

The background of the cover is a photograph of two technicians, a man and a woman, both wearing safety glasses and dark work shirts. They are focused on working on a piece of industrial machinery. The man is on the left, using a tool on a component. The woman is on the right, looking on. The machinery is complex, with various panels, wires, and components. The lighting is industrial, with some bright spots from overhead lights.

**HV
MFG**

**THE COUNCIL OF INDUSTRY
MAGAZINE**

SPRING 2019

COMPANY PROFILE

PRG-SCENIC TECHNOLOGIES

INNOVATION

SUNY ULSTER

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HV MFG • SPRING 2019



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Making magic happen for the stage, concerts, conventions, retail windows and beyond at PRG-Scenic Technologies in New Windsor, NY.

ON THE COVER



Allendale Machinery is active in training the next generation of machinists and partnering with colleges in support of education and apprenticeship programs locally to help close the skills gap.

Cover photo by Tom LeBarbera
Picture This Studios

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HV Mfg is designed for
The Council of Industry by:

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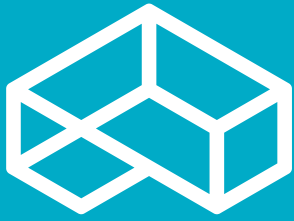
The Council of Industry

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

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HAROLD KING
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CREATIVE THINKING

DEAR READER

When people unfamiliar with our sector are asked to describe manufacturing “creative” is not likely to be the first word that pops into their heads. “High Tech” and “productive” perhaps, or maybe “efficient” and “precise,” but rarely “creative.” The truth, however, is that creativity, innovation and ingenuity are hallmarks of our sector and this is particularly true of manufacturing in the Hudson Valley region. It was here where Robert Fulton’s steam boat transformed transportation, Samuel Morse’s code transformed communication and IBM’s mainframes transformed (and continue to transform) ...well they continue to transform just about everything!

Manufacturers, for example, spend more than any other sector on research and development – nearly 4% of their net domestic sales. Other sectors spend only 2.3 %. This spending leads to more patents than any other sector as well. The United States leads the world in private spending on R&D as well as the number of new patents and the manufacturing sector leads all other US economic sectors in both.

In this edition of HV Mfg we get a closer look at the creativity that drives those numbers. David King writes about factors driving innovation in the manufacturing sector and the components of a successful innovation strategy. SUNY New Paltz’ Dan Freedman gives an Update on the College’s 3D printing program, now in its 5th year, and the exciting development that they will be adding metal printing capabilities. We learn from Samantha Stahl how the Girl Scouts in the Heart of the Hudson are working to reduce the STEM gender gap by partnering with industry to introduce scouts to exciting careers in the field. Barbara Reer from Ulster Community College fills us in on their advanced manufacturing training and education program, one of the best in the state. We have a Q&A with 3 generations of a family whose whole business, Allendale Machinery, is to help manufactures be more productive – and we learn how they have become leaders in finding solutions to the skills gap in machining and toolmaking. Five manufacturing executives and owners from across the region talk with Serena Cascarano about the biggest challenges they face in trying to grow their businesses in the Hudson Valley. Finally, Alison Butler introduces us to one of the most creative manufacturers in the region – PRG-Scenic Technologies in New Windsor has been fabricating sets for Broadway and trade shows for nearly 30 years. From “*Phantom of the Opera*” to “*Spiderman*” they are the people who bring the fantasy to life.

I hope you enjoy this edition of HV Mfg which includes a directory of Council of Industry member firms. I also want to express my sincere appreciation to the advertisers for their support of this publication, the Council of Industry and manufacturing in the Hudson Valley.





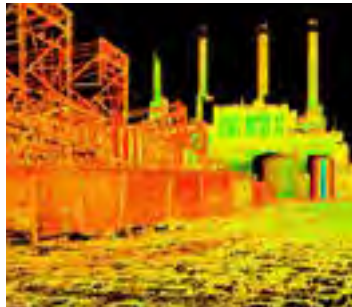
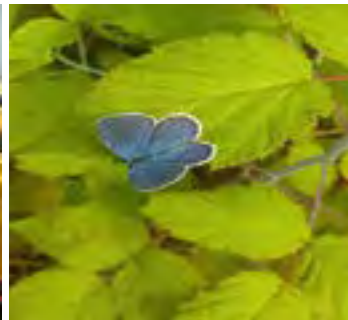
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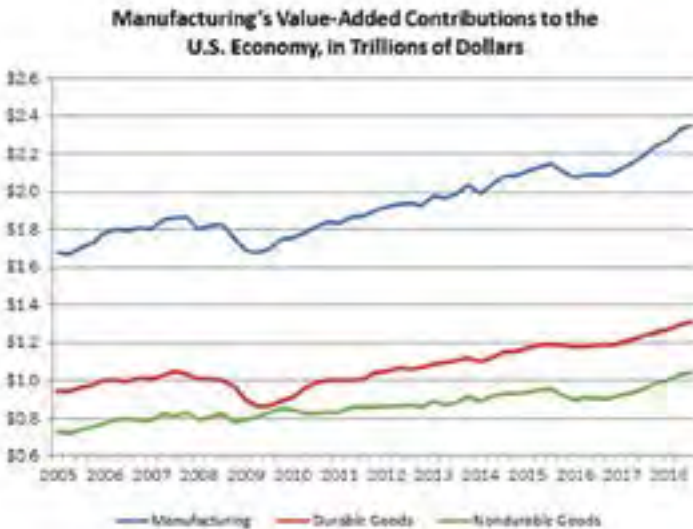


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BRIEFS

Manufacturers Produced an All-time High in the Third Quarter

Manufacturers produced \$2.35 trillion in value-added output in the third quarter, an all-time high, with the sector accounting for 11.4 percent of real GDP. Adjusting for inflation (in chained 2012



dollars), real value-added output in manufacturing also set a new record, and overall, manufacturing contributed 0.31 percentage points to real GDP growth in the quarter.

NY Fed Survey: Job Openings Taking Longer to Fill; Minimum Wage Hike Affecting Manufacturers

Supplemental questions in the February 2019 Empire State Manufacturing Survey and Business Leaders Survey focused on staffing and compensation issues, including effects of the recent minimum wage hike in New York. 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.

When asked how long, on average, it had taken to fill job openings over the preceding twelve months (mostly 2018), the median manufacturing respondent said thirty days. When asked how these intervals compared with their experience in 2017, 59 percent of manufacturers reported that the duration of job vacancies had increased and almost no manufacturers 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 2.7 percent among manufacturers—about the same as in last February’s survey but up sharply from 1.0 percent in the 2017 survey.

Respondents with operations in New York were asked how much

of an effect, if any, the recent increase in the state’s minimum wage had on their decisions about compensation and employment. [A parallel question was asked in April 2018, following the previous minimum wage hike.] Among manufacturers, 36 percent indicated no effect—about the same proportion as in early 2018—while 22 percent noted a significant effect (up from 17 percent).

NAM Outlook Survey: Optimism Continues for Manufacturers

Manufacturers in America remain upbeat about the economy, according to the NAM Q1 2019 Manufacturers’ Outlook Survey—the latest edition of a survey routinely cited by the administration, Congress and the media. This quarter’s survey continues to show record optimism among manufacturers. Some of the numbers:

- 89.5 percent of manufacturers were optimistic about the future, compared to 88.7 in the last quarter in 2018.
- Manufacturers’ concerns about our nation’s crumbling infrastructure keep rising, with more than 77 percent saying the state of infrastructure threatens their competitiveness.
- The inability to attract and retain a quality workforce remained manufacturers’ top business concern (71.3 percent). The workforce shortage has forced more than one in four manufacturers surveyed to turn down new business opportunities.

71.3% OF MANUFACTURERS CITE INABILITY TO ATTRACT SKILLED WORKERS AS THEIR TOP CHALLENGE.

ENERGY

Con Edison Imposes Gas Moratorium in Westchester County

Con Edison has officially imposed a moratorium on new firm service in southern Westchester, something it has been warning state policymakers would happen for months. The gas utility will stop accepting applications for new service on March 15. The moratorium applies to communities in the county south of Bedford, Mount Kisco and New Castle.

The moratorium is the result of high gas demand on the coldest winter days and the limited pipeline capacity in the area. While Con Edison proposed non-pipeline alternatives in an attempt to avoid blocking new gas hookups, the proposals were ultimately not enough to alleviate the need for a new pipeline.

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The Cuomo administration has rejected permits for most new gas pipeline projects in recent years, leading to pipeline developers shying away from proposing projects in the state. Environmental advocates are pressuring Cuomo to reject all new gas infrastructure, including a pipeline National Grid says is needed to avoid its own moratoriums on Long Island and in the city.

What's in Store for U.S. Energy in 2019

Direct Energy Business President John Schultz recently discussed the what they see are the main trends for energy costs in 2019. Here's the good news: wholesale energy prices are actually quite low. The bad news? Energy consumers watched their costs increase throughout 2018, and can expect that trend to continue. So why don't the numbers add up?

In theory, low wholesale prices translate into lower prices for consumers. But in reality, the cost to consumers has actually risen about 8 percent. Here's why:

Subsidies

Government subsidies make some sources of energy financially possible. When there is a federal agenda to support a sector of the industry or a specific energy source (be it wind, nuclear, coal, etc.), the government often offers financial backing in the form of subsidies, to both stimulate development, as well as to stabilize it for the long term. The cost of these subsidies ultimately gets passed on to the consumer in non-energy portions of the bill. So while subsidies don't affect the price of energy per se, they do factor in to the bottom line.

Transmission, Distribution, Reliability & Capacity

Also included in the non-energy portions of the bill are costs like transmission, distribution, reliability, and capacity. These costs are on the rise, and quite significantly so, in large part due to the abysmal state of energy infrastructure. Utilities are investing around \$70 billion annually in transmission & distribution infrastructure, and in many states, utilities are legally allowed to recoup (in some cases with interest) this investment by bundling it into your bill.

While the same math will likely hold true for 2019, some suppliers do offer innovative products to help consumers regain control over expenses.

TRADE

Congress Debating New USMCA Trade agreement

Four months after sealing a new trade deal with Mexico and Canada, President Trump is now attempting to win over Congress.

The fate of the US Mexico Canada Trade Agreement, or USMCA, is now up to three countries' legislatures. The US Congress is expected to vote on the package next, but legislators are already saying they want to make substantial changes to the deal. Ohio Democratic Senator Sherrod Brown says he's ready to make changes to the deal once Congress gets its hands on it. "If it were agreed to, you would see more jobs leaving the United States for Mexico. You've got to raise wages in both countries and then

you have real legitimate trade back and forth.”

Congress is expected to vote on the package next month after the International Trade Commission completes its analysis, once that happens Congress has 90 legislative days to make a decision.



Legislators in all three countries must approve the USMCA, or else, NAFTA remains in place. And, President Trump has repeatedly threatened to withdraw from NAFTA

U.S. and China Are Near a Trade Deal to Drop Tariffs

WASHINGTON — the New York Times reports that the Trump administration is close to a trade deal with China that would roll back tariffs on both sides of the Pacific but may do little to achieve the substantive changes to China’s economy that the United States initially set out to win, people with knowledge of the talks said.

Significant details remain unsettled and the deal is still being discussed but so far, the two sides have agreed on a pact that would largely require Beijing to make big purchases of American agricultural and energy goods and to lower some barriers that prevent American companies from operating in China. In return, the United States would most likely drop its tariffs on at least \$200 billion of the \$250 billion worth of Chinese imports currently subject to American levies.

The agreement under discussion would expand markets for American financial services firms and farmers, in part by requiring that China buy large amounts of energy and farm goods, like liquid natural gas and soybeans. But, early details indicate it would do little to substantively change the way China has long done business and would not force Beijing to curtail cyber theft or the subsidies that the administration complains create an uneven playing field for American companies.

LABOR AND EMPLOYMENT

Jackson Lewis reports that the New York State Legislature gavelled in for the 2019-2020 Legislative Session on January 9, 2019. As expected progressive legislation traditionally stalled in a Republican-controlled Senate has been given new life. For example, the Gender Expression Non-Discrimination Act (GENDA) was quickly passed by the Legislature. Below are some items which have either already passed legislatively or are included in the Executive Budget Proposal and expected to become law.

GENDA Governor Andrew Cuomo signed the Gender Expression Non-Discrimination Act into law. GENDA prohibits discrimination based on gender identity or expression and includes such offenses under the hate crimes statute.

Discrimination based on Reproductive Health Decision

Both houses of the Legislature passed legislation that would prohibit employment discrimination based on an employee’s or an employee’s dependent’s reproductive health decisions. The legislation creates a civil cause of action against employers alleged to violate the law, requires employers to include remedies provided under the law in their handbooks, and prescribes remedies, including liquidated damages, for relief. The bill has not yet been delivered to the Governor.

Policies in Governor’s FY 2020 Executive Budget Proposal (at press not yet finalized)

The Governor’s FY 2020 New York State Executive Budget Proposal includes many ideas that would affect employers.

Equal Pay; Salary History Ban

The Governor’s Executive Budget Proposal would amend the Human Rights Law to prohibit employers from inquiring about salary history or using salary history information as a factor in determining whether to offer employment to an individual. The Executive Budget Proposal would further amend the Labor Law to require that members of a protected class receive “equal pay for equal work” in both the public and private sectors.



Workplace Harassment Protections

The Governor's Executive Budget Proposal advances language to increase protections against workplace harassment by eliminating the restriction that the harassment be "severe or pervasive." The proposal also would amend the General Obligations Law to mandate that all pre-dispute non-disclosure provisions in an employment agreement allow the filing of a civil complaint. It would further require employers to conspicuously post a sexual harassment educational poster in the workplace.

Unemployment Benefits, Penalties

The Governor's Executive Budget Proposal intends to minimize the financial impact on Unemployment Insurance (UI) claimants who work part-time while they seek full-time employment.

Among other things, the proposal would permit a claimant who is partially unemployed and eligible for UI benefits to be paid a reduced benefit amount based upon the difference between the weekly benefit rate, if totally unemployed. And, two-thirds of total remuneration of any nature payable to the claimant for services of any kind during



such week. In addition, the proposal would amend section 594 of the Labor Law ("Reduction and recovery of benefits and penalties for willful false statement") to eliminate forfeit day penalties and to increase the monetary penalties.

Extend Workers with Disability Tax Credit

The Executive Budget Proposal would extend for three years the credits for qualified employers, including for-profit businesses, that employ individuals with developmental disabilities.

Employer Recovery Hiring Tax Credit

The Governor proposed the creation of an "Employer Recovery Hiring Tax Credit," a credit of up to \$2,000 per employee in drug abuse recovery that a business employs.

Workers' Compensation Reform

The Governor's Executive Budget Proposal would permit the New York State Insurance Fund (SIF) to cancel a workers' compensation policy based on the policyholder's failure to cooperate with a payroll audit. Prior to cancellation, the SIF would be required to provide policyholders with 45 days' notice, aiming to pressure policyholders to act to avoid losing coverage.

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Manage Change With An Effective Innovation Strategy

Customer Engagement and Employee Involvement Are Key Elements



Today the manufacturing industry is undergoing a period of almost unprecedented change as new technologies disrupt traditional practices on a scale not seen since the industrial revolution. Yet even as this period of innovation becomes inevitable the companies in the industry face a new conundrum—not if they should change, but how fast they should.

Collaborate to leverage industry expertise ...

At its core this challenge stems from the difficulties of reconciling a macro view of the industry with a micro one. From a big picture perspective, the future is clear, the technological shift has already begun and can't be stopped. To a business owner, however, the issue is more complicated. The sorts of adaptations experts talk about often require substantial financial investments and workforce training or hiring that take years to successfully plan and implement. Given all that, it's not surprising that many mid-size companies would rather stay the course than

"FOR ANY MANUFACTURING COMPANY ESPECIALLY IN THIS PART OF THE USA, INNOVATION IS ABOUT SURVIVAL."

blaze trails, but this approach still leaves businesses vulnerable to competition from younger enterprises. "For any manufacturing company especially in this part of the USA, innovation is about survival," says Tim Cunningham of Council member Bell Flavors & Fragrances, "Companies that don't continuously look for better ways to do things will be at a competitive disadvantage."

This is where it becomes important to differentiate between evolution and revolution. That is, between gradual change and abrupt overhaul. By taking things one step at a time a company is better prepared to manage its transition into the future of manufacturing. Several early steps a company can take include:

Define Innovation

There's a temptation to think of innovation as a free-flowing series of changes. A blank canvas waiting to be filled with the newest and most unexpected ideas. In reality, the most successful innovation programs tend to be the ones that come with a clear sense of purpose and parameters.

This means laying out what innovation will actually look like for your business, which is something that can vary greatly according to factors like size, product type, legacy, customer base and location. Is it advanced data analytics to streamline a supply chain or pricing strategy? Is it about introducing new automation? Is it 3D printing? Once you know what your business needs to do to adapt, the transition process gets that much smoother.

That's not to say creative thinking and pioneering spirit are ill suited to the process—they're both vital to changing any industry. Rather, it's about guarding against innovation for innovation's sake when time and resources would be better spent on adopting emerging technologies that can deliver clear benefits for the business and its customers alike.

Map It Out

After you've defined what innovation means on your terms, it's time to build a clear and concise road map through the process. It's extremely important that any manufacturing company have a clear road map for change that ties the overall vision of leadership to the actual steps the organization must take to get there.

As far as is possible, this plan should be transparent, accessible, and backed up by a team charged with evaluating ideas and prioritizing tasks to keep the day-to-day in check and innovation on track. This makes it easier for employees to understand and buy in to the outcomes leadership is working toward.



Operators preparing subassemblies at Ametek Rotron in Woodstock, NY.



Machine operator programming the APAS (Automated Pattern Assembly System) at MPI, Inc. in Poughkeepsie, NY.

Develop Talent And The Ability To Innovate

It is vital to focus on developing talent and skills to give employees the ability to innovate, and studies have shown that this ability is tied to the capacity for developing creative ideas. Dr. Nildeep Patel of Council Member AMETEK Thermal Management Systems explains what his company looks for in employees as “people who are problem solvers using either their own imagination or using their initiative in seeking the answers to the proposed questions from the wider community.”

In this new manufacturing model of real innovation in manufacturing, companies need to understand that there are certain capabilities in Scientists, Engineers, Technology Managers, Technicians, and skilled trades people associated with the manufacturing of certain advanced products. If manufacturers lose those skills it can affect, not only their own productivity, but the overall competitiveness of the nation’s economy. Therefore, a key priority for manufacturers must be to invest and engage in a skilled labor pool.

Collaborate

To spur innovation, manufacturers are taking a serious look at collaboration. Innovation is not going to happen in isolation. It is necessary to engage in collaborative arrangements with suppliers and partner companies.

In recent years there’s been a major shift by manufacturers towards collaboration in the earliest stages of product development. Sometimes referred to as “coopetition,” This new inclusive approach to innovation not only disperses potential risks, costs and rewards across the supply chain, but also allows manufacturers to focus on what they do best by leveraging the expertise of external partners and accelerating speed to market.

Keep The Customers Involved

This may seem obvious, but a great place to start with innovation planning is with customers themselves. After all, they’re the ones who pay the bills. Before setting out on any program of organizational transformation, companies must understand how it will deliver better experiences for those they serve, both now and in the future. “This is key to our business model” says Patel, “we are a solutions provider and deliver innovative solutions to our customer’s problems. Technical partnership on strategic plans and a mutually symbiotic technology road map are some examples of close relationships we share with our customers.”

In many cases, this comes down to communication. Rather than innovating behind closed doors, manufacturers should work with customers to identify their needs, define what they see as added value, and understand their preparedness and appetite for disruption. For example, a growing number of manufacturers are forming co-innovation partnerships with customers to offer hands-on experience of new technologies and promote a sense of openness and best practice.

This allows their business to evolve at a speed customers are comfortable with while helping protect, even enhance, critical relationships by making them feel part of a shared journey. Most importantly, it also helps manufacturers keep their eye on the ball when it comes to delivering the same quality of products and experiences that brought their customers to them in the first place.

Conclusion

It’s understandable why this process is so daunting. More than any other sector, manufacturing is about outcomes, delivering the goods and materials that make the world’s daily life go round. Yet it’s also an industry with a long history of innovation, from the first moving assembly line to industrial robots. Striking a balance between those two poles has never been more important.

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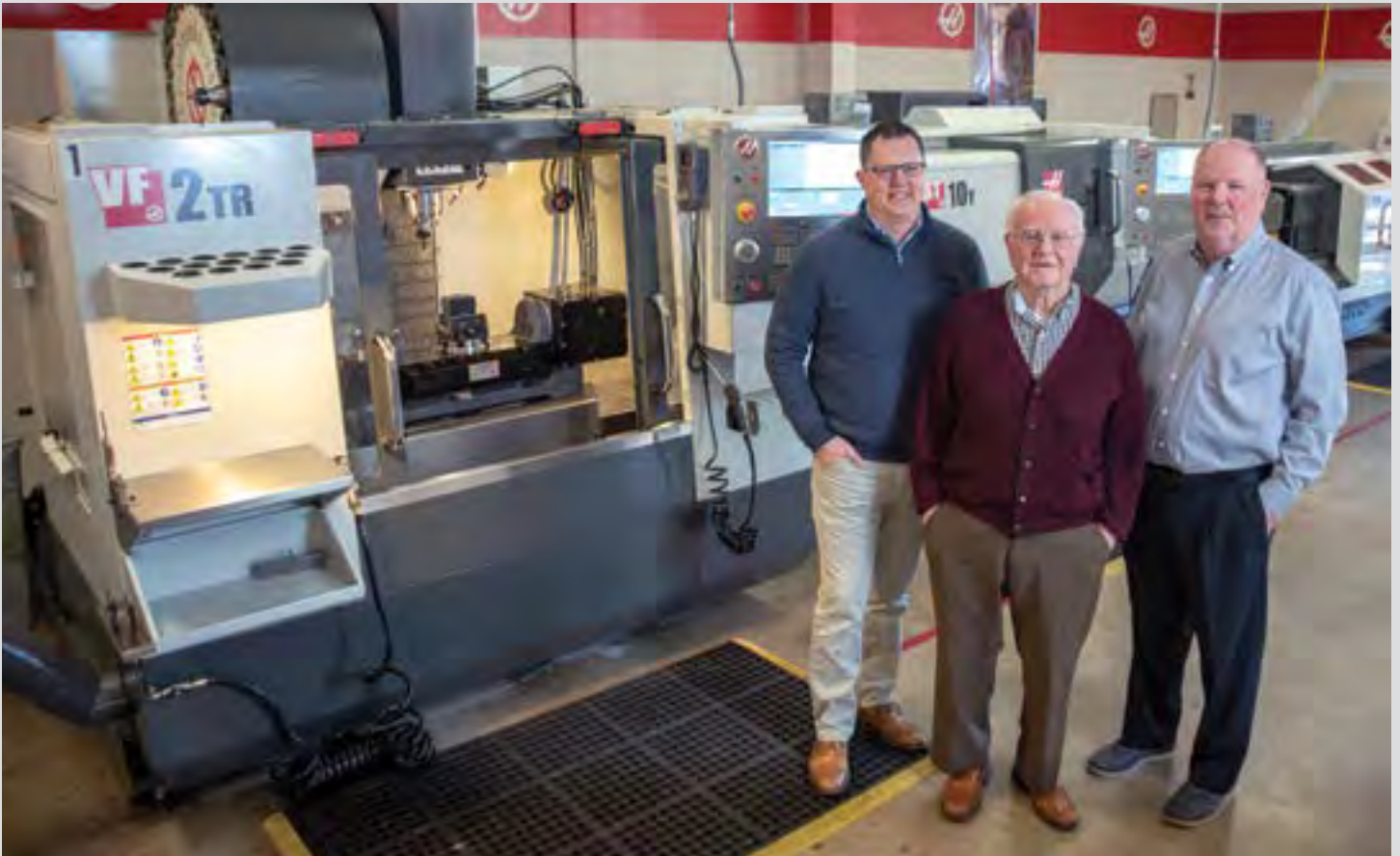
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LEADERSHIP PROFILE

The McGill Family, Allendale Machinery Systems | WITH HV MFG STAFF

THE EVOLUTION OF THE MACHINE TOOL INDUSTRY



3 generations of McGills (l-r) Neil, Tom and Marty, owners of Allendale Machinery Systems, are helping Hudson Valley Manufacturers become more productive and efficient.

HV Mfg traveled just over the border to Allendale, New Jersey to meet with a Council of Industry member that's having a big, positive impact on Manufacturing in the Hudson Valley. Allendale Machinery Systems, and the McGill Family who own and operate it, are not only helping manufacturers increase their efficiency and productivity – they are leading efforts throughout the region to develop the next generation of manufacturing worker.

We sat down with 3 generations of McGills - Tom, Marty and Neil - to discuss the evolution of the machine tool industry, its impact on how the things we use every day are produced, and why they are so committed to helping young people learn the skills necessary to find careers in manufacturing.

HV MFG: Tom, you're the elder statesman of the family, the entrepreneur who started it all. How did Allendale get started?

TM: Well we have to go back a long way. In 1946 I was stationed in Japan as part of the occupying force following the Second World War. Part of that mission was to help to rebuild the economy and I met lots of people, both other GI's and Japanese citizens. When I returned to the States after that experience I decided to pursue a degree in International Relations. I was in D.C., at Georgetown University and I really liked it, the education part anyway. The more I learned, however, the more it became clear that a career in the Foreign Service was not for me. Around this time one of the

tools with some success. As he got deeper into the business and I got to know him better, I helped him to understand that he needed to focus on dependability, on service, features and quality. Price matters, but to be competitive he needed to be different from the low cost foreign competitors. He was, and by 1987 Allendale Machinery Systems sold Haas equipment exclusively.

HV MFG: Marty, did you come into the business at that time? What is your degree in?

MM: No degree here! Out of high school I knew college was not for me. I went right into the tree business when I graduated. I climbed trees, ran a chain saw. I did that for 15 years. Eventually, however, Pop's business was growing strong, and an opportunity presented itself for me to be a part of it. I came on board in 1987 – servicing and selling machines.

HV MFG: Your role is bigger than that today correct?



"Like any tool the most skilled person using them gets the most out of them," Thomas McGill.

connections I had made in Japan reached out to me and asked me to try to sell a Japanese manufactured lace making machine to the textile industry in the U.S. I agreed to try it. It was a good machine, we did okay selling it and I learned I was a pretty good salesman. By 1959 Hitachi had come out with some lathes and milling machines that were decent quality and about two-thirds the cost of comparable American machines. I went to work for them selling those machines. It didn't always go over too well when I walked into a machine shop run by a U.S. Veteran of the war. Let me tell you, plenty of times I got an earful! But eventually, the lower cost and great quality won the day and the machines started selling.

HV MFG: When did you leave Hitachi?

TM: In 1981 I struck out on my own and formed Allendale Machinery systems...basically out of my truck and my garage. Around this same time I met Gene Haas. He was building machine

MM: Yes, and no. I mean my title is Vice President and I technically have more responsibilities. But ultimately my job is to sell Haas machines to customers in North Jersey, Long Island and the Hudson Valley and make sure those machines are well serviced and working efficiently. I still call on customers and such – but my role is also to educate customers and potential customers of the capabilities of the machines Haas makes today – of the productivity improvements we can bring to their businesses. That may mean buying a new machine, upgrading an existing machine or improving the skills of the people operating our machines.

More and more that last piece is what our customers need –

employees with more and better machining skills. These days I am spending lots of time and resources working with customers, and schools – the Council of Industry, you guys are great partners - and other organizations to encourage people to become machinists and help them get the skills they need to be successful machinists.

HV MFG: We want to hear more about that last point – it's a critical issue for Council of Industry members – and Allendale Machinery is a strong leader in manufacturing workforce development, but first we would like to hear from the next generation. Neil, what is your role at Allendale? How did you decide to be part of the business?

NM: Well, my title is Director of Operations, and basically I have always worked here. I spent summers in high school and college working at different jobs from sweeping the floors to helping to fix machines. After I graduated college in 2006 I did inside sales for the

company. I got to know the customers, what they make, what their challenges are, which of our tools they have and so on.

HV MFG: Where did you go to college, what's your degree in?

NM: I went to SUNY Binghamton for Industrial Engineering. Now as Director of Operations I try to apply all that I have learned - my coursework in engineering, working with our customers, and in the different roles with our company - to make Allendale more responsive to our customers' needs.

HV MFG: How big is Allendale now, how many people are working for you? How many customers?

NM: We have 45 employees. Most are here at our headquarters but some work out of offices across our territory. We have a little more than 800 active customers where we are either servicing machines, providing technical assistance, or installing new equipment.

HV MFG: Before we go into too much depth, for the readers who may not be that familiar with the industry - give us the basics of machine tools - who uses them and for what? How do they work?

MM: A machine tool is a stationary machine that's used for cutting or shaping metal or plastic or any other rigid material. They can cut, bore, grind, mill - things like that. We sell CNC machines. CNC stands for "computer numeric control" and means that the machine

is programmed in advance to produce a part in a particular way.

HV MFG: So the people who operate these machines are basically programmers?

NM: Yes, and no. There is more to it than that. Knowing how to program the machine is important and a skill. But, we believe that a CNC machinist should be a machinist first.

MM: That's right, and what we mean by that is that they should know how to cut and shape metal using manual tools, you should have a feel for it. When you are making a part that requires multiple steps and multiple processes - there can be dozens of different ways to make it but only one that is the most efficient, the quickest, and the way that has the least chance of breaking the part or that uses the least material. That's what a machinist knows. The best way to learn that is to start with manual machines. Once you have that foundation you can learn how to program and operate the CNC machines so that they are making the parts the most efficient way - the best way.

TM: HAAS makes tools. We sell and service tools. Like any tool the most skilled person using them gets the most out of them.

HV MFG: Obviously the sophistication and capabilities of HAAS machines has grown a lot since you've been in the business. What is next for them? What is the latest technology?

The best way to learn is to start with manual machines.

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MM: Automation for one thing. I guess it's like a lot of industries, to build efficiency you try to minimize the repetitive manual labor – whether that's a kiosk at a fast food restaurant to place your order, or in our case, a robot to feed parts into a machine to reduce set up time. It's about efficiencies.

Like I said earlier, we want to bring value to our customers and that means not just providing great tools to make their parts, but also helping them to use those tools effectively. We want them to maximize “spindle utilization.” To do that we are providing rotary tables, bar feeders, palletizers and other solutions. The idea is to keep the machine going, making parts, and maximizing the skills of the operators by giving them more

time making the parts and less time setting up and loading the machines.

HV MFG: This seems like a good time to come back to the topic of the skills gap and developing the next generation of machinists. Allendale Machinery has been very engaged, and very generous in this area. Why is this important?

NM: Well, from a business standpoint it's pretty simple. If our customers can't hire people to run our machines, they will either go out of business or move to where they can find people. We visit our customers – many are Council of Industry members – and this is their number one concern. They have orders and parts that need to be made. They have current openings for machinists,

We need to get young people ... interested in machining.



Lincoln Tech machining Instructor - Max Powers with students - Ken Park and Dominique Smith. Allendale Machinery and the Gene Haas Foundation are partnering with schools across the region to educate and train skilled machinists and toolmakers.

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Machine tools are becoming very sophisticated and are being designed with more and more automation to build efficiency and minimize repetitive manual labor.

plus the machinists working in these companies are closer to retirement than to the beginning of their careers. We need to get young people – people in general, but young people in particular – interested in machining.

HV MFG: Tell us some of the ways you are doing that – getting them interested in machining

TM: Getting the word out is one way and supporting education and training partners who want to be part of the solution, with our financial and other resources is another. College is not for everyone and it seems to me that the high schools around here only think of that route for their students. We want kids to know that these are good and rewarding jobs – with good wages and good benefits, and they can get them without having to go to college and borrowing and spending a fortune.

MM: Pop's right, and we need to get that message out and that's why we have been working with you folks at the Council of Industry and others to do just that. We also want to support the places that offer training and education, not just for machining, but all manufacturing careers. We support Lincoln Tech – right down the road here, Ulster BOCES up in Port Ewen, Pine Bush High School in Orange County, The Brooklyn Navy Yard development and Hudson Valley Community College in Troy. Up in Troy we are helping them with a new building exclusively for manufacturing training and education – the “Gene Haas Advanced Manufacturing Center.”

HV MFG: Tell us about that center and the Gene Haas Foundation that helped to get it built.

MM: It's under construction now and should be finished this summer. It's a \$30 million project and private donors (including the HAAS Foundation and Allendale) raised \$14 million of that to get it done. It is State of the Art and will have machining, hydraulics, pneumatics, welding, CAD/CAM and PLC labs and much more. A real showcase of what advanced manufacturing is in our region. The Gene Haas Foundation is a wonderful resource for things like this – but also much smaller projects to support schools and organizations that want to help prepare people for careers in machining and manufacturing. Pine Bush and Ulster BOCES have both received HAAS Foundation grants to support their programs.

HV MFG: You've mentioned the Council of Industry a couple of times – what do you like best about being a member of the Council?

NM: I think that the apprentice program you have started is very important. It helps make the pathway to a becoming a skilled machinist clear and the rewards that go along with that.

MM: We work with lots of organizations in different parts of the region and I have to say the Council is the most effective – especially in promoting the importance of manufacturing. We have worked closely with you on a number of projects and hope to work on more.

HV MFG: Thank you all for your time. We appreciate it and look forward to continuing to work together with Allendale Machinery to promote manufacturing in the region.



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3D Printing Updates from the Hudson Valley Advanced Manufacturing Center

We've reached the fifth anniversary of the start of the Hudson Valley Advanced Manufacturing Center the time is right for an update on 3D printing and the significant expansion underway in the HVAMC. I would first like to thank the Council of Industry and its members for all of their support over the last five years. A key mission of the HVAMC is to support local businesses, but there's a lot we had to learn about the broad range of applications that 3D printing can be used for and manufacturing in general and we really appreciate everyone's patience and willingness to provide feedback.

We started with the very simple idea that 3D printing is a technology where the applications are well behind its capabilities. Through maintaining state-of-the-art equipment and focusing on practical applications, we have developed into one of the top academic 3D printing labs in the country and one of the few dedicated to solving practical problems for industry.

When we first got started five years ago, we were in the middle of the 3D printing hype where additive manufacturing was forecast to quickly replace traditional forms of manufacturing. We were soon to be printing food, prosthetics, replacement livers and kidneys, houses, etc.



LED lighting display at Selux showroom in Highland, NY showing baffles 3D printed out of PC/ABS on a Stratasys Fortus 400mc.

As you have probably noticed, these changes have mainly not happened. Why? Well, there are a couple of core reasons:

1. 3D printing is slow. A common statement we hear is that “3D printing is slow, but I’m sure that will change quickly.” It hasn’t. If you are surprised by this, just ask yourself how much faster are milling machines than they were 20 years ago?

2. 3D printing can only achieve decent tolerance. Our professional-level Stratasys machines print reliably to 0.005” tolerance. Our desktop printers can’t reliably get better than 0.030” tolerance without tweaking each individual print.

3. There are significant material limitations. We can print a lot of useful industrial thermoplastics but not, for instance, polyethylene, polypropylene or a true nylon. This is changing rapidly with new materials coming out regularly.

4. Any food you can print with a 3D printer is likely to taste horrible. Except for chocolate.

The utility of 3D printing is demonstrated by the over 300 companies and individuals that we’ve worked with over the past 5 years. During the hype phase, the Venture Capital community kept looking for a “killer app” for 3D printing, meaning a single application with a large market. I think there was a failure to really understand that the importance of 3D printing was that it made it possible to make almost any unique object quickly. This means 3D printing can be used in many, many fields. The problem, from the point of view of commercialization, is that many potential customers didn’t understand where it fit into their business and the folks with the expertise in 3D printing couldn’t afford to spend the time to explain its importance. This is an ideal situation for an academic lab because it all comes down to education and exploration. This approach has worked in that our 300+ customers include a number of manufacturers (including 14 CI companies) artists, designers, architects, entrepreneurs, inventors, fabricators, a chocolatier and one bank.

Real world examples are always the best. The photographs show two interesting 3D printing applications from two CI companies, Selux and Schatz Bearing Corporation. Both are in the two most important 3D printing applications of “prototypes” and “tooling” ... but with a twist. The first is in Selux’s impressive showroom at their site in Highland. The parts that we printed are the black baffles. This wasn’t an overly

complicated printing problem, but it’s a nice example of our ability to do runs of final use parts in functional materials, in this case around 300 of them. Generally, 3D printing enables the production of larger assemblies for any number of reasons prior to tooling up for the mass production of parts through, for instance, injection molding. The second set of pictures is

a feeder assembly at Schatz Bearing Corp. built to retrofit an existing machine. This was designed by Schatz, which includes an optical sensor, and printed at the HVAMC. The system allows an operator to run several machines at the same time because the 3D printed loading chute holds many more parts than the original design. These are just two examples of the large number of prototypes, molds, jigs, fixtures and artwork we have built over the years.

Where are we going next? Thanks to a \$500,000 award from the Dyson Foundation, a \$200,000 award from Central Hudson and \$50,000 in matching funding from local companies and New Paltz alumni and friends we are preparing for a massive upgrade in our equipment. We’re adding a number of new thermoplastics printers that will increase our capacity and flexibility, a full color printer for prototyping and, the real big deal, a metal printer.

“Let me know when you can print metal”. We’ve been hearing this in the HVAMC since we started. It’s easy to

understand why. Even though the wide range of thermoplastics that we can print have impressive properties, sometimes you just have to use metal. We will be installing our first metal printer this Spring.

Metal printing is not new. The first metal printing process, selective laser sintering (also known as selective laser melting) was invented in the mid-1990’s and has been successfully commercialized by a number of companies. The basic process involves using a high-powered laser to selectively melt layers of fine metal powder. The resolution is very high with each layer being 20-50 microns thick and the X-Y resolution being limited by the width of the laser. The process has been used for prototyping and for final use parts, particularly in the aerospace and automobile industries. The drawback with the sintering process is the cost. The lowest end printers start at about \$200,000 which only gives a build volume of about 5” x 5” x 5”. The operating costs are also high because the metal powders are expensive and the printers need to run under an inert gas purge. In addition, the flammability of the powders, particularly with active metals like titanium and



Bearing machine at Schatz Bearing Corp. with a feeder assembly 3D printed out of ABS+ on a Stratasys Dimension 1200ES.

aluminum, creates some fairly significant health and safety issues. We have quoted several printing jobs in metal for HVAMC customers through some of the online service centers, but the cost is so high that the typical reaction is “thank you, I think we’ll machine it”.

The second type of metal printing process is powder-binder. In this process, each layer of metal powder is held together with an ink-jetted binder. This “green” part has to then be sintered to produce a final part. This is a much less expensive process and has considerable promise for producing larger parts and large numbers of small parts. The drawback has been that the sintered parts tend to have relatively low density and/or require sintering while buried in metal powder to infiltrate the voids. This method has considerable promise and a number of companies have a new version of this type of printer under development, particularly for high-volume metal printing.

The printer we have purchased is from a relatively new company called Desktop Metal. We are purchasing their Studio System. The process is a bit of a mixture of new and old technology. The materials used are off-the-shelf products developed for metal injection molding. This is a mixture of metal powder coated with a wax or polymer. Desktop Metal packages it into sticks that look like long, thin crayons. The material is then extruded at low temperatures (200°-250°C) using a printer that’s very similar to our Stratasys thermoplastic printers. It prints in a build volume of 8” x 12” x 8” with, currently, a range of different steels (17-4 PH, AISI 4140, H13, 316L), copper and Inconel 625. More metals are in development. After the print is complete, the wax is removed through a chemical wash and then the part is sintered in an oven to 96+% density. The real trick in this whole process is predicting the shrinkage during the sintering process. Desktop Metal’s software will build the part oversized to sinter down to the desired geometry. The expected tolerance is around 0.005”. Since the shrinkage is anisotropic and dependent on the volume of the part, we expect that the tolerance will be somewhat geometry dependent. However, the capital and operating costs for the Desktop Metal system will reduce metal printing costs by almost 90% relative to laser sintering. We expect the print cost to be around \$20-30/in³ for stainless steel. Note that the complexity of the part will have no bearing on the cost. Where we expect this to be useful is in the rapid turn-around of relatively small parts either for prototypes or for limited runs of final-use parts, essentially the same suite of applications that polymer 3D printers are used for.

In the HVAMC, we are very careful to not oversell what 3D printing can be used for. The claims that 3D printing will take over manufacturing are simply hype. However, 3D printing does have key uses in manufacturing and those uses will continue to expand. Like any fabrication technique, it takes some time to figure out what it can do and where it can be applied, and the HVAMC is dedicated to accelerating that process for the Hudson Valley manufacturing community.

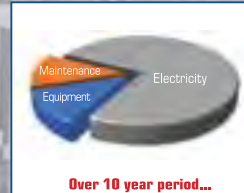


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Behind the Scenes

Collaboration and Creativity Come Together
to Form Artistic Manufacturing



Mark Peterson and Troy Atkinson, General Managers at Scenic Technologies New York

You have probably seen one of PRG-Scenic Technologies products on stage, on TV, at a concert or an event. It made you feel a certain way, drew emotion from you. It amazed you, but you probably never gave much thought to how this special product came to be.

In a 175,000 square foot facility in New Windsor magic happens. Talented people bring together wood, paint, plastic and metal to create dreams, literally making real things from the wildest of imaginations.

PRG-Scenic Technologies manufactures sets for Broadway shows, concerts, convention stages and even holiday window displays. Their work has been part of the success of shows like *Phantom of the Opera*, *Miss Saigon*, *Moulin Rouge*, *King Kong*, *Beauty and the Beast*, and *Frozen*. PRG has permanent installs at Universal theme parks and has done experiential marketing pieces for the *Game of Thrones*. They have created concert stage sets for Queen with Adam Lambert, Britney Spears and many others.

PRG's work has been part of the success of shows like *Phantom of the Opera*, *Miss Saigon*, *Moulin Rouge*, *King Kong*, *Beauty and the Beast*, and *Frozen*.

PRG stands for Production Resource Group, which is an international company that has facilities throughout the world, focusing on a variety of production services from scenic fabrication and automation to lighting and sound, to LED and Video and more. Scenic Technologies was founded in 1984 by Jeremiah Harris, John Wolf, Fred Gallo and Roy Sears. They joined the early version of PRG (then known as Harris Production Services) in 1982 and began developing new scenic fabrication and automation techniques for live entertainment. Their first landmark success was *Phantom of the Opera* in 1988, which featured their patented Stage Command® motion control system. In 2011, their work on *Spiderman: Turn Off the Dark* broke new ground in the industry with its integration of lighting, audio, video, and automation systems including massive scenery, all provided by PRG.

PRG General Managers, Mark Peterson (Sales and Business Development) and Troy Atkinson (Engineering and Operations), described the process of creating and fabricating a set for a modern production or event. For a Broadway show set, the show's production manager and technical supervisor will send out drawings for production companies to bid on. PRG will provide bids on 350 – 400 projects a year and often have 10 – 12 different projects in production at any one time on the shop

floor. "Once a bid is awarded things move very fast and we often have only a few weeks to complete a project," explains Peterson. "The tech supervisor and production manager will work with our team to guide the process and then the set designer comes in at the end for the final paint finishes."

The production process starts at one end where materials are delivered and stored and flows down through the building gaining complexity until it is prepared for transport at the other end of the facility. Any single set might require fabrication and welding, machining, water jet, routing, milling and carpentry. It could be made of wood, metal, plastic, Styrofoam or any combination. It is likely to have many automated moving components that require motors, winches and cables – all of which are controlled digitally and pre-programmed by employees at Scenic Technologies.

Once completed the set is prepared to be transported and installed.

"Transporting these pieces can be very tricky because it doesn't matter how amazing it looked in the shop if it is banged up once it arrives at the theater,"

says Peterson. The logistics of how to disassemble and transport, then reassemble, is a critical component of designing the larger set pieces and especially the stages and sets for concerts and touring productions. While the basic technology for moving sets around on stage is as ancient as the Roman's circuses and gladiators, the technology and equipment has changed. Just in the thirteen and a half years Peterson has been there, the shows have grown bigger and more complex, *Spiderman* in 2011 hung 120,000 lb. of scenery from the steel grid. Audiences are looking for realism on stage now which means seamless automated transitions between scenes

Andy Stone, Harmony Water, and Loryn Benkowski working on scenic columns for the television show "Bull"





Sean Leary working on components for the touring production of "Les Miserables"

and actors interacting with automation, all the while keeping both actors, operators and the audience safe.

"Safety is our top priority," explains Atkinson. "At any point anyone can stop and say I am going to need more time to work this part so this will be safe, and Mark and I will go to the client and say we need that extra time." It is important to engineer the mechanisms and design so any possibility of something going wrong is thought of and addressed in preventative measures. "You can't control what happens once the product is on site so you have to prepare in advance for the changes a director might make to the machine or how it is used. Eliminate risk as best you can."

"There is very little we can't do," says Peterson. "We try to stay nimble and sometimes that requires starting work on a project before we get the bid. We will decide early on if the typical process will work but if not, we have the support of upper management to create small teams that can get the job done. Sometimes that means bringing in local artisans to create different looks. We encourage our people to think outside the box and we will try just about anything." Often times PRG will build an entire show in six and a half weeks or less. This includes custom scenic elements, custom mechanics, and automation.

There are 230 employees at PRG in the Hudson Valley and about 130 of those are part of Scenic Technologies. According to Atkinson, "There is a lot of overtime and we run multiple shifts. For the NBC Live performance of *Peter Pan*, for example, we put together a hybrid team because we only had 3 weeks to do the

set. They sat down around a white board and worked out who could do what and went directly into production. It was a very fluid process but with the same end goal it works out. When a team has passion for what they do they meld, and it all comes together nicely."

The employee passion for what they do is readily apparent when visiting the production floor at PRG. We met Michael Dalton, who was working on the mechanism to rotate a set platform, "Sometimes they (Peterson and Atkinson) will come in and say 'this is what we are working on, we have six weeks to get it done but we are already on week three.' That's what keeps things fun and challenging." He loves what he does and happily shares stories of opening night mishaps and scrambling to make it all work without the audience

ever being the wiser. Working alongside him is Nathan Fowler who has been with PRG for 29 years. Because he can't get enough of building sets he helps to build the set for Pine Bush High School's theater productions where his daughter is a student.

Further down there are two master machinists, Mark Holbert and Walter Salis, with decades of experience that "just can't stay away" from working on parts and making mechanisms for PRG.

"... We encourage our people to think outside the box and we will try just about anything."

There is also a recent graduate from NFA high school, Joshua Myers, who is busy fabricating parts. Many of the employees have been with the company for years, even decades. They love the work but will eventually retire so PRG is always looking for people with the right skills and creativity to step in and join their team. Some employees are second or third generation and some are straight out of college theater programs.

"For me it all started with a T-square in high school," reminisces Peterson. "I actually went to Syracuse to study architecture, but I had been involved in set design since high school. There came a point when I realized architecture wasn't for me and I switched to the theater department." After college, Peterson worked with a theater company in Connecticut where he honed his project management and technical skills.

“Our employees come from many different backgrounds, from construction to auto mechanics, furniture restoration to artisans.”



Nigel Baboolal machining components for “Moulin Rouge! The Musical”

Atkinson came to his career from a different angle. He was more of a tech kid in school and worked residential construction with a family friend when younger. “I was always taking things apart and putting them back together as a kid. I got involved in my high school theater productions at John Jay in East Fishkill, where the director was constantly pushing me to try new things in set construction.” From there he went to SUNY Purchase’s Conservatory of Theater Arts & Film. During the summer between junior and senior year he landed a summer internship at Scenic Technologies where he was asked to manage the production of a set. He continued to work here throughout his senior year of college.

“Our employees come from many different backgrounds, from construction to auto mechanics, furniture restoration to artisans,” Atkinson explains. “It is important that we have this type of collaboration because by knowing each other’s backgrounds we are

able to look to them for their skill set, their expertise and with so many varied talents we can solve any problem.”

One of the newer skill sets that is in demand is for automation technicians. There are two types of automation at PRG. Internal automation, which is the use of CNC machines from companies like Allendale Machinery Systems (see profile on page 19), to fabricate parts and pieces for sets. Then there is the automation for production which is the actual movement of the scenery. For production automation PRG looks for someone that has experience with maintenance, mechanics, electronics, network technologies and possibly most important works well under pressure. Many of PRG’s projects include winch systems which are controlled by Rockwell automation built from the ground up and with a console user interface specialized for each show. Programmers and operators are needed to run the automation and think on their feet to ensure that everything goes off without a hitch because even though it’s cliché, “the show must go on.”

Scenery is everywhere, from store displays to the TV News broadcast set, trade show displays and amusement park installations, it isn’t just concerts and theaters. Atkinson and Peterson emphasize the importance of being collaborative and creative, using both left and right brain to incorporate the manufacturing and artistic process, that is how the PRG Scenic Technologies magic happens.



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



THE CHANGING FACE of Technical Career Pathways in Higher Education

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Kyle Constant at his job at Community Manufacturing Solutions in Kingston, NY. Kyle is an Advanced Manufacturing student at SUNY Ulster.

More now than ever before, students are challenging the structure of traditional education for emerging technical careers. They are demanding that educational institutions provide a robust quality learning environment that include concepts such as real-world classrooms and opportunities for internships and apprenticeships. Students want to know that the programs being offered will prepare them for the current labor market. Credit for prior learning, micro credentials and digital badges are all becoming common language in the field of education.

Why the change? Technology has advanced exponentially in the past 30 years. With this rapid growth, there has been a change, particularly in how we learn and why we want to learn. Learning is instantaneously available at our fingertips. But how does the

employer value the education? From the employer's perspective, potential workers are seen as capital, based on their knowledge, their social skills, personality attributes and creativity. Degrees become somewhat replaced by competency based knowledge. Employers are asking for a summary of work experience relative to those competencies that are important to the company and to the job as they staff a much different workforce than they did 30 years ago. This drives the employee to look at their skills gap and how they can retool using short-term credentials to make them more attractive to employers. Education institutions are starting to find different and better ways at creating a bridge between education and employment.

SUNY Ulster has been fortunate to have tools available to start creating this bridge in the advanced manufacturing sector.

Several years ago, SUNY Ulster envisioned a better linkage between local industry and the college. As the College started offering more technology programs, there was a need for local industry to have more interaction with the students and there was a need for the students to have access to better labs and more equipment. In 2017, SUNY Ulster built the Pfeiffer Technology and Innovation Lab. This lab was designed to foster and support collaborations between education and the advanced technology and manufacturing industry. 3D printers, 3D scanners, a laser cutter, programmable logic controller training stations and state of the art computers were added to enable students to work collaboratively among programs and with industry. The vision for the center is that local companies would work hand-in-hand with students on manufacturing problems, as well as, new designs resulting in students engaging fully with the academic learning via hands-on learning. This in turn would lead to a relationship between students and local employers encouraging the students to find local employment upon graduation. To date, several companies have worked with SUNY Ulster students to help solve manufacturing problems and help design better products. In addition, the Pfeiffer Technology and Innovation Lab has fostered partnerships between academic disciplines resulting in a clear picture of how interrelationships between departments in corporations requires good communication skills and embraces team building skills.

This past year SUNY received funding as part of the Governor's initiative to create up to 2,000 advanced manufacturing and



Apprentice Keanu San Millan with Frank Falatyn at FALA Technologies.

healthcare jobs by creating pre-apprenticeship and registered apprenticeship positions. To kick-off these programs locally, SUNY Ulster hosted a well-attended Roundtable in October 2018 where employers could share their employment concerns and representatives from the New York State Department of

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Labor could share the opportunity for employers to participate in the apprenticeship initiative. SUNY Ulster was awarded funding to support these initiatives and is able to offer registered apprentices \$5,000 worth of training at the College using these grant funds resulting in no-cost training to the employee or the employer. Courses currently available under this initiative include Programmable Logic Controllers (PLCs), Computer Numerical Control (CNC) Operator and Programmer, Blueprint Reading, GD&T, CAD, Mathematics for Manufacturing, MasterCam, Metrology and Fundamentals of Electricity. Many of these courses can be taken for credit allowing an apprentice to work on their degree at the same time as they build their skills on the job.

better job in the company. Others are students looking to gain employment with a local manufacturing firm. Part of the pre-apprenticeship program is to expose students to different careers in local manufacturing firms.

Using a prior learning model, SUNY Ulster is able to evaluate the learning students have already done on the job and compare that learning to the learning outcomes in coursework leading to a certificate or a degree and award credit where the learning outcomes have been met. This model opens doors for students that don't have a lot of time to take heavy course loads due to family and work commitments but, are looking for a degree to advance themselves into a better paying position. If they can

successfully document and show that the learning outcomes have been met, credit will be given for work already completed shortening the completion time to the degree being awarded.

Another concept that SUNY Ulster has successfully piloted is a blended class consisting of degree-seeking and non-degree seeking students. Using a common teacher, the learning outcomes for the course are dictated by the course syllabus for the degree seeking students. All students pay the credit equivalent price for the course and all students take assessments. Students that register for a non-credit course have the option at the end of the course to have their course work evaluated against the learning outcomes of the degree course and in most cases since the assessments have been completed credit can be awarded. It has been shown that students like the option as the stress of the grade is removed. The student is able to relax and enjoy the class and in most cases asks for the credit before the class has been completed. This model works well for students who did not excel

in high school as well as for those students who have been away from the academic arena for some time.

SUNY has given the green light for campuses to start developing micro credentials. Micro credentials are a set of courses that lead to a mastery of or competency in specific knowledge, skills or processes that can be measured against a set of acceptable standards. As SUNY Ulster develops courses in advanced manufacturing, micro credentials in the areas of CNC, Metrology, Welding, CAD and Mechatronics are under development. Micro credentials have value for both employers as well as the learner. Micro credentials present an economical way to develop skill sets that might be needed due to change in technology or change in a job. The learner can easily demonstrate that the skills were learned by showing the micro credential on their resume. At the same time, program designers and instructors, by paying attention to learning outcomes and competencies, might be able to place the same micro credential in the framework of several programs. Micro credentials are stackable credentials, meaning that each stacks into a larger framework leading to a degree. A recent workforce analysis by Burning Glass reported that "hybrid" jobs or those that require skill-set from multiple academic programs



Apprentice Norm Imperati at FALA Technologies.

Another concept that SUNY Ulster has successfully piloted is a blended class consisting of degree-seeking and non-degree seeking students.

In addition, SUNY Ulster was also awarded funding on this initiative to offer a pre-apprenticeship program for those looking to connect with a local manufacturing firm. For many young adults, these are the first courses in advanced manufacturing that they have taken. The pre-apprenticeship program includes basic skills building courses including: Mathematics for Manufacturing, Blueprint Reading, Introduction to Manufacturing, Hands-on Lab and Workplace Success Skills. All courses are taught by those working in the manufacturing field who know the importance of building a career pathway into good manufacturing jobs. Some employers choose to send promising employees to these classes so that they can build their skills and move up the ladder to a

are growing nearly twice as fast as jobs overall. Micro credentials allow students to blend courses from several academic disciplines into a career path that meets their career goals. At the same time these micro credentials can be taken after the learner has a degree to achieve higher paying positions.



Dr. Mark Stewart, Assistant Professor of Engineering Science, SUNY Ulster in the 3D printing lab.

Last year, SUNY Ulster unveiled their AdultEDge program, specifically targeting students over 24 years old. Though traditional advanced manufacturing programs are not included under this initiative, business courses are. Currently an online Business Administration AS degree, Business and Entrepreneurial Studies AAS and an Entrepreneurship Certificate are available. AdultEDge programs are offered in evening, accelerated and online formats on either a part time or a full time basis. One-stop shopping is available as a personalized academic plan is developed for each student based on previous academic achievement and learning acquired through work and life experience.

Recently SUNY Ulster received scholarship money from Haas Foundation for students entering into a CNC or a Mechanical Engineering training program. The college was able to award 6 students scholarships towards their education in these areas. Through the College Foundation, the SUNY President's Challenge Scholarship funds higher education to motivated 8th graders throughout the county. First generation college-bound students are mentored to overcome barriers associated with attending college. This scholarship is seen as a solution to students' first obstacle – how their education will be funded. School guidance counseling and mentoring services are provided by the sponsoring schools. The result is that first generation students are now given support and encouragement to attain a college degree.

SUNY Ulster has also developed a career path for young adults with high-functioning autism (HFA). By replicating a model that is working in California and working closely with The Arc of Ulster-Greene, SUNY Ulster created a career pathway consisting of core skills classes of Mathematics for Manufacturing, Blueprint Reading, CNC Operator Credential and Essential Skills for Success in the Workplace. By the end of the first semester, students would be employable. At that time they can continue on with CAD Applications for Manufacturing, CNC Operator II and Metrology Foundations during the second semester to further enhance their skills.

By the end of the first semester, students would be employable.

The goal of SUNY Ulster has and will remain to graduate individuals who are able to move seamlessly through the labor market using a variety of credentials. Communicating these credentials to employers is essential. Through programs and funding like these, the career pathway becomes viable and can be integrated into the needs of employers.

SUNY Ulster is changing with the evolving needs of the local technology and manufacturing industries to ensure that students have pathways to local jobs and that manufacturing and technology companies have the workforce they need to remain competitive. The College must continue to remain fluid in its thinking, working in partnership with manufacturers to prepare for today's work world. The tools are there. The College must and will embrace them.



Barbara Ann Livermore Reer is the Director of Professional Technology Programs at SUNY Ulster



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CLOSING THE STEM GENDER GAP

Girl Scouts, along with our various corporate partners, are providing a deep dive into the STEM fields and creating programs that ensure a lifetime of success.



With the help of our communities and volunteers, we will transform the STEM workforce. By 2025, we aim to add 2.5 million girls to the STEM pipeline.

THE GIRL SCOUT WAY

For over 100 years, Girl Scouts has been breaking the boundaries for girls in every way. In this all girl, girl-led, girl-friendly organization, girls will prepare for a lifetime of leadership success, and adventure in a safe, no-limits place designed for and by the girls.

The Girl Scouts legacy is seen all over the country – not just in our area. More than half of women in the business world are Girl Scout alumnae. Ninety percent of women who have been in space were in Girl Scouts. Every female Secretary of State in the United States history is a former member: Madeline Albright, Condoleezza Rice, and Hilary Clinton. Currently, in our 116th Congress, 59 percent of women members are Girl Scout alums.

Girl Scouts Heart of the Hudson, Inc. (GSHH) is privileged to serve both girls and adult members within our seven county

footprint: Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester. We have over 25,000 girl members and over 10,000 adult members. Girl Scouts is a year round experience, and they can join at any time during the year. To make sure every girl has a chance to expand their horizons, we have over 4,000 girls in our Funded Initiative Program. This program allows girls to experience Girl Scouting regardless of their ability to pay and with no boundaries.

LEAD LIKE A G.I.R.L.

While some people still think of Girl Scouts as cookies, camps, and crafts, we are so much more. Girl Scouts are ground breakers, big thinkers, and role models. We design robots and improve our communities – and yes, we still sell the best cookies on the planet.

Girl Scouts unleashes the **G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader)**™ in every girl, preparing her for a lifetime of leadership—from taking a night-time hike under the stars to accepting a mission on the International Space Station; from lobbying the city council with her troop to holding a seat in Congress; from running her own cookie business today to tackling cyber security tomorrow.

Our Girl Scout Leadership Experience is a one-of-a-kind leadership development program for girls, with proven results. It is based on time-tested methods and research-backed programming that help girls take the lead—in their own lives and in the world. Girls gain important skills in four areas that form the foundation of the Girl Scout Leadership Experience - Science, Technology, Engineering, and Math (STEM), Outdoors, Life Skills, and Entrepreneurship.

The Girl Scout Gold Award is the most prestigious award in the world for girls—and the most difficult to earn—and it's uniquely available to Girl Scouts. It's a one-of-a-kind opportunity for girls to engage in a rigorous process that calls for leadership at the highest level. Each girl identifies a project that they feel passionate about and once achieved, it is seen by colleges, employers, and communities. Often, they are nationally and internationally recognized.

THE STEM PLEDGE

We at GSHH are pledging to bring together the gender gap in STEM fields. Within the next decade, over one million new jobs will be open in those fields, and we intend to have our girls fill those spots. Elementary school is where boy and girl stereotypes are formed, and by third grade, girls have already formed their own opinion on STEM. Only 11 percent of girls show an interest in STEM during high school.

Starting when they are Daisies, we engage the girls in programs and activities where they are learning the basics of the STEM field. As they grow older, they will continue to learn and educate themselves on what each field entails. With the help of our communities and volunteers, we will transform the STEM workforce. By 2025, we aim to add 2.5 million girls to the STEM pipeline.

Girl Scouts is proven to help girls thrive in five key ways as they:



Develop a strong sense of self.



Display positive values.



Seek challenges and learn from setbacks.



Form and maintain healthy relationships.



Identify and solve problems in the community.

One way to keep the girls interested, is releasing new badges and journeys for the girls to participate in. For instance, girls will now be able to receive badges in cyber security, coding and robotics. They will be able to hone in on engineering or outdoor STEM adventures.

OUR PROGRAMS & PARTNERS

Critical support of program partners and sponsors provide GSHH with the resources needed to help prepare girls to practice a lifetime of leadership. With access to new skills and experiences, girls will develop the courage, confidence, and character they'll need to tackle whatever comes their way.

One STEM program, developed through a partnership with the United States Military Academy at West Point, was designed





We engage the girls in programs and activities where they are learning the basics of the STEM field. As they grow older, they will continue to learn and educate themselves on what each field entails.

to excite girls about the world of STEM. Girls attending the event rotated through three stations including, Physics, Bridge Design Challenge, and Nuclear Science. Each was designed to teach girls the concepts of STEM with hands-on experiments and activities.

This past year, GSHH and IBM hosted the 10th Annual Engineering is Fun program. Over 125 Girl Scouts participated in activities including a Boat Challenge, Snap Circuits, Fingerprinting, Science of Lipstick, a Robotics team, and wooden structure building.

Another mentorship option is the PepsiCo and the Million Women Mentor's Programs. Ambassador Girl Scouts had the opportunity to shadow a Pepsi Executive and learn more about careers in technology, accounting, data analysis, and product development. Cadettes and Juniors were also treated to a day of career assessment and thought during GSHH's Pepsi Career Day.

In the past year, GSHH has held multiple programs and events where the girls can step out of their comfort zone and embark on new adventures. Our girls learned about female empowerment during the G.I.R.L. Teen Leadership Conference in October 2017. The girl-led event featured ever-important topics such as, Being the Woman in Charge, Healthy Relationship/Dating Violence, Advocacy, and Body Image. Seniors chose these topics and Ambassador Girl Scouts set up experts for the subject matter to moderate each panel. The highlight of the conference was the keynote speaker, Madison Salters, a journalist, a former Ambassador Girl Scout, who discussed women empowerment, body image issues, and the important work she is doing with Syrian refugees in France.

Girl Scouts know the importance of the outdoors and the environment, which is why we host our bi-annual Camporee. Last year, in the pouring rain, over 700 girls and 200 volunteers participated in this event. Activities ranged from archery to karate and to the engaging activities at the STEMazing Discovery Center sponsored by Women in Communications & Energy. Girls enhanced their outdoor skills and were treated to a Birds of Prey Show and a hayride provided by the Bruderhof Community. With activities provided by Con Edison and BASF Kids Lab, and

We are pledging to bring together the gender gap in STEM fields.



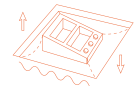
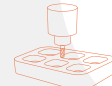
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so much more, girls left that event with new skills and ideas on how they can change the world.

We cannot forget about our largest girl-led entrepreneurial program in the world: The Cookie Program. Everyone has a special place in their heart for Girl Scout Cookies. Not only because they're delicious, but because purchasing Girl Scout Cookies powers the Girl Scout Cookie Program and helps girls fulfill their dreams and follow their passions. While the program is exciting, it's more than that. Girls realize that setting and reaching their goals is both fulfilling and empowering. Having the opportunity to run their very own cookie business gives them skills essential for success today and in the future - Goal Setting, Decision Making, Money Management, People Skills, and Business Ethics.

THE FUTURE OF OUR PROGRAM CENTERS

In 2018, GSHH purchased our newest regional office in Montgomery. With this building, one of the main goals is to design and make it into a new program center. This space will give girls and their families a chance to dive deeper into the STEM world. Both inside and outside space will be used as we have our very own pond in the front where girls will be able to participate in different types of pond studies. New programs are currently being created with these spaces in mind. One long-range goal is to renovate the space by taking out some walls and creating the ultimate culinary spot for girls to practice cooking. It's our obligation to give girls 110 percent when it comes to learning and building new skills, and this program center and our other buildings will bring us closer to our goal of expanding the STEM world.

The Girl Scouts legacy is seen all over the country.



Junior Girl Scouts learn about forensics and DNA from members of the ACS Women's Chemist Committee and chemistry professors and students at Mount St. Mary's College, to earn their Forensics badge.

GETTING INVOLVED

GSHH would not be the same if we didn't have amazing volunteers, and corporate partners. Offerings from corporate partnerships can range from a tour of their facility, presenting at a troop meeting or GSHH event, or to provide their expertise in STEM, and promote opportunities for Girl Scouts in tomorrow's workforce.

Community donations give us the ability to create more exciting programs for the girls, and help us to maintain and improve our properties. Our Annual Giving "Fund Her Success" campaign runs all year round, and is an opportunity for families and friends of GSHH to make a financial contribution directly benefiting our girls. Girl Scouting provides girls with the skills to face daily challenges and make sound decisions that affect them today and into the future.

FOR MORE INFORMATION

For more information on Girl Scouts Heart of the Hudson, Inc., how to become a corporate partner, and investing in our girls' futures, please visit our website at www.girlscoutshh.org or contact me directly at (914) 747-3080 ext. 775 or sstahl@girlscoutshh.org.



Samantha Stahl is the CEO Administrator at Girl Scouts Heart of the Hudson

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CHALLENGES AND GROWTH

BY SERENA CASCARANO

What Is Your Biggest Challenge?

Issues Facing Hudson Valley Manufacturers



The future will require skilled workers that are willing to continuously learn and adapt, CSS is building their pipeline from within in preparation for the future.

Manufacturing in the Hudson Valley is alive and thriving but that doesn't mean our members aren't continuously facing challenges. We wanted to get a better understanding of what those challenges are and we thought our readers would be interested to learn about them as well. To find out we reached out to a handful of companies that represent a cross section of our membership and asked them this simple question – “What's the biggest challenge you face in growing your business.” While the answers were not entirely surprising we learned quite a bit about the issues facing Hudson Valley Manufacturers.

Due to technology advances, skills learned today can become obsolete tomorrow.

CSS: DEVELOPING THE WORKFORCE

Elisha Tropper, CEO of Cambridge Security Seals (CSS) in Rockland county, spoke to us about their current struggles with workforce. In order to remain competitive, it's now a necessity to continually upgrade and develop their employees. "With the continuous enhancements to our automation and production equipment our employees must be able to work with a higher caliber of technology than was previously required."

As many manufacturers in the Hudson Valley are aware it's difficult to find employees that already possess these skills. The challenge now is finding people who are capable and willing to train and grow within the company. Cambridge Security Seals is working to develop their employees from within and provide them with the tools they



need to quickly move beyond entry level positions. This can be a long process, but worth it for the employees who are willing to embrace this opportunity.

Due to the uniqueness of their products, CSS prefers to keep their training internal. It would be a challenge to find

an external trainer with the necessary skills to train their employees. However, Tropper noted the benefit that trade schools can provide.

Due to technology advances, skills learned today can become obsolete tomorrow. The future will require skilled workers that are willing to continuously learn and adapt but CSS is building their pipeline from within in preparation for the future.



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MICROMOLD: DEVELOPING A POSITIVE CULTURE

Justin Lukach, President of Micromold Products, offered a unique perspective on this question by sharing a story about a challenge that the organization was able to recently overcome. Lukach became President of Micromold in 2010 with the goal of creating a culture where employees were excited and inspired to come to work every day. However, he found there were certain cultural and strategic changes necessary to make that goal a reality.

Personal and professional development were key components to making this change. Matching employees to the right jobs and updating job responsibilities allowed the company to operate more efficiently. Lukach noted the unlimited potential that



comes with filling positions with the appropriate employees. “Until you have a skilled and motivated employee in the right position for them, you don’t realize the potential that you were missing out on.”

Lukach also freed himself to focus on big-picture issues by creating a team of directors to concentrate on day-to-day business activities. This team has helped create stability throughout the organization, which provides Lukach with the freedom to focus on where Micromold should go in the future.

All of these changes: getting the right people into the right positions, making good hiring choices and finding people who can help grow the culture in the future, has transformed Micromold. Lukach is proud to see his vision for the company coming into focus.

Employees with soft skills, ambition and mechanical aptitude are worth the time spent on training to get them to the necessary skill level.

CATSMO: MANAGING RAPID GROWTH

The steady growth of Catsmo Corporation, a gourmet food manufacturer of smoked salmon in Wallkill, is certainly a positive for the company but it’s also creating some challenges. CFO, Frederic Pothier, shared with us some of the difficulties that come with doubling their business in only four years.

Food manufacturers have heightened regulations, as well as increased health and safety standards. Maintaining those high levels of production can become challenging in times of rapid growth, which is where production management and technology upgrades came into play for Catsmo. Bringing in new technology improved the flow of operations and helped Catsmo keep up with demand.



Introducing this new flow of production is also forcing employees to adapt, which isn’t always a simple task. Employees who are used to a certain way of doing things can often reject change. Inspiring people to embrace the changes and adapt a new mindset is a challenge that Catsmo hopes to overcome in the upcoming years.

Looking to the future, Catsmo has plans to expand. They’ve outgrown their facility in Wallkill and need more space to successfully keep up with demand as it continues to increase. Pothier told us about Catsmo’s plan to expand off their existing building and stressed the importance of productivity and efficiency moving forward. “Productivity is key! We’re working hard to keep the same level of quality and adapt to this new level of production.”

ORANGE PACKAGING: THE COST OF REGULATION



Michael Esposito, Vice President of Orange Pkg, spoke to us about New York State’s current labor laws and mandates and how combined they’ve managed to inhibit the company’s growth. In New York the high cost of health insurance, workers compensation insurance and complying with things like the paycheck fairness act and the newly mandated harassment training, all add up to make it very expensive to employ people in the state. Now, increases to minimum wage are rippling through and making it even more expensive – a trend likely to continue into the future.

On December 31, 2018 the minimum wage was increased to \$11.10 in the Hudson Valley. It’s set to increase by 70 cents per year until it reaches \$12.50 at the end of 2020, and then to increase on an indexed schedule until it hits \$15 an hour. This will present challenges to many businesses throughout the state.

Esposito spoke to us about how the total cost of employing people is heavily impacting their decisions to take on new projects. “We’ve become accustomed to taking on any new work that’s presented to us, however, recently we’ve found ourselves needing to limit the amount of work we’re accepting because we don’t have the workforce to complete certain jobs.”

They’ve worked with State officials to find ways to stay in New York and continue to expand their business. However, with the current taxes and labor laws they’re finding it difficult. In the future Orange Pkg is going to do what is most financially beneficial for the company, even if that means moving some operations to a different state.

SCHATZ BEARING: RECRUITING A SKILLED WORKFORCE

President of Schatz Bearing Corporation, Stephen Pomeroy, spoke to us about their recruiting struggles and how they relate to the current labor shortage. Discussions of the nationwide skills gap and labor shortage are prominent, and it was no surprise to us that multiple members discussed this as an issue they're currently facing. Business orders are coming in very strong for Schatz and the challenge now is having the workforce to keep up with it.



The specific and specialized skills needed at Schatz are difficult to find in potential employees, and it's hard to hire employees and train them internally because of the company's smaller size. Schatz's current employees are busy and often don't have the time to train and develop new hires. This is where Schatz relies on prior career experience to help reduce the amount of training required for a new employee. Having prior experience and years in the industry can significantly reduce the learning curve.

Schatz is also actively looking for ways to be more creative in their recruiting and even hired a new Human Resources employee to focus primarily on hiring. "We decided to also take advantage of the Council of Industry's Collaborative Recruiting Initiative to help us find the quality candidates we need. It's been a beneficial tool that's aided in the attraction and retention of new hires."

It's now more important to find potential employees that are worth the investment. Employees with soft skills, ambition and mechanical aptitude are worth the time spent on training to get them to the necessary skill level.



*Serena Cascarano,
Administrative Marketing Assistant
at the Council of Industry.*



Business orders are coming in very strong for Schatz and the challenge now is having the workforce to keep up with it.

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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.

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257 Main Street, New Paltz, NY 12561

www.newpaltzchamber.org

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

CONTACT: Kati Haynes • info@newpaltzchamber.ccsend.com

ORANGE COUNTY CHAMBER OF COMMERCE
30 Scott's Corners Drive, Suite 101, Montgomery, NY 12549
www.orangeny.com
PHONE: (845) 457-9700
CONTACT: Lynn Cione • lynnc@orangeny.com

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

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CONTACT: Jonathan Drapkin • jdrapkin@pfprogress.org
The Hudson Valley's regional planning organization.

ULSTER COUNTY REGIONAL CHAMBER OF COMMERCE
214 Fair Street, Kingston, NY 12401
www.ulsterchamber.org
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CONTACT: Ward Todd • ward@ulsterchamber.org

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