 percent ad valorem tariffs on all covered steel imports; and
- 10 percent ad valorem tariffs on all covered aluminum imports.

Tariffs were imposed on March 23. Both proclamations exempted imports from Canada and Mexico "at least at this time."

These actions, taken pursuant to section 232 of the Trade Expansion Act of 1962, were based on reports issued by the Department of Commerce on steel and aluminum. The White House further explained this action in this fact sheet.



Critics argue that Americans could face higher prices on everything from cars to microwaves, and the U.S. economy could sputter and that the action will lead to retaliation against US exports. Proponents believe the tariffs will protect US jobs and aid national security.



## IHS Markit Eurozone Manufacturing PMI Shows continued strength in Global Markets

The global manufacturing sector continues to be healthy. In February, all of the top-20 markets for U.S.-manufactured goods expanded, illustrating the strength of the international economy once again. In addition, the J.P. Morgan Global Manufacturing PMI edged down from 54.4 in January to 54.2 in February, and it remained just shy of December's pace, which represented the fastest pace since February 2011. New orders, output and exports were somewhat softer in February but still quite positive. Hiring growth was not far from the December reading, which—like the headline index—was the best since early 2011. Manufacturing leaders remain very upbeat in their global outlook for the next six months, with the measure for future output at a three-year high.

Europe once again dominated the list of top export markets with strong manufacturing growth. However, other regions were also well represented. Those countries with the highest PMI readings in the sector in February included Switzerland, the Netherlands (an all-time high), Germany, Italy, Taiwan, France, Australia, Canada, Singapore, the United Kingdom and the United Arab Emirates. Looking just at Europe, the IHS Markit Eurozone Manufacturing PMI has fallen from 60.6 in December—its best reading since the survey began



in June 1997—to 59.6 in January to 58.6 in February. Although that was a four-month low, the data remain consistent with strong growth overall for European manufacturers.

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# Collaborative Recruiting Initiative Council of Industry's Latest Workforce Development Focus



**W**orkforce Development has been a focus of the Council of Industry for decades, however it has taken on renewed urgency in the past five years as the skills gap has widened becoming an issue of overriding concern to Hudson Valley manufacturers. In the recent wage and benefits survey members of the Council of Industry state *70% of our members reported that they anticipate hiring in 2018, this is up from 65% in 2017*. Collectively, they plan on hiring over 115 individuals in all categories including administrative, technical, sales and manufacturing. Our members also indicate that they're experiencing over 15% turnover with the anticipation that this number will increase moving forward.

Manufacturers need to attract talent, but how? How do manufacturers stand out in this tight employment market and how can they do it on a fixed budget with limited staff and resources?

To answer this question, the Council of Industry has prepared several

options for our members and the manufacturing industry with the resources they need.

## Collaborative Recruiting Initiative

The Council of Industry has launched a Collaborative Recruiting Initiative, designed to allow HV Manufacturing companies to work together to promote the manufacturing sector, attract candidates and ultimately place them into manufacturing jobs. This Initiative provides access to a recruiting platform, allowing hiring managers to post jobs directly onto the Council's job board and manage candidates through the hiring process. Through a "job aggregator" postings are pushed out to over 100 popular job boards including Google Jobs, Monster and Hot

Jobs. Postings are also scraped by Indeed, Glass Door and Zip Recruiter. Applicants can apply online and all resumes are sent directly to the hiring managers





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dashboard. Hiring managers can accept or reject candidates, communicate direct via e-mail, send additional documentation or requests and schedule interviews. These resources are positioned as an efficiency to hiring managers who are currently managing vacancies manually.

The hiring manager access and applicant tracker is the foundation to the larger purpose of the collaborative recruiting initiative, which is increasing awareness about jobs in manufacturing.

Members need to reach job seekers and the public at large. It is critical that people who are currently employed elsewhere, perhaps in jobs that are not satisfying or lucrative, learn about the variety of good jobs in manufacturing. This requires a promotional campaign including customized landing pages, digital media, social and mobile ads.

The Council has partnered with marketing firm A.J. Ross Creative Media to develop, design and kick off the marketing campaign. **This campaign will seek to increase sector awareness; spread the word about current job openings and increase candidates in our applicant pool.** The long-term benefits of the marketing campaign in addition to increased traffic to our jobs portal, will also include customized resources for our in-person marketing with school visits, field trips and educator awareness.

### How will this help?

The sector awareness, combined with efficient and centralized job postings will streamline the job posting process allowing one "go-to" website for jobs in manufacturing. The applicant tracking system collects the contact information of interested applicants and offers the ability to create e-mail campaigns and customized distribution lists, allowing our message to continuously target potential job seekers.

As of March 1, the following companies have joined our Collaborative Recruiting Initiative... **Elna Magnetics, President Container, Fala Technologies, Selux, Fair-Rite Products, eMagin, Viking, MPI, Schatz Bearing and Zierick Manufacturing.**



## Ongoing Workforce Development Initiatives - The Apprentice Program

In 2017, the Council added a Director of Workforce Development and Apprenticeship Coordinator to oversee the launch of the New York State Manufactures Alliance Intermediary Apprenticeship Program. NYSMAIP allows the Council to offer long term resources to prepare workforce for the anticipated skills gap that will be the result of future retirements and what workforce development experts are calling the silver tsunami. It provides structure and accountability to augment existing on-the-job training while delivering foundational education through required related instruction. Employers and apprentices receive access to work process materials, free online training and the support of a designated sponsor liaison to complete paperwork and mitigate the onerous process of registering a Department of Labor recognized apprenticeship program. Apprentices who complete the program will be registered with the Department of Labor as a journey level worker in their trade. Enrolled apprentices appreciate the opportunity to learn more about their position, increase their earning potential and attain the trade equivalent of a degree that is recognized throughout the country. The first cohort is currently tracking hours and accessing required related instruction training while the second cohort is forming, pending Department of Labor review.

# THIS IS HOW YOU CAN HELP

- Sign up today to join our Collaborative Recruitment Initiative
- Call or e-mail Johnnieanne Hansen to schedule a demo or answer questions
- Schedule an appointment to discuss the apprenticeship program and how it can help your business tackle the skills gap issues in your organization
- Follow the Council of Industry on Social Media
- Share our social media content

### Join our outreach efforts:

- Contact our Human Resources intern, Barbara Aprilakas at [jobs@councilofindustry.org](mailto:jobs@councilofindustry.org) if you are interested in joining our K-12 student outreach program. This initiative will include connections at the school level, presentations to classrooms, hosted facility visits, etc. The Council is currently cultivating a list of resources to assist with the framework of our program to entice current students into future careers.

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## - Hudson Valley Pathways Academy

Five years ago, the Council partnered with Ulster BOCES and Ulster Community College to form the Hudson Valley Pathways Academy, a P-TECH School. This advantageous relationship continues to grow as the first-year students are working on member projects and have begun internships. Manufacturers anticipate the benefits of this program as these students will be entering the workforce with practical and work-ready skills attained via workplace learning.

## - Go Make It!

Another resource for the next generation of manufacturing employees is the **Go Make It** career platform. In 2016, with the assistance of Orange Community College the Council launched the career platform, [GoMakeIt.org](http://GoMakeIt.org). This website provides resources for students, parents and educators. It is designed to walk users through the process of connecting strengths and aptitude to required skills necessary for the wide variety of jobs in manufacturing. The addition of professional videos helps students and parents experience a day in the life of a manufacturing employee. **Go Make It** is ideal for classroom presentations and school visits.



## - How Will All This Help?

All the initiatives of the Council are important complimentary components of a strategy to build a Hudson Valley Manufacturing Workforce for today and into the future. The Collaborative Recruiting Initiative, for example will help to recruit job seekers into the most critical trades that are part of our apprenticeship program (CNC Machinist, Electro Mechanical Technician, Maintenance Mechanic, Quality Assurance Auditor, Electronics Technician, Toolmaker and Welder). These critical positions are among the most difficult to fill and programs like NYSMAIP can help companies proactively develop workers with these skills, building the workforce of the future. That can not be accomplished, however, without recruiting and retaining talent into our industry.

The sector awareness, combined with efficient and centralized job postings will streamline the job posting process, allowing one "go-to" website for jobs in manufacturing. The applicant tracking system collects the contact information of interested applicants and allows the ability to create e-mail campaigns and customized distribution lists allowing our message to continuously target potential job seekers.

Moving forward, the plan is to extend programs in alignment with our workforce, development goals, and maintain our commitment to the betterment of our members. The skills gap crisis is tremendous and will require a depth of resources and a multi-faceted approach. K-12 outreach, college and vocational cultivation, extensive marketing, incumbent worker training and a concerted recruiting platform are the tip of the iceberg; it will take years of collaboration and strategy to expand our message and build the manufacturing workforce of the future.



*Johnnieanne Hansen is the Director of Workforce Development and the Apprenticeship Program Coordinator at the Council of Industry.*



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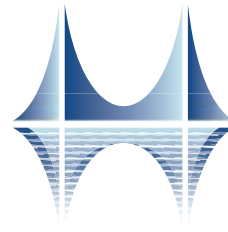


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## LEADERSHIP PROFILE

Aaron Hopmayer, Principal of Pine Bush High School

WITH HV MFG STAFF

# MOVING INTO THE FUTURE WITH A VISION



Drawing and Design instructor Patrick Reiser discusses student projects with Pine Bush High School Principal Aaron Hopmayer.

**F**or the Leader Profile in this spring 2018 Edition, HV Mfg broke a bit from tradition. Past profiles have exclusively featured leaders in the manufacturing sector, however, for this edition we chose instead to feature a leader in the field of Education. Aaron Hopmayer has been Principal of Pine Bush High School for nearly 18 years. In that time he has helped transform the school into an innovative, student centered place of learning. Mr. Hopmayer has initiated several programs at Pine Bush High School including a Summer Enrichment Academy Program and the “Excelsior Academy” for seniors, both programs engage the community to help better prepare students for careers in various fields. Mr Hopmayer is also leading an effort to form a PRIME program (Partner Response in Manufacturing Education) at the school. Speaking with “Hop” as he is widely known, one is struck immediately by his passion for education, pride in his staff and students, and his genuine enthusiasm for his work.



**HVMFG:** How did you come to work in education? Was it something you always wanted to pursue?

**AH:** Heck no! When I was the age of the kids in this school I had no idea what I wanted to do after High School, I had no plans for after graduation. I ended up joining the Army, trained as a mechanic, served in Iraq and a bunch of other places too. When I got out of the Army I headed to SUNY New Paltz, still not really knowing what I wanted to do with my life. At New Paltz my advisor said –“well, you’ve been all over the world, why not teach global studies.” Sounded okay to me so I became a Social Studies teacher. BA in Secondary Education/Social Studies, MA in Special Education.

I took to it right away, really enjoyed working with the kids.

**HVMFG:** Where was your first job, here in Pine Bush?

**AH:** No, my first job was in Fallsburg, small district only 650 kids in a school with 7th – 12th graders. It was a

tough district at that time and really was good place to start my career. I became Dean of Students in addition to my teaching duties and returned to New Paltz to get my Administration Certificate. I really learned a lot in Fallsburg about education. What it takes to be a good teacher and how hard that job can be and how hard it is to reach some kids – to motivate them to learn. I also learned a lot about school administration. I learned what it takes to support teachers, to support kids, to satisfy State Ed. I learned some strong lessons there.

**HVMFG:** Then you took those lessons to Pine Bush?

**AH:** Yes, sir. 17 ½ years ago.

**HVMFG:** Tell us a bit about Pine Bush High School? What are the demographics like?

**AH:** We have about 1,800 students in 9th - 12th grades. About 39% are free or reduced lunch eligible. It’s a very diverse district. We are in parts of 7 Towns and 3 counties. We have a very diverse student body as well, which is representative of our community. We’ve also experienced quite a bit of growth the past 20 years. The district budget is around \$115 million.

**HVMFG:** What do you try to focus on with such a diverse population?

**AH:** This will sound cliché but the fact is our focus is on the kids. If an idea or innovation or program will help educate our kids we do our best to embrace it. Whether it’s our really strong AP program and the Excelsior Academy, or our summer academies, if they will help develop kids, prepare them for careers or college or just make them better people we embrace it. The PRIME initiative we are working on with you is another good example. It will provide more opportunities for our kids – more paths to success – and that is our focus.



Students Charles Bakleh and Osara Tubo operate a Haas cnc mill as Principal Aaron Hopmayer and Instructor Ken Marshall observe.

**HVMFG:** We’ll come back to PRIME in a minute, its new... but let’s talk about some of the existing programs you mentioned. Tell us about your Summer Academies.

**AH:** I am so proud of the Summer Academies. There are 6 of them now: “Leadership and Law,” “Aviation,” “Performing Arts,”

“Science” “Horsepower & Engineering” and “Medical.” They are 1- 4 weeks in length and they immerse kids in the subject for that time, connecting them with community professionals and other students interested in the topic, as well as, with their teachers. The first one we started 17 years ago was the Leadership and Law Academy. It’s centered on government, economics and the Criminal Justice System. It’s taught by social studies teachers, Town of Crawford Police Officers and the United States Army. It’s done so well that kids can earn SUNY Orange Community College credits for the course – it counts as their Criminal Justice 101. We work with local theater technical professionals in lighting, sound design, make-up and auditioning to show the “realities” of professional theater for the Performing Arts Academy and kids can earn credit from SUNY New Paltz for that program. The Science Academy is the shortest, but it’s one week of intensive investigation at Raquette Lake in the Adirondacks. The Medical Academy is a collaboration with Orange Regional Medical Center, Touro College and Crystal Run Healthcare – and others – kids learn about different medical professions and actually complete AED, CPR and First Aid Training. Finally the Aviation Academy is a partnership with Wurtsboro Airport, the United States Army and Pratt & Whitney. Kids learn the fundamentals of aviation,

some meteorology avionics and more – they even get some glider lessons and time in a flight simulator.

The STEM Academy – started last summer and is designed to expose incoming ninth graders to various STEM initiatives and also expose them to the High School STEM/Manufacturing Program. Students are working on building rockets, ecology, coding, manufacturing, agricultural technology, robotics, and more.

**HVMFG:** Wow, that’s a lot. It’s great to see kids exposed – immersed really – in these possible careers. How is it paid for?

**AH:** It is a real opportunity for kids to see what these professions entail. To live it – so to speak – for a few weeks and to get to know people who are in those careers. It’s something that needs to happen more. As to how we pay for it... Well, I write a lot of grants... but the district kicks in, there is a modest tuition and the community donates a lot of time to make them work.

**HVMFG:** What about the Excelsior Academies?

**AH:** Excelsior Enrichment Academies, I’m also real proud of these! They provide more chances for kids to learn about careers – to connect what they are learning in the classroom to what the “real world” requires of them. They are for seniors only and allows them to earn high school and college credit while experiencing “hands on” learning. Participating students attend classes in the morning and then afternoons are spent with one of 4 Academies, sometimes at school and sometimes at a location outside of the classroom.

**HVMFG:** What are the Academies – what are the areas of focus?

**AH:** “Engineering,” “Education,” “Law and Government” and “Medical.” It is so great to see these kids so engaged with their learning. I am always amazed too at the support of the community. They are so generous with their time and really want to help these kids. Also the college partners, SUNY Orange, SUNY New Paltz and Dominican are very supportive and helpful.

**HVMFG:** We suppose the scheduling can be complicated for a program like this - counselors, teachers and staff have to be supportive, correct?

**AH:** It can be complicated, but we have a terrific staff – everyone wants this to be successful and we look for ways to make it work.

**HVMFG:** What makes a “terrific” teacher?

**AH:** Energy and enthusiasm. That is contagious in a classroom. A willingness to take some risks and to be creative. Also a firm belief that all kids can learn. It’s no secret that there are lots of constraints – state requirements come to mind – that makes it difficult – but we try to create programs to allow creativity. Not just for students, but for teachers too.

**HVMFG:** What makes a “terrific” building Principal?

**AH:** Be firm, be fair and be consistent. Probably shouldn’t need to be said but... care about the kids and remember that you are here for them. Support them both in and out of the classroom. Be a strong supporter of teachers and do whatever you can to give them



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Excelsior Engineering students test their program code in Pine Bush's Simulator room. Aaron Hopmayer and Ken Marshall Observe. Students pictured: Shaun Burgos, Charles Bakleh, Osara Tubo, and Ethan Newcomb.

the resources to be successful. I also think that order precedes learning. We need to respect each other and we need to have rules to ensure that happens.

Let me tell you a quick story. You saw the orange “No More” t-shirts the kids are wearing and selling today? Those are part of an anti-domestic violence, safe homes campaign the students are engaging in. In 2007 there were 160 fights at this school – almost one per day. Last year that number was 10. When there were 160 fights my AP’s (Assistant Principals) and I were spending a lot of our time just patrolling the halls, handling paperwork, disciplining students. If that’s all we’re doing then we’re not helping teachers or building creative programs. By looking at root causes and engaging the students and teachers we were able to look at anger management, build mediation programs etc. It caught on. Today these kids have gone even further tackling domestic violence. There’s going to be a ceremony at the basketball game tonight (at this writing the Bushmen are ranked 4th in the state) because the whole school community thinks it’s important. That negative has completely flipped into a positive that has rallied the student body.

I tell you that story, not because I did it, because I didn’t. But, I like to think I helped it along – created an environment where the people who did make it happen had the resources and felt empowered to do it. That’s what I think makes a good building Principal.

**HVMFG:** Now let’s talk about PRIME. What is it and where is it taking Pine Bush?

**AH:** PRIME is a program from the Society of Manufacturing Engineers (SME) Education Foundation. It stands for Partnership Response In Manufacturing Education. The idea is to engage and build a collaborative network between students, educators

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and industry to grow and train the next generation workforce and also build interest and awareness in manufacturing. Through our Engineering Excelsior Academy for the past few years we have been doing a lot for our students with 3D printing, 3D modeling and more. The teacher there – Ken Marshall had done an outstanding job. We already work with education, Orange Community College gives kids college credits. They work with industry too, Lloyd Greer of Lloyd's Motor Works helped them build a motorcycle that set records at the Bonneville Salt Flats. And, they worked with Allendale Machinery to learn how to program and operate a CNC milling machine. Plus, the summer Aviation Academy has a long standing relationship with Pratt and Whitney in Middletown.

When I read the magazine, HV MFG, about a year ago I invited Harold King to visit the school. I wanted to share with him what we are doing here. I guess a few weeks later he learned about PRIME and introduced us to the folks at SME. The program is ideal for what we are doing here. It will give our teachers more resources, it will build programs and courses directly related to local manufacturers. It will give our kids work-based learning opportunities and so much more. The collaboration between education and industry is important to us. We will be teaching kids things that our local industry needs them to know. What I really like about manufacturing is that there are opportunities for kids with a wide variety of interests. We've got really smart kids, for example, who just don't care about literature and no interest in learning math but love working with their hands. Classrooms are a struggle for them, but show them what that HAAS milling machine can do, how it can make parts for that motorcycle or a jet engine – and they become enthused, the math makes more sense and they are now active learners. At the same time, for

those kids that love math and science, we can show them a path in manufacturing to engineering where they can, one day, design the next most fuel efficient engine or whatever the next greatest technology is going to be.

We met with Pratt and Whitney, Lloyds Motor Works, Allendale Machinery and several other companies to get the financial support to make it happen, and they have stepped up – especially Pratt and Whitney. We need a little more support and hope that will come in the next few months but we are moving forward and very excited to be working with these companies and the Council of Industry.

**HVMFG:** Final thoughts – What do you think the future of Education is?

**AH:** Big question and I have many thoughts but 2 things stand out. First, CTE, Career and Technical Education is going to be more and more important in the next decade. We got away from it but, now the time is right to integrate it into everything we do. We need to mix CTE into the Core 4: math, language arts, social studies and science. That will give meaning to our learning and opens more paths to success for students. Second, technology needs to become more integrated into learning at all levels. That can be very disruptive – no doubt – but the potential is tremendous. Virtual reality, video, the list is only limited by our imagination.

**HVMFG:** Thank you for your time and your commitment to education.

**AH:** Thank you for the opportunity.



Excelsior Engineering Class of 2018 stands with Principal Hopmayer and Instructor Ken Marshall. Left to Right: Osara Tubo, Aaron Hopmayer, Charles Bakleh, Nick Maurizzio, Nick Desantis, Mike Zawojski, Andrew Bardin, Zach Futrell, Michael Buckridge, Tyler Sullivan, Skylar VonDeben, and Ken Marshall.

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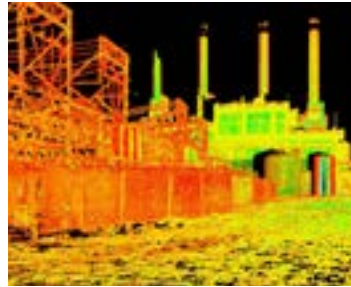
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# EMERGING LEADER

Andre Santa, Eastern Alloys

BY ALISON BUTLER

## TRUE LEADERS TAKE INITIATIVE

Considering a career in manufacturing? Andre says Go For It!



Andre is demonstrating how production samples are taken during the casting process.

Some people know from an early age that they want to work in manufacturing, some people find that calling when they are in college or searching for a job in the workforce, but for Andre Santa, manufacturing found him and literally grabbed him by the arm.

The Council of Industry has been creating a new workforce initiative to encourage young people to look at manufacturing in a new light and to illuminate the great career paths and opportunities available in industry. As part of this initiative we are highlighting people we consider emerging leaders in their field. This profile of Andre Santa, the Chemist and Quality Assurance Process Engineer Manager at Eastern Alloys in Maybrook, NY is our first in a series of articles looking at how and why young people start a career path in manufacturing.

As a kid, Andre grew up right around the corner from the Eastern Alloys Maybrook plant, never even knowing that it existed. He loved sports and dreamed of being a forward for the New York Knicks one day. By high school he realized that he may need a back-up plan and focused on chemistry with the intent of becoming a chemistry teacher. “I was really good in Science and I loved it. I took AP Bio in high school, AP Chem wasn’t offered. After high school, I went to Hartford University on an academic scholarship.”

Andre realized after his first year of college what many talented students discover, doing well in high school doesn’t always translate in to doing well in college. “I didn’t realize how much college differed from high school, I actually had to try hard to get a decent grade. I ended up leaving Hartford after less than a year and went to Orange County Community College.”



Andre completed his Associates Degree in natural sciences from OCCC in 2005 and spent the next five years working at The Home Depot. In 2008 he became a father to his beautiful daughter, Leeya and the money from his Home Depot job wasn't enough so he went back to school at Mount St. Mary College in Newburgh in pursuit of his teaching degree. "This time would be different because I had a whole new perspective on life and dedicated almost all my time to making sure I graduated with high marks. In 2012 I graduated Cum Laude, with my BA in chemistry while concurrently working on my MS in education. At this point I was sure that I was going to still become a teacher and was actually set to student teach in the fall."

Two weeks before graduation, on a whim Andre went to a job fair hosted by The Mount and quickly printed out a few resumes which he gave to some companies that caught his eye not really expecting anything. Within

**Andre realized after his first year of college what many talented students discover, doing well in high school doesn't always translate into doing well in college. "I didn't realize how much college differed from high school."**

minutes of reviewing his resume at the job fair, Karen Wutch, HR supervisor at Eastern Alloys found him walking around the fair still distributing resumes and grabbed him by the arm. She asked if he would come and speak with Richard Bauer, Eastern Alloys CEO. "After speaking with Mr. Bauer and Rick Young, VP of Sales, the rest is history."

To elaborate on that history, in May of 2012 Andre began working at Eastern Alloys, manufacturer of world-class zinc alloys for the die casting, foundry and steel coating industries, using state-of-the-art processing technologies. Their zinc products are marketed under the EAZALL® trade name and manufactured in their modern 100,000-square-foot plant in Maybrook, New York, and another plant in Henderson, Kentucky.

As the Chemist and Quality Assurance Process Engineer Manager, in the Maybrook plant, his responsibilities include maintenance of Eastern Alloys quality management system (ISO 9001 and ISO 17025), analyzing the chemistry of internal production samples, as well as samples provided by customers, through SPARK-OES and ICP-OES. He also takes on other projects as they arise. In addition, Andre manages the safety program and ensures that all personnel are getting the appropriate training and oversees some of the environmental programs, such as the State Pollutant Discharge Elimination System and above and underground storage tanks.



Andre shows the Eastern Alloys warehouse with some of the inventory.

When talking with Andre his passion for his work shines through. His face lights up discussing the chemistry he uses day to day and the processes he completes. In addition to the work itself, Andre enjoys the people he works with and the environment at Eastern Alloys, “The

people here are great and the management team is top notch.” Another perk of the job that he enjoys, “I love the fact I get to travel for work. I’ve gone to training in Florida and North Carolina; I went to visit one of our galvanizing customers in West Virginia and was able to learn so much about what our products are used for.”

The only downside to the job that Andre could come up with is, getting up early because he enjoys watching sports in his off time. “I’m a die-hard sports fan and all the big games are usually late at night, and I just can’t stay up late enough to watch the whole game. But, I don’t have any real complaints; Eastern Alloys is a great company to work for. They truly care about every employee as if we were family.”

After taking such a roundabout path to get to his current position, Andre plans to stay with Eastern Alloys for the remainder of his career and he hopes to do more traveling, whether for work or pleasure he hopes to go to Europe and Asia someday.

As part of his free time outside of work, Andre tutors high school and college students and this is something he plans to continue with. He hopes he can pass on his love for chemistry and math and perhaps becoming a mentor eventually, like the professors he still keeps in touch with from Mount Saint Mary College. “Dr. Lynn Maelia, Dr. Janet Petroski, and Dr. William Lahar. They went above and beyond to help me succeed. I sometimes still contact them with questions or to bounce something off them.” John Malmgreen, Eastern Alloys VP of Manufacturing and Quality has also been a mentor. “He has taught me a lot about the industry and being a degreed chemist himself, has helped me in the lab to learn/enhance my skills in analytical techniques.”

For those young people considering a career in manufacturing, Andre has this advice, “Go for it. There is so much to learn and if you work hard there are always opportunities for advancement. Also, expect to wear more than one hat. True leaders take initiative to help solve problems and want to be involved in tasks they may not be comfortable in. It’s all in the learning process.”



Inspecting a Margash Ingot for imperfections.



*Editors Note: All photos are posed and appropriate personal protection equipment is not being worn.*

**Alison Butler is the Director of Member Programs & Services at the Council of Industry.**

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Steven Effron, President of EFCO Products, surrounded by large totes of dry sweetener.

A fourth generation family-owned business, EFCO is a global leader in ingredients for wholesale bakeries, chain restaurant operators, retail bakeries, food processors, frozen food manufacturers, and supermarket bakeries. These include off the shelf and custom formulated products, from pie fillings to cake and donut mixes, beverage bases and syrups, to fruit and specialty toppings for desserts and so much more. EFCO Products is a Hudson Valley manufacturer that faces many of the same challenges as its neighbors and a few unique to the food and beverage industry.

Founded in 1903 by Samuel Effron as a local feed, flour and grain business, the company delivered its merchandise from horse drawn carts and established its reputation of quality and integrity. In 1928 William Effron transitioned the business into The Effron Flour Company. Over the next several years William and his wife Sadie grew the company into the Effron Baking Supply Company which provided baking supplies, ingredients and equipment to local bakeries. In 1937, they began manufacturing jellies, jams and fruit fillings under the EFCO label. EFCO Products Inc. was created in 1946 to concentrate on manufacturing and marketing bakery fillings and mixes and in 1981 Effron Bakery Supply Co. and EFCO Products, Inc. were merged into the present-day company.

Today EFCO Products is still privately held by the Effron family with two generations still actively involved. Steven Effron, President of EFCO Products, explained that up until recently the Effrons also relied on the wise counsel of Sadie Effron who passed away not long ago at the age of 107. Her sons, Jack and Ira Effron still serve as Co-Chairmen and her son, Mike Effron is the Regional Sales Manager.

Since its founding the products EFCO offers have grown

exponentially and so has the area that the company serves. What was once a local flour supplier is now a global corporation and with that growth comes great responsibility. As Effron points out, “As a small niche manufacturer, EFCO is unique as the only family-owned manufacturer of mixes and fillings for bakeries. We succeed by eliminating layers and knowing our capabilities. We work hard to keep our connectedness to our customers and their customers.”

A key resource in this connectedness is the workforce at EFCO. To say the skills set at EFCO is varied would be an understatement. In addition to the traditional staff of human resources, sales and marketing, engineers, maintenance and production, there are food scientists, food technologists and a Director of Procurement that finds just the right apples or strawberries (in or out of season) along with hundreds of other items from all over the world.

Veronica Miller is the Director of Manufacturing Operations and her job is to focus on productivity. She explains, “We have to make smart decisions based on margins, keeping in mind what is and isn’t profitable. R & D may come up with something delicious, but it has to be produced and sold at a price our customers can afford while still being worthwhile for us.” Miller explains that there are many factors to consider, such as the set-up and tear down of different jobs which can be very time consuming, meaning a short run of a product may not be worth it. Another area Miller oversees is the Quality Control and Global Food Safety Initiatives. EFCO has a dedicated team of experts, a HACCP Team (Hazard Analysis and Critical Control Points) and a Food Safety Committee, that meet regularly to monitor and enforce the quality controls and food safety standards. EFCO also follows GMPs (Good Manufacturing



Practices) based on FDA guidelines which include self-audits as well as third party audits. In addition, many of EFCO's customers will conduct their own quality audits which are often stricter than either the national or global standards.

Another safety concern that is a top priority at EFCO is the Allergen Control Program. This controls inadvertent contamination via procedures that regulate several different areas such as ingredient receiving, labeling, allergen storage, rework usage, equipment and utensil sanitation, allergen testing, and employee training. This program is very effective in achieving its end goal which is to prevent inadvertent allergen cross-contamination. This is just one facet of the numerous initiatives at EFCO designed to ensure food safety and quality.

Of course, to produce food of the highest quality you need to start with ingredients of the highest quality. Christine Winter, Director of Procurement, is the person responsible for this multi-faceted task. EFCO has an Approved Supplier Program which ensures that their food quality and safety are never compromised for the sake of low cost or previous vendor status. Ingredients are approved by the QA department and thoroughly tested before being incorporated into EFCO products. "I am responsible for fruit, sweeteners, spices, leavening agents, pails, pouches and cases, just to name a few. I keep track of over 500 SKUs," explained Winter. "Some items are locally sourced if possible but depending on the season and the item some ingredients can come from the Pacific Northwest or Mexico, and some spices come from around the world."

Factors that can complicate things for Winter are the weather, consumer preferences and freight fees. Adverse weather conditions will drive up the price and possibly lower the quality of fruit. EFCO manufactures products year-round, but Mother Nature doesn't, so contra-seasonal and back up suppliers are needed. Consumers have become critical of products with high fructose corn syrup as an ingredient so EFCO is using alternatives whenever possible. The cost of shipping can be prohibitive on some ingredients and the perishability of fruit is another factor that comes into play. Winter shared this knowledge, "It is important for us to have annual contracts with fruit growers, but we also have a backup plan just in case. I will tell you that the most popular fruit flavor is strawberry, followed by apple."

Once procured, the ingredients are formulated into a variety of

products that are not just distributed nationally but internationally as well. The global food market presents its own unique challenges. David Cullinan, R & D Manager at EFCO told us about some of the challenges that resulted in EFCO's "Clean Label" line of fillings and mixes. "In the U.S. people are looking for products without artificial coloring but this has been the standard in the European Union for the last 15 years, so we were ready. Removing certain artificial ingredients will affect the shelf life and pricing so it is a delicate balance." Recently one of EFCO's customers, Dunkin' Donuts, has launched a domestic campaign promoting the removal of artificial colors from their donuts. Dunkin' joins many other companies in the removal of artificial ingredients from certain product lines including Nestle, General Mills, and Panera.

Different cultures and religions have strict rules that present their own challenges. EFCO has business markets in Asia, the Middle East, Latin America, Europe and the Caribbean and has developed bakery ingredients to please these varied international



Christine Winter Director of Procurement, Veronica Miller Director of Manufacturing Operations and Patty Lysenko Director of Distribution, are analyzing bakery fillings and finished donuts.

tastes and preferences, as well as providing Kosher and Halal certified products. EFCO has products that are shipped on freighters across oceans to places like Manila in the Philippines, which can take 42 days or more and yet the product needs to be fresh when it arrives and thanks to people like Cullinan and his team of Food Technologists, it does. Patty Lysenko, EFCO's Director of Distribution and her team have the responsibility of handling the logistics of these international shipments.

The Clean Label and Pure Choice product lines are examples





Food Scientist Vijay Poreddy, Food Technologist Fan Zhang and R&D Manager David Cullinan in the R&D test kitchen working on unique flavor development.

of innovation in the industry that have no high fructose corn syrup, no GMO starches, no artificial colors and no artificial flavors yet still provide delicious flavor. Another innovative EFCO product line is Cremedela, a cream cheese that can incorporate savory or sweet flavors and is shelf-stable (no refrigeration needed) bake stable (able to withstand high temperatures) and holds its flavor through freeze/thaw cycles. Beyond mouth watering food, EFCO is also providing flavors for drinks as beverage bases and syrups that can be used with iced tea, lemonade, carbonated beverages, shakes, smoothies and both hot and iced coffee.

EFCO's innovations are not limited to ingredients. The company has SmartDispense, a more efficient and "greener"

packaging for many of their products. In a partnership with Server Products, Inc., EFCO developed a bottle pump and pouch system which works with dessert syrups and fruity beverage flavorings. This system replaces plastic jugs and bottles. It is more efficient enabling the evacuation of the entire contents of each pouch. There is also less waste as the pouch is collapsed and flat once the contents are used up.

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On the day we toured EFCO Products and met with the Food Scientists and Food Technologists they were preparing for an innovation meeting with an international restaurant chain and working on repurposing day-old donuts into fresh desserts. This is where the future lies in food, reducing waste and making products healthier while maintaining food safety and of course, taste. Brian Duffy, a Food Technologist who graduated from the Culinary Institute of America explains that, "Many companies are hiring chefs to come up with their new products and flavors. We are able to talk to the customer, chef to chef, and assist or provide solutions to their culinary needs." Another insight into the future is, that as labor costs increase large bakeries will hire fewer bakers and rely more on mixes that provide consistency and ease of use. This is likely an opportunity for EFCO.



Cook Wayne Henry is making a batch of fruit filling.

The future at EFCO involves fitting an ever-growing workforce and increasingly larger machines into their existing facilities on Smith Street. With the help from grants from Empire State Development, EFCO is upgrading its equipment in their Dry Mix operation. The company is committed to Poughkeepsie and appreciates the support from the

state as well as the county and city. The Effron family will continue to invest in its facilities and its workforce. As Steve Effron said, "The Hudson Valley is a great place to work and a wonderful place to live."



Alison Butler is the Director of Member Programs & Services at the Council of Industry.

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# NEUROTECHNOLOGY IS READY FOR ITS CLOSE-UP (almost)



Let's go back, for a moment, to 2014. If you happened to be one of the millions of viewers who tuned in that year to the World Cup, then you might remember this unusual sight: Juliano Pinto, a paraplegic man only 29 years old, making the symbolic first kick of the competition, despite having complete paralysis in the lower half of his body. He accomplished this, for those of you who missed the game, with the use of a highly advanced robotic exoskeleton. The kick itself was gentle and his movements were slow, but what makes the technology so advanced was how he controlled it—with his mind. The exoskeleton was capable of reading the impulses in his mind, and interpreting the commands within them. This may seem like science fiction, but the technology, in a rudimentary form, has become fairly common in certain circles.

So called “Neurotechnology,” and its area of study, “Neuroscience,” have become a hot topic in tech circles recently. Thanks to Silicon Valley bigwigs like Elon Musk and Mark

Zuckerberg expressing interest, but it's still relatively unknown among most Americans. These brain-computer interfaces, (BCIs) as the technology is known, are more common than you think. Last year, another paraplegic man, Rodrigo Hübner Mendes, became the first person to drive a race car solely with his mind. Even more noteworthy about the stunt, the device he employed to control the race car—a portable and wireless wearable headset monitoring brainwaves. This is available online for roughly the same cost as an X-box, according to representatives for its manufacturer, Emotiv, a San Francisco based company. Although most commonly associated with efforts to improve the mobility and independence of those suffering from mental-health disorders, such as dementia and Alzheimer's disease, or physical disabilities like Pinto's, the technology has already found many other applications.

The headset Mendes used, for example, has become popular with gamers who use it to move their avatars in virtual worlds





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with their mind, freeing their hands to shoot monsters or whatever else their game requires. Others use the headset to monitor their sleep or to meditate. The automobile industry is using it to monitor the level of attention of drivers and have cars stop automatically or sound an alarm when the drivers start falling asleep. That function has been adapted to other workplaces where attention to information is a life-and-death matter, everything from airline traffic controllers to nuclear plant operators. In 2014, President Obama only half-jokingly announced that the U.S. government was building Iron Man, in the form of a “smart armor” known as TALOS. Soldiers of the very near future will be equipped with brain-computer interfaces allowing them to simultaneously control armor-like exoskeletons and rely on powerful databases, enabling them to be stronger, faster, and more resistant while making optimal decisions.

Needless to say, with all this investment and innovation going on, the money has started to roll in. For devices alone, Neurotech Report projected a \$7.6 billion market in 2016, and that could reach \$12 billion by 2020. And, the hardware market is just the tip of the iceberg, as illustrated by an analysis of more than 10,000 IP filings worldwide by market research firm SharpBrains. The overall financial impact of such neurotechnologies is tremendous. Optimistic projections suggest that, if you include the medical uses of neurotech, other devices, and all the businesses that can benefit from brain-related technologies, this is a field that’s generating well over \$150 billion in revenues annually. But, for all the progress and

hype, the looming question remains of where, exactly, the sector goes from here.

For techies and investors attention obviously turns to the bigwigs. Zuckerberg said in 2015 that he believes one-day people will share “full sensory and emotional experiences” online the way they now share photos, but Facebook has been cagey about its



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neuroscience plans, with some sources suggesting a much more modest goal of thought-to-text typing. Musk, the CEO of Tesla, announced a new company to handle his neuroscience goals. Neuralink will be dedicated to developing even more powerful brain-machine interfaces. This new breed of neurotechnology will allow the merging of the human brain with the power of machines empowering humans to keep up with artificial intelligence, by increasing their information processing and creativity. They have a way to go before meeting that ambitious goal.

This leads into one of the main problems facing the neurotech field, despite all the progress and investment in recent years the field remains fundamentally cutoff from the masses, most of its technology is still bulky, expensive, and unusable for the general public. The Emotiv headset is a step in the right direction, but the most ambitious neurotech still requires implants that can interact directly with neurons. And, existing devices have lots of drawbacks. They involve wires that pass through the skull; they provoke immune responses; they communicate with only a few hundred of the 85bn neurons in the human brain. Furthermore, the brain itself is still a foreign country. Scientists have little specifics about how it works, especially when it comes to complex functions like memory formation. Research is more advanced in animals, but experiments on humans are hard to come by.

All of which comes down to the single biggest obstacle the industry has to overcome, old-fashioned commercialization. It takes time, money and expertise to get medical devices approved, but beyond that consumer applications will only take off if they perform a function people find useful enough to justify the

lifestyle adjustments. And, more so than any other field, neurotech would require a lot of adjustments. Assuming that scientists manage to develop wireless implants that still leaves the issue of the surgery required to imbed them. Assuming a cheap and efficient solution to that is found that still leaves the most pressing question—how many people would actually want a computer chip implanted in their skull? The safety issues concerning possible hackers, not to mention a sense of being plugged into the Matrix, would be more than enough to scare away scores of potential customers. And, on top of that there is the privacy issue, what happens to the refuge of the inner voice? Inequality is another issue, access to superhuman cognitive abilities would almost certainly be so expensive as to be beyond the means of all except those on the high rungs of the income ladder. The result would be a self-perpetuating elite wielding superior strength and intellect, powered by their neurotech implants—the arguments that justified Social Darwinism a century ago suddenly made real.

Fortunately, there is still plenty of time to find answers to those problems. Right now the neuroscience boom is at an unusual stage, it has no shortage of pie in the sky ideas, everything from devices to aid in hearing high frequencies to telepathic communication, and produced important technological developments. Yet it remains in its own bubble, still waiting for the invention that will be accessible enough to capture the public's imagination. With the amount of interest it has managed to attract recently though, it is safe to say that won't be a problem for long. Ready or not, a neuroscience revolution is just around the corner.

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## CAPTIVE AUDIENCE

### A Tool To Better Manage Risk

**A**lternative Insurance financing vehicles, such as captives, have been a tool to help organizations lower insurance costs and better manage risk for a long time. For the most part, however, they have been available only to large organizations with the depth of capital and other resources necessary to take advantage of them. The Council of Industry has, for many years, worked to change that – attempting to make the benefits of an insurance captive accessible to our small and mid-sized manufacturing members. We now believe we have found the right resource to make this happen in the form of a heterogeneous captive provided to our members by The Reis Group.

Since our founding in 1910 the Council of Industry has strived to provide the depth and resources typically only available to larger organizations, to our small manufacturing businesses also. Our core programs of advocacy, training, networking, and group discounts all leverage our members to a common purpose. Having this insurance captive available to our members is one more such program, one that will help them manage costs, manage risks, and better compete in the global economy.

#### What is a Captive?

A captive insurer is generally defined as an insurance company that is wholly owned and controlled by its insureds. Its primary purpose is to insure the risks of its owners, and its owner/insureds benefit from the captive insurer's underwriting profits. Any insured who purchases captive insurance must be willing and able to invest its own resources. The insured in a captive insurance company not only has ownership in, and control of, the company but also benefits from its profitability. Insureds in a captive choose to put their own capital at risk by working outside of the traditionally regulated commercial insurance marketplace. They then have a powerful incentive to manage and control risk.

Pure captives are 100 percent owned, directly or indirectly, by their insureds. A subcategory of pure captives are group



captives. Group captives, as the name implies, are made up of multiple insureds. Group captives can be further defined as either homogeneous or heterogeneous (multiple industries.)

A group captive is organized like most companies. The insureds are the stockholders/owners that elect a Board of Directors. In most cases these captives select a Third Party Administrator (TPA) to manage the captive. Management includes all statutory and regulatory compliance, setting underwriting criteria, securing the appropriate reinsurance, and developing risk management programs and strategies. Reinsurance is necessary to limit the amount of any claims the captive will pay. A captive may, for example, pay claims up to \$50,000 itself while claims above that amount will be paid by a reinsurance company. Investing in risk management services is also key to the success of any group captive. Safety management programs, OSHA benchmarking, risk summaries, return to work programs, modification reduction and management fraud reduction program, and business continuity planning are all activities that the captive might insist its member insureds participate in.

#### Benefits of the Group Heterogeneous Captive:

While not for everyone, the benefits to participating companies can be profound. *First*, premiums are primarily based on member's loss experience and are insulated from market conditions. *Second*, administration of an insurance company are included in the premiums along with other costs. These costs can be much reduced in the captive model. *Third*, only best in



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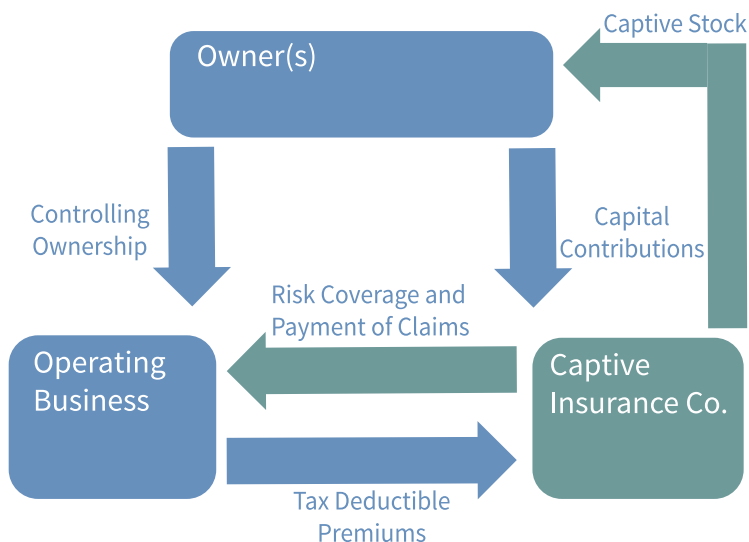
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class risks are accepted into the captive which translates into fewer claims for the entire captive membership. *Fourth*, because reducing claims and losses goes right to the member's bottom line by lowering the total cost of risk, investing in enhanced risk management, loss prevention, and claims management makes

good sense and is a priority. *Fifth*, loss funds and investment income that are not spent are returned to the owner /insured members.

In short, the member is the owner and has all the incentives any owner would have – basically a seat at the table. This enables the captive owner/insured to have direct influence on a major cost items that affect their organization.

## Simplified Ownership Structure For a Captive Insurance Company



## What is the Council's Captive Option and is it right for my company?

With the help of The Reis Group, the Council of Industry has endorsed a group heterogeneous manufacturing Captive that is managed by a major Chicago-based firm that specializes in managing captives across the United States. The owner/insureds of this Captive, about 70 small and mid-sized companies from around the nation have experienced great results translating into a 98% retention rate. Council of Industry member firms will have the opportunity to join if they meet the (rather strict) underwriting requirements. In general, these requirements include an acceptable claims history for workers compensation, general liability, and auto insurance. Total premium paid should be more than \$100,000 and companies should have a proven commitment to safety and risk management. Companies must also be on solid financial footing.

This program is not a good fit for all of our manufacturing members. Some are too small, some too big. Some have not yet reached the level of safety to make them eligible. For the latter, the Council of Industry and the Reis Group have resources to help you improve your safety programs and experience. For the members where there is a fit, however, this Captive could be a tool to lower costs and better manage risk.



Whichever the case, simply by looking into this program you will learn a great deal about captives, get a benchmark on your commitment to safety and risk management and find out if this is a good fit for your organization.

# GET STARTED

Interested firms can reach out to the Council of Industry or The Reis Group for more information but the following is information that will be required if you want to be considered for membership in the Captive:

- 1: Carrier loss runs for FIVE (5) years: current and prior 4-years. Must be CURRENTLY VALUED within 120 days of effective date.
- 2: Experience MOD worksheets for current and prior year.
- 3: 2017 sales and projected 2018 sales.
- 4: Two most recent years of annual financial statements: if older than 6 months, also include most recent interim statements.
- 5: Copies of current policies for ALL policies.
- 6: Copy of insured's safety manual and relevant safety information



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www.ami-servicesinc.com  
PHONE: (845) 564-3065 FAX: (845) 564-9839  
CONTACT: Kane Armistead • kparmistead@ami-servicesinc.com

HVAC service, maintenance and emergency repair contractor performing work on chillers, package and split systems, boilers, control systems and refrigeration. Registered ENERGY STAR Partner providing energy benchmarking and assessments for commercial and industrial clients.

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CONTACT: Russell Yeager • russell.yeager@arconic.com

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## ARNOFF GLOBAL LOGISTICS

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# B

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www.balchem.com

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CONTACT: Renee McComb • rmccomb@balchem.com

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www.bankofamerica.com

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4 Warehouse Lane, Elmsford, NY 10523

www.barriehouse.com

PHONE: (914) 377-2500

CONTACT: David Goldstein • dgoldstein@barriehouse.com

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www.bartonandloguidice.com

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CONTACT: Glenn Gidaly • ggidaly@bartonandloguidice.com

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CONTACT: Susan Ringel • susan.ringel@basf.com

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## D

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CONTACT: Jennifer Broas • jbroas@dorseymetrology.com

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CONTACT: Sandi Noeding • snoeding@dunmore.com

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www.jbtcorporation.com/

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CONTACT: Jeff Melvin • jeff.melvin@jbt.com

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## K

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CONTACT: Thomas Rohde • trohde@bc.konicaminolta.us

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PHONE: (845) 883-4343

CONTACT: Joe Fitzpatrick • [joe@lightningexpress.net](mailto:joe@lightningexpress.net)

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CONTACT: Alan Seidman • [aseidman@ccahv.com](mailto:aseidman@ccahv.com)

Construction Contractors Association is dedicated to the advancement of the construction industry in the Hudson Valley region. CCA seeks to promote the orderly development of the Hudson Valley, encourage a business friendly environment and help provide our members with the skills, resources and support to be competitive.

### NEW PALTZ REGIONAL CHAMBER OF COMMERCE

257 Main Street, New Paltz, NY 12561

[www.newpaltzchamber.org](http://www.newpaltzchamber.org)

PHONE: (845) 255-0243 FAX: (845) 255-5189

CONTACT: Kathy Combs • [kathy@newpaltzchamber.org](mailto:kathy@newpaltzchamber.org)

### ORANGE COUNTY CHAMBER OF COMMERCE

30 Scott's Corners Drive, Suite 101, Montgomery, NY 12549

[www.orangenyc.com](http://www.orangenyc.com)

PHONE: (845) 457-9700

CONTACT: Lynn Cione • [lynnc@orangenyc.com](mailto:lynnc@orangenyc.com)

With nearly 1,700 members, the Orange County Chamber is a leading advocate for business in the Hudson Valley region.

### PATTERN FOR PROGRESS

3 Washington Center, Newburgh, NY 12550

[www.pattern-for-progress.org](http://www.pattern-for-progress.org)

PHONE: (845) 565-4900

CONTACT: Jonathan Drapkin • [jdrapkin@pfprogress.org](mailto:jdrapkin@pfprogress.org)

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### ULSTER COUNTY REGIONAL CHAMBER OF COMMERCE

214 Fair Street, Kingston, NY 12401

[www.ulsterchamber.org](http://www.ulsterchamber.org)

PHONE: (845) 338-5100 FAX: (845) 338-0968

CONTACT: Ward Todd • [ward@ulsterchamber.org](mailto:ward@ulsterchamber.org)

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

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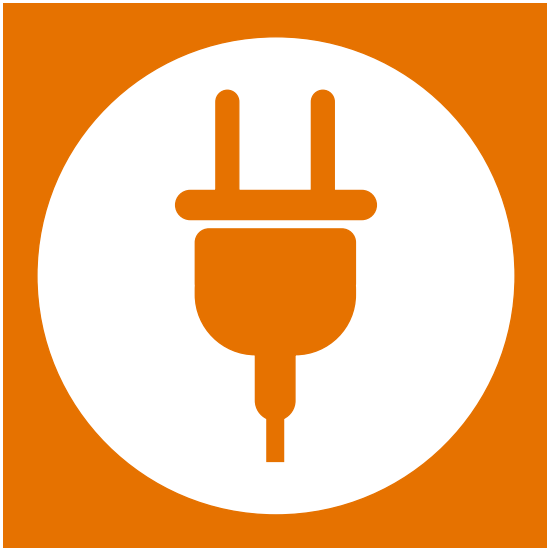
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Economic Development Director  
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The Council of Industry  
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Newburgh, NY 12550

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for more information visit:

[www.CouncilofIndustryJobs.org](http://www.CouncilofIndustryJobs.org)



**The Council of Industry**  
*The Manufacturers Association of the Hudson Valley*

