

# HV MFG

# THE COUNCIL OF INDUSTRY MAGAZINE

SPRING 2021

MAGAZINE  
MILLROCK  
TECHNOLOGY

## STRATEGIC RENEWAL

MEMBER PROFILE  
MILLROCK TECHNOLOGY

LEADER PROFILE  
CRAIG BUSBY & JOHN RICKERT  
PAWLING ENGINEERED PRODUCTS

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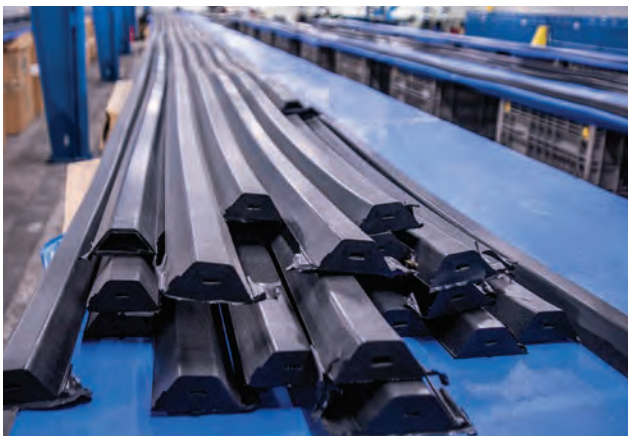
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## ON THE COVER

In response to the COVID-19 crisis, Millrock Technology has ramped up production to help supply key equipment for diagnostic kits and vaccine production.

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## STRATEGIC RENEWAL

DEAR READER

### Welcome to the Spring 2021 Edition of HV Mfg

For many Hudson Valley manufacturers the past 14 months have been a rollercoaster ride of challenges and opportunities. The health and wellbeing of our employees and their families, supply chain issues, lost business, pivots to new products and customers, government interference and government assistance, have provided many ups and downs, highs and lows and twist and turns which have left us feeling at once exhilarated and exhausted.

In this edition of HV Mfg we attempt to look at the realities, opportunities and challenges that will exist for manufacturers in a post pandemic world. Taylor Dowd profiles Millrock Technologies, a manufacturer of pharmaceutical freeze-drying equipment that sees a bright future for their highly engineered products. Taylor also writes about how the trend toward automation in manufacturing was accelerated by COVID-19 and what that means for the sector. We take a look at supply chains and ways to strengthen them and make them more resilient. Marist College Professor Bill Brown writes on the need to include Human Resources in organizational strategic decision making. Hudson Valley Economic Development Corp President Mike Oates writes on the importance of manufacturing to our regional economy and how public private collaboration is key to helping it grow and thrive. We interview Pawling Engineered Products Co-CEOs Craig Busby and John Rickert about their uniquely effective partnership, their leadership styles and the future of their business.

This edition also includes a directory of Council of Industry members and Associate members. I would like to say once again that I am tremendously proud of all the members for the work they do every day to make the things that make our lives better and our nation great. I am also very appreciative of our Associate members who are always generous with their expertise and work with the Council of Industry to keep our members informed, compliant, safe and healthy.

Finally, a sincere thank you to all the advertisers in this edition. Your support helps The Council of Industry spread the important message that Manufacturing is “essential” to the region, the state and the nation.

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### THE MANUFACTURING ECONOMY

#### NY Fed Empire Manufacturing Survey: Activity Expanded at a "Solid Clip"

Business activity grew at a solid clip in New York State, according to firms responding to the March 2021 Empire State Manufacturing Survey. The headline general business conditions index climbed five points to 17.4, its highest level since last summer.

- New orders increased modestly, and shipments were up substantially.
- Delivery times continued to lengthen, and inventories were somewhat higher.
- Employment levels and the average workweek both increased modestly. Input price increases continued to pick up, rising at the fastest pace in nearly a decade, and selling prices increased significantly.
- Looking ahead, firms remained optimistic that conditions would improve over the next six months, anticipating significant increases in employment.

#### OECD More Than Doubles US Economic Growth Forecast

The Organization for Economic Co-operation and Development (OECD) has more than doubled its gross domestic product (GDP) growth forecast for the U.S. economy since making its last projections in December. At that time, the OECD said it expected real GDP growth of 3.2% in the US in 2021, but now it expects the U.S. economy to grow 6.5% this year.

The OECD also upgraded its global growth forecast for 2021 to 5.6% from 4.2% in December. But, the biggest upgrade on a national basis was made to India's GDP forecast, which the OECD now pegs at a blistering 12.6%, up from its forecast of 7.9% three months ago.

#### Survey: 88% of Manufacturers Optimistic About 2021

Most U.S. manufacturers are positive about growth in 2021, according to a new survey released by the National Association of Manufacturers.

A majority, 87.6% of 450 respondents, of small, medium and large businesses reported feeling at least somewhat positive about their company's outlook in the first quarter of 2021, compared to the dismal 33.9% optimism low in the second quarter of 2020. Optimistic responses broke down into 27.3% of respondents who said they were "very positive" responses and 60.22% who were only "somewhat positive." For many respondents, the specter of COVID-19 as a pressure on income is largely behind them: 32.9% of respondents, a plurality, said revenue at their company returned to normal before the current quarter. A smaller group representing 20.6% of surveyed manufacturers expect things to be back to normal by the second half of the year instead.

"We have to understand we're in a global competition here. The dollars will flow to where the market is best."

#### A "Once-In-A-Generation" Opportunity for US Manufacturers And Policymakers

Writing in Forbes Lisa Caldwell writes that while the crisis is far from over, there is now an incipient window of opportunity. A chance for firms to be reimagined and, crucially, for the U.S. manufacturing industry to take its place at the forefront of a post-pandemic future.

Naturally, this opportunity must be seized not awaited. Yet responsibility for doing so shouldn't rest solely with manufacturing companies. Yes, there are some things they – both individually and collectively – must do to grasp the nettle, particularly when it comes to attracting fresh talent and closing the skills gap. But it also requires decisive action from the government to make the U.S. a more attractive investment proposition for manufacturers at home and abroad. In the words of NAM's chief economist, Chad Moutray: "We have to understand we're in a global competition here. The dollars will flow to where the market is best."

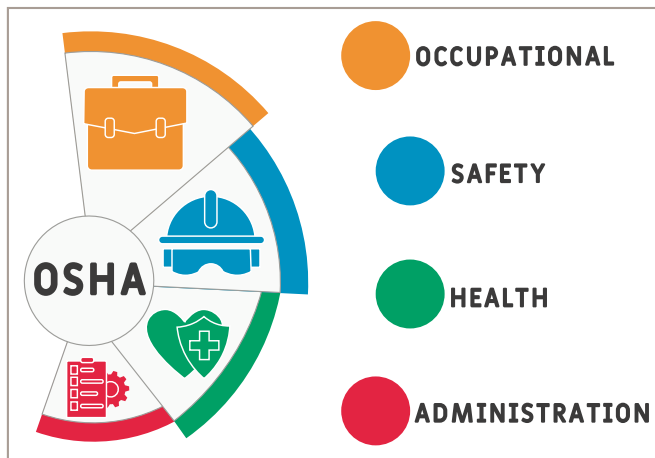


## ENVIRONMENT SAFETY AND HEALTH

### OSHA to Ramp Up Coronavirus-Related Inspections

The Occupational Safety and Health Administration (OSHA) launched a national emphasis program (NEP) March 12 in response to President Joe Biden's Executive Order on Protecting Worker Health and Safety during COVID-19.

The NEP means OSHA will focus enforcement efforts in the coming months on coronavirus-related inspections. In a press release announcing the NEP, the agency made clear it will prioritize companies that put the largest numbers of workers at serious risk of contracting the coronavirus and employers that retaliate against workers who exercise rights protected by federal law or make complaints about unsafe or unhealthy conditions.



### OSHA Proposes HazCom Standard Changes

The Occupational Safety and Health Administration (OSHA) has proposed a new rule to update its Hazard Communication Standard (HCS) to bring it into alignment with the latest version of the United Nations Globally Harmonized System of Classification and Labeling of Chemicals (GHS).

OSHA's proposed modifications to the standard include codifying enforcement policies currently in OSHA's compliance directive, clarifying requirements related to the transport of hazardous chemicals, adding alternative labeling provisions for small containers and adopting new requirements related to preparation of Safety Data Sheets (SDS).

### U.S. Formally Rejoins Paris Agreement as Biden Rolls Out Ambitious Climate Program

One of President Biden's first directives confirmed his new administration's intention to formally rejoin the Paris Agreement on climate change. This will occur on February 19, 2021 in a landmark move designed to reshape global climate policy for years to come. The U.S. re-adoption of the key goals set by the United Nations Framework Convention on Climate Change (UNFCCC) is widely seen as an opening to Biden's USD 2 trillion clean energy program and environmental leadership drive, which were promised during his election campaign and have since been outlined in an executive order.

## Details Slow to Emerge for New York Climate Law

The New York Climate Leadership and Community Protection Act's renewable energy and other targets are among the most rigorous of any major economy in the world, according to Governor Andrew Cuomo's office, but uncertainty remains regarding how those targets will be met. The law itself is a framework that outlines the state's desired goals and creates a host of committees and working groups to develop the regulatory and other mechanisms that will achieve the goals. With important milestones coming due, the drastic redesign of the state's power system envisioned within the law will start taking shape over the coming months.

For more details read Couch White's Robert Loughney's article on page 16.

## LABOR AND EMPLOYMENT

### NYS Time Off for Vaccine Law

Effective immediately, New York State employers must provide employees with up to four hours of paid time off per COVID-19 vaccination. The new law sunsets on December 31, 2022.

The new law provides that:

- All New York employees must receive a paid leave of absence for "a sufficient period of time" not to exceed four hours per vaccine injection. In other words, employees may be entitled to up to eight hours of paid time off if receiving a two-injection COVID-19 vaccine.
- This leave must be paid at the employee's regular rate of pay.
- Employers cannot require employees to use other available leave (such as sick leave or vacation time) before providing this leave. The new law applies to both public and private employers, with potential carveouts for employees subject to a collective bargaining agreement.

### COVID-19-Related Employment Litigation Affecting Manufacturing Industry

Manufacturing employers probably will continue to see an increase in COVID-19-related litigation affecting the industry. Keeping up with recent trends in COVID-19-related litigation can help manufacturers ensure compliance with the common bases of alleged violations. Nationwide, manufacturers have seen one to seven new COVID-19-related employment complaint filings a week since the beginning of April 2020. Such litigation is likely to continue to rise given the volume of filings over the past 10 months.

COVID-19-related litigation in the manufacturing industry generally fall into six categories:

- Contract
- Disability, leave and accommodation
- Discrimination/harassment
- Retaliation/whistleblower
- Wage and hour
- Workplace safety and conditions

Of these filings, nearly half fall under the "Disability, Leave and Accommodation" category.



## Highlights of the Council of Industry's 2020 Compensation and Benefits Survey

Completed by 31 Hudson Valley manufacturing businesses. The survey was conducted with the support of **Ethan Allen Personnel Group** and **Rose & Kiernan Insurance** over parts of November and December 2020.

- 55% of the firms had between 51 and 100 employees, 23% between 101 and 250.
- 100% of the respondents offered their employees medical insurance.
- 75% of the respondents paid more than 75% of the total premium.
- All but one firm offered a retirement plan with 401(k) plans, being by far the most common.
- 90% of the firms reported challenges hiring key positions.
- Tool Makers, CNC Machinists, CNC Operators, Clean Room Technicians, and Maintenance Mechanic are the most frequently cited difficult to fill positions. Also mentioned are Electro-Mechanical Technicians, Engineers, and Scientists.
- 32% of firms offered an apprentice training program.
- 61% of these programs were recognized by the Department of Labor.
- Entry level production workers can expect to earn \$24,960 per year their first year in that role, and those workers average \$31,243 per year.
- Maintenance Mechanics can expect to earn \$46,957 per year to start, increasing to more than \$65,242 per year.
- In all data was reported on 101 positions.

“The data in this survey reinforces what we know about careers in manufacturing – it confirms that these positions pay well and provide solid benefits,” said Harold King, Council of Industry President. “What it doesn’t necessarily show is how rewarding they can be. This year the pandemic helped us see how essential manufacturing is – from providing the food and technology we relied on during lockdowns to the personal protective equipment that kept us safe, to the laboratory equipment that helped produce the vaccines. People make those products, and they make them right here in the Hudson Valley.”

### Council of Industry Teams with Ulster County to Fill Entry Level Manufacturing Jobs

Ulster County’s economic development and workforce development offices are working with the Council of Industry and the Small Business Development Center (SBDC) to fill the entry level positions at Ulster County manufacturing businesses. A portal on the Council’s Jobs Board, [www.HVMfgJobs.com](http://www.HVMfgJobs.com), will be created where positions will be posted.

The SBDC will counsel businesses on ways to make their positions more attractive. County officials will help candidates search and apply for the jobs as well as consider improving their skills at Ulster Community College. In addition to providing the portal on the jobs board the Council of Industry will promote its MIAP Apprentice program to both companies and candidates.



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“Across the U.S., manufacturing activity is up, yet it is increasingly difficult to attract talent to our sector. Manufacturers need to do more if they are going to fix this problem including looking closely at their compensation packages, providing apprenticeships as well as other training and offering clear career paths.” - Johnnieanne Hansen, Vice President Council of Industry

## More than 77% of SMMs Expect to Continue Struggling to Identify Talent

Despite a dramatically altered labor market, manufacturers consistently suggest that they have trouble attracting and retaining sufficient workers. More than 77% of small and medium-sized firms expect to continue struggling to identify talent in 2021 and beyond, according to a new survey from The Manufacturing Institute and BKD, a national CPA and advisory firm.

“Across the U.S., manufacturing activity is up, yet it is increasingly difficult to attract talent to our sector.” said Johnnieanne Hansen, Council of Industry Vice President. “Manufacturers need to do more if they are going to fix this problem including looking closely at their compensation packages, providing apprenticeships as well as other training and offering clear career paths.”



## COVID-19 has Boosted the Campaign Against Exams in American Schools

COVID-19 has put a wrench in school exams. With support from the Trump administration, all 50 states cancelled accountability testing last March, freeing 51m public-school pupils from the annual rigmarole. The SATs optional essay-writing section and separate subject tests were discontinued this year. The Program for International Student Assessment, an exam measuring the academic performance of OECD member countries, and the National Assessment of Educational Progress (NAEP), a nationwide exam administered to a sample of American pupils, have been postponed too.

Abandoning testing could be disastrous, warns the Fordham Institute, a think-tank, in a recent report. Cancelling tests again would make it hard to know how schools fared during the pandemic. “I would personally be in favor of more effort to get as many kids as possible tested, so that we know what is going on,” explains Cory Koedel, who co-wrote the report. “I think some kids are actually probably doing ok. And some kids are doing really terrible. And I don’t think we know exactly who’s who.”



## Additional Online Training Opportunities for Council Members

The Council of Industry is partnering with its sister organization, the Manufacturers Association of Central New York (MACNY), to provide expanded training opportunities to our members. One change the pandemic has accelerated is the broad acceptance of remote and online learning. This newfound acceptance has created an opportunity for the Council of Industry to partner with other manufacturer associations to broaden the manufacturing centered training offerings we deliver to our members.

Beginning last month Council members can access several offerings from MACNY including Project Management, OSHA 10 and 30 Hour, ISO internal Auditor and many more. Watch your inbox for our weekly calendar which will begin to include these offerings alongside our own.



# LEADER PROFILE

Craig Busby and John Rickert, Co-CEOs of Pawling Engineered Products

## IS CEO A TWO-PERSON JOB?

IT IS RARE FOR ANY ORGANIZATION TO HAVE CO-LEADERS, AND EVEN MORE RARE FOR A MANUFACTURING BUSINESS TO EMPLOY THE STRATEGY. IT IS EASY TO ENVISION WHERE PRE-DETERMINED BOUNDARIES MIGHT BLUR, WHERE CONFLICTS COULD ARISE, AND DECISION-MAKING STALL. SALESFORCE.COM, SAP, AND ORACLE ALL HAD ABANDONED CO-CEO STRUCTURES WITHIN THE LAST YEAR, THOUGH NETFLIX ANNOUNCED THIS SUMMER THAT IT WAS ELEVATING CHIEF CONTENT OFFICER, TED SARANDOS, TO CO-CEO, SHARING THE TITLE WITH FOUNDER REED HASTINGS.

IN AN ARTICLE IN THE HARVARD BUSINESS REVIEW FROM LAST SEPTEMBER, HOWEVER, JOHN GERZEMA AND WILL JOHNSON POSED THE QUESTION: "IS CEO A TWO-PERSON JOB?" THEIR CONCLUSION IS "IT CAN BE." OUR CONCLUSION, AFTER A WIDE-RANGING INTERVIEW WITH PAWLING ENGINEERED PRODUCTS CO-CEOs (AND BROTHERS-IN-LAW) CRAIG BUSBY AND JOHN RICKERT, IS A RESOUNDING YES.



By dividing their responsibilities and focusing on each other's strengths and interests Co-CEOs Craig Busby (L) and John Rickert have successfully led Pawling Engineered Products through challenging times.

**HV Mfg:** This is our first time interviewing Co-CEOs and we are looking forward to it. Let's start with some background: how did you come to work in manufacturing?

**JR:** I grew up on Long Island and when I graduated from high school, I went to Carnegie Mellon University, where I received a degree in industrial management. I started out by taking a few courses related to production and manufacturing and it resonated with me. The owner of a printing company located over in Danbury was on CMU's advisory board for a relatively new program that focused on printing, so I ended up interning with

them for two summers and then working for them full time when I graduated.

**HV Mfg:** CMU—that is impressive—how did you end up there and how did you end up here at Pawling Engineered Products?

**JR:** I wasn't sure where I wanted to go to college. I was a pretty good student, but I didn't really know what I wanted to study. My guidance counselor recommended CMU partly because it offered a variety of options in terms of what I could study. It was a bit of a stretch for me to get in, so I applied early decision and

ended up being accepted, which ended up working out great. I really enjoyed my experience there. It was tough, but I certainly learned a lot. As for ending up in Pawling, I married Craig's sister, Andy, in 1996 and given my background in manufacturing, it seemed like a natural fit for me to join the family business. It was Craig's uncle, Roger Smith, who brought me in and mentored me. Shortly after I joined the company, I found myself in charge of the Custom Mixing Division, which mixed about 20 million pounds of compound a year. I was only about 31 at the time, so it was a lot of responsibility for someone that age, but Roger spent a lot of time mentoring me and teaching me about the business. I certainly couldn't have done it without him.

**HV Mfg:** Craig, this is your family's business—did you always know you would end up here?

**CB:** No, not really. I was certainly familiar with the business. My dad and uncles worked here but I was the sixth of 11 grandchildren and none of the older ones had entered the business. I grew up in Pawling, and then studied geology and history at Colgate. After college, I became a teacher at Trinity-Pawling, and did that for a bit. That was a fabulous experience; I learned a lot about public speaking, presenting, and communicating. When I was younger, I did go on a number of customer calls with my dad, who was in charge of sales and marketing, but really never thought it would be a career for me. After T-P, however, I thought I should give the family business a chance and, like John, it was my Uncle Roger who mentored me. He encouraged me and then cobbled together a leadership training

program for me. I spent two years working in all of the company's divisions, learning all aspects of the business.

**HV Mfg:** This is before the company split in two, correct? Maybe you can put on your teacher hat and give us a quick history lesson?

**CB:** Sure. The original company was founded by my great uncle, Smith Johnson, who, with his father (my great grandfather) had started Johnson Rubber in Middlefield, Ohio. Smith was a classic entrepreneur and master "tinkerer". To this day, we still use the equipment he designed and built. The company first started as a division of Johnson Rubber, then spun off into its own company which was called Pawling Rubber. My grandfather eventually joined the company and took over as President. In the beginning, we manufactured compression seals for military ammunition cases and household appliances. Remember when coffee makers were made in the US? Then, as the business grew, it became more vertically integrated. We began mixing our own rubber and added several product lines, such as floor matting and wall protection systems. A few years later, the company acquired Presray Corporation, a company that made highly technical lifting devices that used inflatable rubber seals. We started selling these inflatable seals into other industries, such as nuclear power, food processing, and powder bulk manufacturing equipment.

After my grandfather retired, my father, Bob, and his brother-in-laws, Roger and Stephen, grew the business to nearly \$60 million in annual sales by the late 1990s with close to 400 employees. Almost 10 years ago, we split into two separate companies. My

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cousin Jason runs Pawling Corporation. They are now located a few miles up the street in Wassauc. Our business is Pawling Engineered Products, and we are still located in Pawling.

**HV Mfg:** And what do you make here?

**JR:** We make specialty rubber and plastic products—inflatable and compression seals, gaskets, clamps and other items for applications in nuclear energy, aerospace, defense, life sciences, food processing, bio-tech—a wide range of industries.

**HV Mfg:** Can you give us a few examples of the products and how they are used? Where might we use or see them?

**JR:** Any time an industry needs a tight seal or to hold something securely in place, our products can be used. A simple example is in the nuclear power industry. Our seals are used on large airlock doors to seal out the radiation in nuclear power plants. We make about 10 to 20 of these seals per year, so the volume isn't high but there is a high degree of customization. We also began working with a large tier one supplier in aerospace, who makes composite fuselage sections. Our product is called a "stringer bladder" and is used as part of the manufacturing tooling for these large structures. Some of these parts are over 60 feet long with extremely tight tolerances.

**HV Mfg:** Are these standard product lines or customized?

**CB:** It's a little bit of both. Much of what we do centers around a "mass customization" model. We have base product lines that can be customized to meet the customer requirements without the need for tooling. We work with them to help them understand what they need as well as what is possible.

**HV Mfg:** How has the pandemic affected your business?

**JR:** We were definitely affected negatively. The aerospace industry got hit hard and they are a significant portion of our business. That sector was off about 50%, but we are highly diversified and other sectors have picked up a good amount of that slack.

**CB:** We also have a strong relationship with our customers. For some, it was my father who originally developed the account over 20 years ago. Currently, our sales team does a great job of making sure our customers are well taken care of. They have a lot of experience and continue to build and maintain strong relationships. Those relationships have definitely helped as we have navigated the past 12 months or so.

**JR:** I would add that all of our team here have been tremendous. We were an essential business and remained open. Many people who were able to do their jobs remotely did so, but most of us came to work and worked safely. We implemented social distancing rules and procedures, required mask wearing and figured out a way to safely get our product out the door. For those of us working on site, we went to a split-shift arrangement in order to minimize some of the risk of exposure. The early shift came in at 4:00 a.m. and worked until noon. Then, we made sure everyone left the property before the afternoon shift arrived at 12:30 p.m. and then they worked until 8:30 p.m. It was a lot to ask, but everyone was really terrific about making the adjustment.

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Silicone seals being spliced for the semiconductor industry.

Craig and I are really proud of how the team pulled together and did what was needed to get the job done during this tough time.

**HV Mfg:** Co-CEOs: it's not very common. How does it work?

**CB:** It works great.

**JR:** I agree it does work great, it's smooth, seamless.

**CB:** We have divided our responsibilities pretty evenly and focus on each of our strengths and interests. I work primarily on the sales, marketing, and new product development — the “outside” stuff. John works primarily on the operations side or “inside” stuff. He excels and really enjoys working with the production team, building and improving systems. I like the customer-facing side of things.

**HV Mfg:** There must be times when a conflict arises, perhaps a disagreement on strategy or investment?

**CB:** Not really, no. We are very much on the same page as to the direction of the company and how to get there. I also think—and maybe this is because we are brothers-in-law and friends—that we are constantly communicating and know each other's minds.

**JR:** I agree. We each have pretty wide latitude to work in our designated areas. We trust each other. If there ever is a time when one of us thinks what the other is doing is a really bad idea, if we feel strongly about that, then we won't do it. It is a form of consensus, I guess.

**HV Mfg:** Thinking about the next two to three years, what are some of the opportunities for the company and what are the challenges?

**CB:** I think the opportunities lie in the aerospace side of the business and continuing to bolster our

A seal finisher blending joint lines to ensure a quality product.

engineering and operational capabilities. From 2017 to 2020, aerospace was growing rapidly, and while COVID hit it hard, we anticipate it recovering in 2022. We want to be ready when it comes back.

**JR:** We do see that business returning and it will present opportunities when it does. We want to be ready. As far as challenges go, it is attracting and retaining talent. On the one hand, we require some pretty unique skills, while on the other, we really need reliable, interested and engaged people. When we find a person like that, we work hard to train them and keep them.

**CB:** Along those lines, we are concerned about succession in key positions. I think it will be important to transfer any “tribal” knowledge they have to the next generation. I think that is true for our entire organization.

**HV Mfg:** How would you describe your leadership styles?

**JR:** I try to lead by example. I think it is important to set a good example and “walk the walk.” I have a tremendous amount of respect for all of the people who work here, and I wouldn't ask any of them to do anything I wouldn't do myself. During some of the busier times, like the end of a shipping period, I try to go out onto the floor and help with some of the simpler tasks like finishing seals, making boxes, packaging parts and bringing them





to shipping, things like that. When COVID hit and we needed to get product to our customers, Craig and I both spent a lot of time on the floor helping out. We always made sure we were wearing a face covering—again, not asking our team to do something we are not prepared to do ourselves. We have 137 people who work here and a friend of mine was surprised that I know everyone by name. To me it would be surprising not to. I interact with just about everyone on our team weekly if not daily. How could I not know their names?

**CB:** John said it. My father and uncles set a good example in how they treated the employees, each other, their work ethic, and the legacy they left. They left us this company and the opportunities and responsibilities that go with it. I take that seriously and it is a big part of everything we do. I think that is one reason for our success. We have a company that feels more like a family—at least we try to make it feel that way. I'm sure some management consultants would say that we are too "in the weeds," but for me, for us, that is the type of company we want to have.

**HV Mfg:** Do you have any leaders from history or industry that you admire or try to emulate? Maybe even someone you worked with?

**JR:** Well, since you included someone you worked with, I have to say Roger (Smith). I really always admired his intelligence, his demeanor, his ability to think strategically. He brought me into the business and made feel like a part of it. He gave me tremendous responsibilities as a young man, and he gave me enough room to learn but not to fail.

**CB:** I would have to say both my dad and Roger. My dad was a great example and taught me a lot about sales that is integral to what I do every day. My Uncle Roger was everything John said, and I will add just a great person—smart, funny, and kind.

Another figure—and maybe it's a bit obvious—but I have always admired Abraham Lincoln. Especially given the division in the nation today, his strength and courage, perseverance and wisdom through the Civil War years has always inspired me.

**HV Mfg:** We too had the privilege of knowing and working with Roger and fully understand your admiration of him.

**HV Mfg:** This company has been a member of the Council of Industry for the better part of 60 years. What programs or services do you find the most valuable?

**CB:** First, let me say how valuable the information you have been providing us since the pandemic hit last year. Things were moving pretty quickly, and we always felt informed and up-to-date thanks to the Council. We also appreciate the wage and benefits data, the training and just knowing there is a group of like-minded people out there who understand our business and our challenges. That



Inspectors measuring the bladder's profile to verify conformity.

brings us plenty of value.

**JR:** I think the training is important and the connection to other manufacturers in the region as well. I also appreciate all the workforce development the Council is doing, including the apprentice program.

**HV Mfg:** Thank you both for your time. We hope you are proud of all you are accomplishing here.

**JR:** Thank you.

**CB:** Thank you and thank you for the opportunity.

## UNDERSTANDING THE POTENTIAL IMPACT OF THE CLCPA ON NEW YORK BUSINESSES



### NEW YORK'S CLIMATE LEADERSHIP and COMMUNITY PROTECTION ACT



On July 18, 2019, Governor Cuomo signed into law the Climate Leadership and Community Protection Act, or CLCPA, the nation's most aggressive climate law. Among other goals, the CLCPA requires statewide greenhouse gas emissions to decrease by 60% of 1990 levels by 2030 and 85% by 2050. With respect to power, the CLCPA requires that renewable resources provide 70% of the State's electric needs by 2030 and that the electric system be zero-emission (no carbon-producing generation) by 2040. These goals are very aggressive and will require a massive investment of dollars to achieve. Every business in New York State should be aware of this law and its ramifications.

The CLCPA created the Climate Action Council, or CAC, whose task is to decide the implementation details. The CAC is a 22-member committee comprised primarily of State agency heads or their designees. The CAC is supported by two working groups, seven advisory panels, and other outside groups.

Currently, the working groups and advisory panels are meeting regularly to formulate recommendations that will be advanced to the CAC by March 31, 2021. The CAC will take the recommendations and analyze them to select the ones that satisfy the goals of the CLCPA. Ultimately, the CAC must submit a Draft Scoping Plan to the Governor by January 1, 2022, that meets the requirements of the CLCPA.

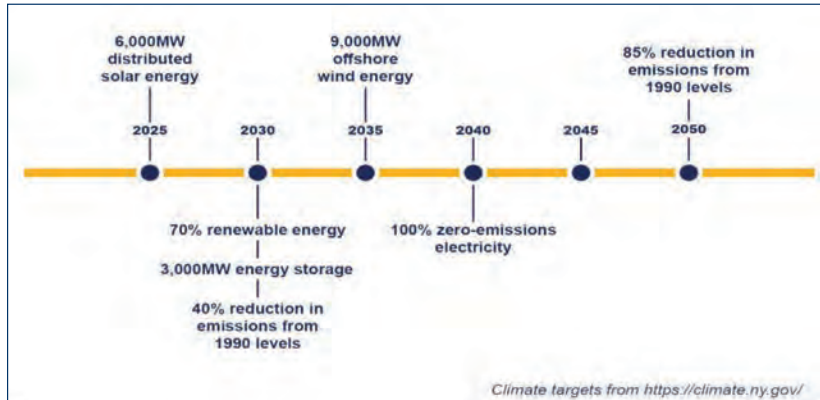
Responsibility for reducing emissions from the electric generation sector falls squarely on the New York State Public Service Commission, or PSC, the agency responsible for regulating the gas and electricity sectors. By June 30, 2021, the PSC will establish a program that ultimately must result in all electric generation to be "zero-emission" by 2040. By July 1, 2024, the PSC also must establish a program to procure approximately 18,000 MW of renewable generation resources by 2030. These procurement programs are expected to cost New Yorkers billions of dollars in incentives and long-term contracts that exceed market prices.



The CLCPA will result in significant other costs as well, as the Legislature has passed other laws to complement the CLCPA. One such law mandates new electric distribution and transmission upgrades to move renewable energy from upstate regions to load centers downstate. Furthermore, the Commission has a broad



portfolio of policy proceedings, many predating the CLCPA, that have been expanded to achieve CLCPA goals. Examples include the Clean Energy Standard, whereby that State's electric utilities and other commodity providers are required to subsidize renewable energy projects and nuclear generation plants, the costs of which are recovered from consumers. There is a complementary proceeding to procure significant amounts of offshore wind – with the costs again borne by utility customers. Substantially increased



investments in energy efficiency and electric vehicle infrastructure also will be recovered from New York consumers.

There is no denying that the costs of addressing climate change and enacting the CLCPA, either directly or indirectly, will be enormous. Renewable energy development is expensive, and New York energy consumers have already contributed billions to its development in the form of subsidies and increased transmission investment. Moreover, the cost of these initiatives frequently are recovered on a per-kilowatt-hour basis, thereby placing an extra burden on larger consumers such as businesses.

In addition, there are major plans to electrify the transportation and building sectors, which account for approximately 66 percent of GHG emissions in the State. Transmission and distribution infrastructure to support the movement of renewable energy to customer load centers, and the electrification of the transportation and building sectors, will cost many tens of billions of dollars more. For example, the CAC has discussed aggressive targets for purchasing electric vehicles, and possible approaches that would provide additional incentives for purchasing them, and/or instituting penalties and/or taxes for not purchasing them. The CAC also has discussed targeted regulations to phase out fossil fuel-based heating and cooling in buildings, as well as increased spending for energy efficiency.

While efforts to reduce GHG emissions should be pursued, each program and policy that the CAC adopts will come at a cost, and, depending on how the CLCPA is implemented, the cumulative price tag might very well be prohibitive for New York businesses. In response to several requests for a comprehensive study of the cost of CLCPA compliance by Multiple Intervenors (see below) and others, the Co-Chairs of the CAC recently responded, stating that the total cost of the recommended measures to achieve the CLCPA goals will be a key component of an “integration analysis” that the CAC will employ as it develops the Draft Scoping Plan. The integration analysis will evaluate total societal costs and benefits.

Ensuring that the analysis of the cost of CLCPA compliance is thoroughly and evenhandedly addressed in the CAC integration

analysis should be a priority for all NYS consumers. In addition, it is noteworthy that the advisory panels are addressing which NYS industries should be defined as “energy intensive and trade exposed,” and what protections should be afforded to this group of customers to prevent job losses and other economic harm that might result from implementing the CLCPA.

Finally, the future reliability of electric and gas service could be impacted by CLCPA compliance efforts. Reliable utility service is paramount for most New York businesses, and increased dependence on intermittent generation raises questions about whether electric supply will reliably meet demand when those resources are not available when the system peaks. Recent events in California and Texas provide stark reminders about why reliable electricity service must be preserved.

For gas, as a result of the CLCPA, the State has a de facto policy of no new gas pipelines because of natural gas’ contribution to climate change. A new gas planning proceeding will determine how gas service will be largely eliminated in the future, and the cost and reliability of gas service during the phase out is likely to adversely affected as the number of customers is systematically reduced. For example, what will businesses that rely on gas service for processes or environmental compliance do if that service becomes unreliable as the gas system is phased out?

What should you do? Stay informed and seek to provide input on how CLCPA compliance might affect your business. A cost-effective way of participating in the process would be to join Multiple Intervenors, which is a member-supported association that advocates on behalf of approximately 60 of commercial, industrial, and institutional customers in New York State to ensure that their electric and gas services are fairly priced and reliable. Multiple Intervenors is actively monitoring the relevant meetings of the CAC and its advisory panels and will participate in associated regulatory proceedings at the PSC and elsewhere to ensure that the voices of NYS businesses are heard, based on the following



principles: CLCPA compliance must be achieved as cost-effectively as possible; reliability of the electric and gas systems must be maintained; and the impacts of the CLCPA must be accurately quantified, reported, and understood. For more information about Multiple Intervenors and its efforts tracking implementation of the CLCPA, please contact Michael Mager at [mmager@couchwhite.com](mailto:mmager@couchwhite.com) or 518-320-3409.



Mike Mager is a partner at Couch White, LLP and a member of the Firm's Energy practice group. Mike represents Multiple Intervenors and other large energy consumers.

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# LEARNING FROM THE PANDEMIC

Strengthening the Hudson Valley Manufacturing Sector

**M**aybe your orders dried up. Your supply chain was interrupted. And government mandates, designed to safeguard communities, temporarily shut your doors.

For Hudson Valley manufacturers, the COVID-19 pandemic was disruptive, challenging, unprecedented. At the same time, however, it highlighted to policy makers and the public what those who work in, or with, the sector have long known. Hudson Valley manufacturing is advanced, vital, and essential.





## A Vital Economic Engine for Recovery

Governments – locally, regionally, statewide, and nationally – will rely on manufacturing to resurrect economic strength in communities. There is a unique opportunity for a real chance to reimagine the U.S. manufacturing industry in the post-pandemic future. As the National Association of Manufacturers American Renewal Action Plan states, “Growing the manufacturing base is vital not only for America’s economic strength and job creation but to prepare for future health crises.”

The question now before us is how we can seize this new-found respect and appreciation to help Hudson Valley manufacturers thrive today and into the next decade. The toolbox we develop to answer this question must include foresight, agility and public policy which correctly addresses the needs of the new reality. Identifying and supporting a skilled manufacturing workforce, targeted incentives and focusing on economic development to support manufacturing can cement a metamorphosis. Investments



in data, automation and e-commerce also may drive future success but without strong public policy focused on infrastructure, these changes will not attract and retain business in this new economy.

## Positioned for Growth

In the Hudson Valley region, we already have in place many of these tools and are uniquely positioned to strengthen and grow the manufacturing sector.

Our manufacturers are some of the most innovative and creative in the world. We have clusters of companies that include world leaders manufacturing in future friendly fields such as biotech, semi-conductor, and quantum computing. Our educational institutions – particularly our network of community colleges – are among the best in the nation. Our region has increasing political clout in Albany and Washington D.C.

with Senator Stewart-Cousins heading the majority in the New York State Senate and Senator Chuck Schumer the United States Senate Majority leader. And, (this is still important even post pandemic) we neighbor New York City, arguably the most important economic engine in the world.

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Hudson Valley manufacturers may have to move away from just-in-time, low-inventory models and focus instead on diversifying and optimizing their supply chain to increase agility and resilience, accepting a little more cost in exchange for reducing some risks.

## A Pro-Growth Industrial Policy, Incentives, Infrastructure and Focusing on Workforce Development

The COVID-19 pandemic has prompted debate about how involved the government should be in the U.S. economy. Industrial policy refers to government efforts to support industries that are considered strategically important, including manufacturing. To remain competitive in the global market, a focus on industrial policy has been renewed. Essential manufacturing should be the focus of policy measures designed to stimulate the economy. These measures could include protective tariffs, direct subsidies, tax credits, public spending on research and development (R&D) or government procurement.

### Elected Officials are Trying to Translate this into Effective Public Policy.

- Manufacturing accounts for nearly two-thirds of all US private sector R&D, yet as a nation, we lag far behind other advanced economies when it comes to tax incentives that encourage it. With incentives scheduled to shrink further next year, Washington may be motivated to act quickly. Senate Majority Leader, Chuck Schumer (D-NY) is pushing the Endless Frontier Act, which would invest \$100 billion in research. Other bills in play call for investments in cybersecurity, semiconductors, and personal protective equipment. These would certainly help our regional manufacturers to further develop their already cutting-edge technologies.
- The Biden Administration has pledged economic-stimulus assistance, now being negotiated in Congress, even as it works to conquer COVID-19. The American Rescue Plan recently

signed into law provides resources to help the economy and manufacturing as a whole. Talk of a national infrastructure bill includes improvements in roads, bridges, water, sewer, rail, airports, and high-speed internet – all critical to manufacturers. In Albany, Gov. Andrew Cuomo has pledged a “Reimagine, Rebuild, Renew” agenda promising a New Deal-style program to invest in infrastructure, including air, rail, and road projects as well as housing. These investments will help Hudson Valley manufacturers get their product to market faster and more reliably.

- There has been renewed interest among policymakers across the aisle to assess and help mitigate supply chain vulnerabilities. President Biden has ordered a review of U.S. supply chain vulnerabilities, a significant issue that was exposed during the COVID-19 pandemic. Designing tax policies and offering some support to encourage supply chain resiliency is critical if we are to minimize those vulnerabilities. Hudson Valley biotech, chip fabrication and pharmaceutical firms are likely to benefit.

- Perhaps the most significant issue that has to be addressed through policy and incentives is a focus on workforce development. The “skills gap” is a major hindrance in the post pandemic manufacturing world. Many Americans lack the specialized training necessary for a modern manufacturing job. It is imperative that public policy address this issue to establish stable pipeline for the sector as a whole. Some current initiatives focus on providing funding for costs associated with training, subsidizing “earn and learn” apprentice models, and reducing tax liability for employees participating in such programs. By using these incentives, manufacturing companies, large and small will be able to educate, train, and hire a skilled workforce that will be adaptable for the future of manufacturing. The regions that get this right will be the ones best able to help their existing manufacturers grow and attract new ones as well.

Overall, the new landscape for manufacturing is taking shape. Opportunities are there. Bold thinking, investment and a willingness to transform can guide success. Support for public policy, incentives and workforce development that embrace the post-covid manufacturing arena is crucial for not only manufacturing, but for the future of our economy.





Federal and State Action, however, is not enough. Manufacturing firms themselves have to step up to this opportunity and, here again, Hudson Valley manufacturers are ahead of the curve. To attract and retain talent, manufacturers will need to invest in their workforce – both in terms of compensation, and training. To compete globally, they will need to commit to a culture of innovation and invest in the technologies that will improve productivity as well as employee safety and health. Though already at the forefront of multiculturalism they will have to continue to welcome and incorporate diversity into their workplaces.

In terms of supply chain (see page 25) it will mean that Hudson Valley manufacturers may have to move away from just-in-time, low-inventory models and focus instead on diversifying and optimizing their supply chain to increase agility and resilience. Accepting a little more cost in exchange for reducing some risks.

A strong, vibrant manufacturing sector will drive economic growth in other sectors and is essential to our national security and to mitigating the dangers of future disasters like the COVID-19 pandemic. With focused leadership and smart, targeted policies and public/private collaboration, Hudson Valley manufacturers will thrive.



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## Strategic Human Resource Management for Competitive Advantage

**T**he human resources function is a key contributor to an organization's success. Simply put, effective strategic human resource practice is having the right people, with the right skill sets, in the right place in the organization, at the right time in the business cycle. To accomplish this, clear connections should be made and maintained between the overall strategic goals of the organization with all the major human resource functions on a daily basis.

Too often in the past, the human resources function was not a strategic planning consideration. Organizations formulated their strategic plan without the involvement of the top HR officer of the organization, and then the human resources function was expected to act on the organizational plan which they had no input towards formulating. Given the critical human component in an ever increasingly technologically dominated workplace, the human resources function becomes of critical strategic importance.

### The Strategic Planning Process

While many books have been written on this topic, a simple yet effective way to think about the strategic planning process is to construe the organization and its long term success as a system that interacts with its environment. All organizations are embedded in an environment that presents the organization with strategic demands or challenges – industry competitive challenges, legal-political challenges, socio-cultural challenges, and ecological challenges, among others. One of the key issues in strategic planning is to recognize and identify these challenges, determine whether or not an organizational response is warranted, and if so to enact that response. While this process acts out, organizations bring certain “input” into the organizational system– raw materials, financial resources, and human resources. This input is transformed by the organization through the application of a mix of technology, people skills, the organizational structure and flow of work through the policies and procedures put in place to create the organizations “output” –

products, services, or knowledge. It is a simple model, but one that many organizations have difficulty in accomplishing effectively.

### Human Capital as a Strategic Input

Identifying organizational needs for human capital acquisition is one of the critical roles effective human resource practice plays in this process. An effective recruitment and selection function is the “life’s blood” of any organization’s success. What skill sets are needed where and at what times in the business cycle? How and where are individuals with these skill sets identified so that organizations can develop an appropriate applicant pool? How effective is the screening and interview process of the organization and how does it reflect and enact the overall strategic needs of the organization? The acquisition of human capital that meets these criteria is as essential to organizational strategic success as is the acquisition of financial resources or raw materials. Without a quality human capital component to the organizational operations, overall achievement of strategic organizational goals may be jeopardized.

### Managing Human Capital Effectively

Effective strategic human resource practice is more than just human capital acquisition, however. Effective strategic human resource practice also involves curation of the human capital after it is acquired. To be truly strategically effective as an organization, each department within the organization should be able to see how what they do contributes to the overall strategic goals of the organization. Every employee within that department should be able to see how their department’s functioning and the performance of their individual job duties contribute to the overall success of the organization. Connecting these dots within the organization can create a synergy that can push an organization to greater strategic heights of productivity and profitability.

These connections can be facilitated through effective employee communications, training and development, employee coaching, application of market competitive compensation and benefits

packages, and thoughtful motivational programs designed and administered by the human resources function of the organization. Training and retraining current human capital to reflect continuing organizational skill set demands is crucial to keep the staff of an organization “cutting edge” with industry competitive demands.

## Organizational Change Management

An essential step in the strategic planning process is recognizing the need to engage in organizational change management, given the challenges being presented to the organization as input in the iterative business cycle. Constant scanning and analyzing in this strategic domain and fashioning appropriate responses is another area where the human resources function and the overall strategic success of the organization dovetail. Does the organization have the proper technology in place to be industry competitive? Are new generations of technology coming down the line to make current technology obsolescent or obsolete? Will the new technology require new human capital skill sets? If so, does that require retraining of

## A Holistic Approach to HR

Too often, human resource initiatives are put in place without overall consideration of the strategic implications of the new program or procedure. Key to effective strategic human resource practice is a more integrative, holistic approach to the human resource function. Often this is accomplished through a human resource planning process in which the area questions what the present and future needs are of the integral human resources functions and how those needs are reflective of, or can be synthesized with, the overall strategic mission of the organization. The overall flow of the analysis and design of work, recruitment and selection of human capital, training and development of both new and current employees, performance review management so that every employee can see how they contribute to the overall success of the organization, compensation and benefits package design and administration so as to motivate employee work towards organizational success, employee relations and employee communications, should all be clearly connected for all employees



current employees or the acquisition of new employees with the desired skill sets? Will artificial intelligence technology make some human capital redundant? If so, how will the human resources function handle outplacement?

Larger organizational change management questions flow from this analysis, such as how do internal organizational policies and procedures need to change to reflect the new technology? How do specific positions need to be redesigned to reflect these changes? The enactment of this type of organizational change should be accomplished through a unified approach that reflects the organization’s strategic goals. Communications to employees should reflect and emphasize this over-arching connection to the strategic mission of the organization. Change management programs often fail, or at least fail to meet projected results, when they are done in a piecemeal fashion and the connections to overall organizational needs are not articulated for employees.

to see and understand.

This sort of holistic approach to human resources management can best be accomplished by having the top HR officer of the organization “at the table” in the organizational strategic planning process. In this manner, the HR function can be infused into the strategic thinking of the top organizational executives and a key input in the strategic planning process can be a forethought rather than an afterthought when the strategic plan of the organization is developed.

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# RETHINKING SUPPLY CHAINS FOR STRENGTH & RESILIENCE

Strategies to improve your manufacturing business' supply chain and to position it to be a key component of your customers' as well.



**T**he supply and demand upheaval brought on by the COVID pandemic is forcing Hudson Valley manufactures—and manufacturers everywhere—to reassess their supply chains. The pandemic laid bare many of the long-standing vulnerabilities and risks lurking in organizations' supply chains. In some cases, it has caused companies to take a hard look at their processes and their business models. In others, it has opened new opportunities for innovation, growth, and competitive advantage in the post pandemic world.

This article looks at some of the supply chain best practices and thought leadership that has been done since the global pandemic began and condenses it into some common themes and actions manufacturers can take to strengthen their supply chains, build resilience and manage risk - without sacrificing competitiveness.



## SUPPLY CHAINS IN THE POST PANDEMIC WORLD

For the foreseeable future, manufacturers will face pressure to increase domestic production, grow employment in their home countries, reduce their dependence on risky sources, and rethink strategies of lean inventories and just-in-time replenishment, which can be crippling when material shortages arise.

Beyond the immediate economic and operational challenges created by the COVID-19 pandemic, Adam Mussomeli, Supply Chain & Network Operations lead for Deloitte believes that “despite the profound shifts we’ve experienced over the past year, the future of supply chains doesn’t look all that different from how we previously imagined it—we expect to simply get there much faster.” He argues that the supply chain world was heading toward greater integration prior to the pandemic and, like many existing business and societal trends, COVID-19 has accelerated that movement.

## POSITIONING YOUR SUPPLY CHAIN FOR RESILIENCY AND OPPORTUNITY

Understanding these trends and strategies can help your manufacturing business strengthen its supply chain and position it to be an integral component of your customers’ supply chain strengthening strategy.

### Build capacity and inventory buffers.

Buffer capacity is the most straightforward way to enhance resilience, whether in the form of underutilized production facilities or inventory in excess of safety stock requirements. The challenge is that buffers are expensive, capital intensive and are often times difficult to justify.

Leading companies use buffers in the form of surge capacity for new product launches or expansions into new growth areas. Organizations can also create buffer capacity by using contract manufacturers strategically for their surge needs.

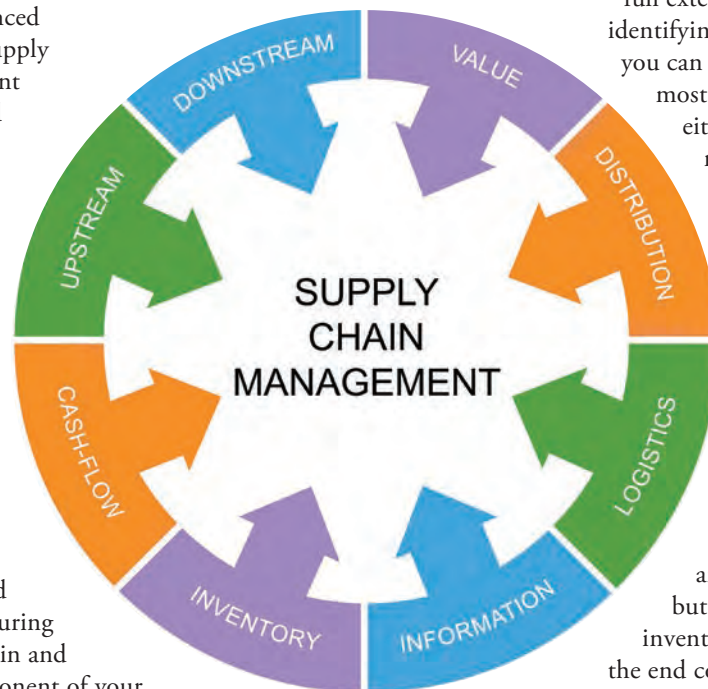
### Develop multi-sourcing, diversification and nearshoring.

A decade ago, the Fukushima disaster in Japan disrupted supply chains across the world and exposed companies’ reliance on single sources of supply. In the automotive industry, nearly finished cars could not be shipped to customers because of missing, and often inexpensive, components. Multisource is an obvious way to mitigate this risk. To craft a multisource strategy, supply chain leaders must be able to categorize suppliers not just by how much they spend with them, but also by revenue impact if a disruptive event occurs.

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The COVID-19 crisis has shown the need to have a diversified approach to sourcing.

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In response to the U.S.-China trade war, many companies have begun to diversify their sourcing or manufacturing bases. For some, this has meant switching to new suppliers outside China, or asking existing partners to supply them from elsewhere in Asia or in countries such as Mexico.

Fukushima and COVID-19 are glaring examples of supply chain disruption but not the only ones. In fact, disruptions to supply chain operations have intensified in the past few years. This means that the cost of retaining multiple supply locations can be seen less as an inefficiency and more as a cost of doing business. By mapping the full extent of your supply network and identifying both direct and indirect sources, you can then determine how quickly those most vital to your operation could either recover from a disruption or be replaced by an alternative. Address the vulnerabilities by diversifying your suppliers or stockpiling essential materials.

Beyond multi-sourcing, some companies want to reduce geographic dependence in their global networks and shorten cycle times for finished products. Nearshoring, or creating regional or local supply chains, can be more expensive because they add more players and complexity to the ecosystem, but they allow for more control over inventory and move the product closer to the end consumer.

### Build in sustainability.

Every supply chain has its environmental and social consequences. From the carbon emissions of transportation networks to the industrial waste from factories, to the ethics practiced by suppliers, all the issues surrounding sustainability do not go away during times of global disruption. Indeed, sustainable supply chain practices are even more relevant in a world where resources may be harder to come by.

The best strategy is to embed principles of sustainability in your supply chain, using them to guide decisions ranging from product design and factory floor configuration to sourcing and logistics. Sustainability and a healthy bottom line are perfectly compatible, even in the toughest of times.

### Ecosystem partnerships

The COVID-19 crisis has shown the need to have a diversified approach to sourcing. At the same time, however, collaboration with strategic raw material suppliers and external service partners is also vital to ensure better preparedness and resilience for the future. For companies without the scale to support multiple locations on their own, strong relationships with contract manufacturers,



Sustainability and a healthy bottom line are perfectly compatible – even in the toughest of times.

and global third-party logistics providers (3PLs) can be vital in diversifying production and distribution to different countries.

The economic turmoil caused by the pandemic has exposed many vulnerabilities in supply chains and raised doubts about globalization. Managers everywhere are using this crisis to take a fresh look at their supply networks, taking steps to understand their vulnerabilities, and actions to improve resilience and strength. They can't and shouldn't totally back away from globalization; doing so will leave a void that others—companies that don't abandon globalization—will gladly and quickly fill. Instead, leaders should find ways to make their businesses work

better and give themselves an advantage. It's time to adopt a new vision suitable to the realities of the new era—one that still leverages the capabilities that reside around the world but also improves resilience and reduces the risks from future disruptions that are certain to occur.

This rethinking of supply chains creates opportunities for small and mid-sized manufacturers. Positioning your business to be the buffer, nearshoring, diversification, multi-sourcing, and/or sustainability solution to a customer or potential customers' supply chain challenge can mean long term and sustainable growth.

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# EVOLUTIONIZING AUTOMATION

As technology continues to expand and become more widely used in manufacturing, automation is at the forefront of shifting production across the U.S. Put simply, automation means using control systems and equipment to conduct production processes with minimal human intervention. Today, automation has become more widespread than ever and one thing is clear: it is here to stay.

## AUTOMATION: A HISTORY

Some of the first recorded uses of automation in machinery date back to the 11th century when miners drained underwater tunnels using waterwheels. The Industrial Revolution indicated the beginning of modern automation, as automated tools and production processes increased productivity. In the 1920s, the introduction of electricity quickened factory floor production. Feedback controllers used across the industry were a pivotal step taken in the 1930s-1940s. The term automation, which referred to the automatic handling of metalworking in factories, was coined by Ford Motor Company in the 1940s, according to Britannica. World War II sparked a race for development to increase output and meet high demand for supplies, according to the Robotics Industries Association. Several decades later, during the '80s and early '90s, American companies began investing more in automation. After seeing the efficiency of competing Japanese auto manufacturers, General Motors first invested in robotics and automation in the '80s. Automatic processes allowed companies to focus on niche applications. Business-owners realized machines would be more effective and less costly than paying





nations, including China. More companies have begun investing in automation to gain an edge over competitors and adapt to a new production system. In the past several years, automation has seen some of its greatest developments. Now more than ever, both smaller and larger companies are implementing automated systems.

## BETTER JOB OPPORTUNITIES

As automation and robots become more common in the workplace, some voice concern over the consequences for laborers who may lose jobs to machines. However, Marty McGill, Vice President of Allendale Machinery, says automation does not simply eliminate jobs: it transforms the duties of the roles and creates better opportunities for employees. “Anywhere you can bring automation into a facility is going to make your job easier and more profitable,” he says. “Automation provides better paying jobs with more benefits and opportunities.” McGill makes clear automation does not mean manufacturing employees will not be out of work; rather, he suggests the requirements of roles will gradually shift. Allendale Machinery provides industry-leading technology, tooling, engineering and automation expertise to its clients. McGill says clients are able to create more parts for less money by using automation. “It can be as simple as adding a bar feeder to a lathe, using multi-station vises on a mill, fixturing to process more parts per cycle, or add rotary tables to eliminate the multiple handling of parts,” he says.

Sean Hamilton, Director of Operations at Putnam Precision Products, Inc., voices a similar sentiment: “We are reducing turnover as employees are embracing the growth opportunities that innovation always provides. No longer bored by the tedium of machine tending, workers are embracing the growth opportunities that automation affords.” Putnam Precision is a leading full service contract manufacturer serving the medical, computer, and aerospace industries. Hamilton, who has been with the company since the late 70s, says automation has always played a role in the history of manufacturing. “We are

laborers to complete work. Manufacturing was one of many sectors that introduced automation. Retail, pharmaceutical, and consumer goods industries also adapted automation technology to improve production, according to Sasken. In the late ‘90s, automation systems saw a decline in deployment, but eventually rebounded with advanced innovative technology.

## THE RISE

Industrial robots play a significant role in the increase of automation systems. In 2017, the International Federation of Robots (IFR) reported a 30% increase in annual robot sales. Over 381,000 robots were sold to production industries. An IFR report predicts there will be nearly 4 million robots at work in the manufacturing industry by the end of 2021. Every new development in automation provides better jobs and opportunities for companies, allowing U.S. manufacturers to compete with other

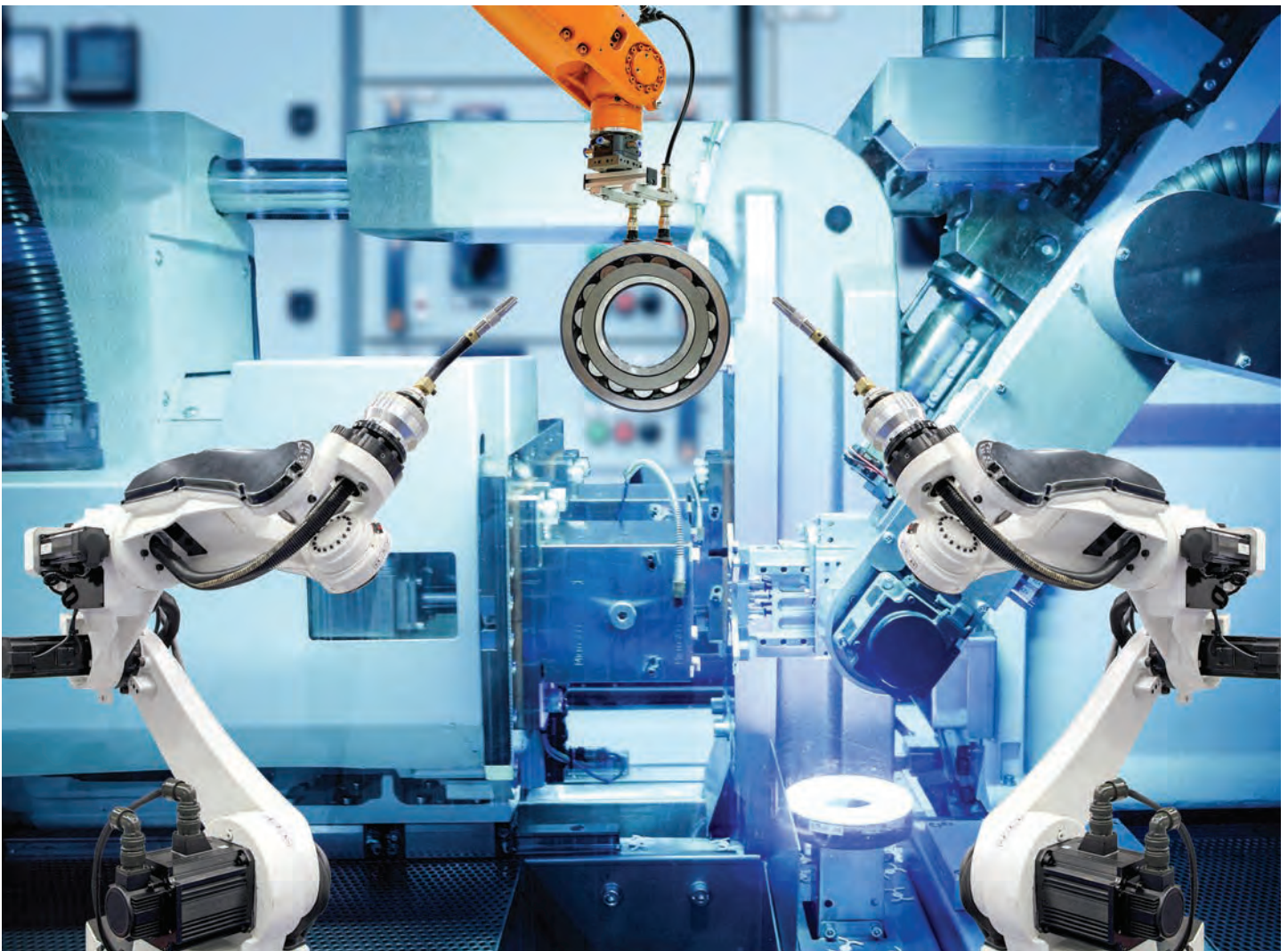


always innovating and embracing the next degree of automation,” he says. One change from automation Hamilton has noticed is a decrease in need for machine tending: the robots simply take care of it themselves. Instead, he sees an increasing need for people who design for manufacturability and know how to keep the robots and machines running. Automating with robots leads to consistent quality, more efficient work, and increased production in a safer work environment. “Robotic machine tending is a continuation of the long history of innovation that drives productivity, precision and accuracy to the world market in which we compete,” he says.

## A CHANGING WORKFORCE

Automation undoubtedly changes the ways in which a company operates. The pressure is on for companies to remain competitive and find employees who can

take on the changing responsibilities in an automatic production space. Aaron Phipps, Vice President of Manufacturing & Engineering at MPI Systems, has seen automation developing at his company since he began working over 15 years ago, though he says it has become most mainstream within the past two years. “At this point if our high-end customers are not automating, they’re going out of business because they can’t keep up.” MPI is the worldwide leader in wax-room equipment and provides automated solutions to clients. MPI focuses on high level precision in machines and simplifying processes so even entry level technicians can program them. “We specialize in taking a low-volume, high-complexity part and automating that process,” Phipps says. “We put all the knowledge in how to run a part and you walk up to the machine, select the recipe and put it in. The machine remembers how it does it from the previous time.” One issue in manufacturing is the lack of skilled laborers.







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MPI, Inc. machine operator programming the APAS (Automated Pattern Assembly System).

Phipps foresees automated technology becoming more user-friendly, but struggles to find employees who understand the processes or are interested in learning. “My biggest challenge is I don’t have people with hands-on experience. It’s hard to tell a robot what to do when you don’t understand what to do,” he says. MPI Systems continues to invest and expects to further automate the company in the future. Hamilton acknowledges similar opportunities in developing the workforce of tomorrow. “While pressure to grow is always a challenge many gravitate towards continuation of their own professional growth. This is where partnering with the STEM initiatives and the Council of Industry’s NYS Apprentice programs are essential to our long-term success.”

Manufacturers look to introduce new automation systems to improve their modes of production. Steve Pomeroy, President of Schatz Bearing Corporation, a ball bearing supplier serving the aerospace industry, says automation technology can be used in areas including machine tending, inspections, vision systems,

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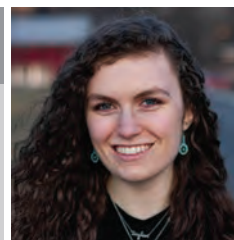
Aaron Phipps says, "Partnering with the STEM initiatives and the Council of Industry's NYS Apprentice programs are essential to our long-term success."

packaging and QA. Pomeroy says the company looks to find an investment that will benefit multiple areas of production to ultimately become a more competitive supplier. "If you don't take advantage of this technology, it's going to be very hard to compete," he says. Pomeroy notes the uncertainty of automation's role in the future of manufacturing, but expects steady change in the years to come. "It's very hard to predict exactly what will happen with automation. The one thing I can say is there will be a lot of change," he says. "There's a renaissance going on in U.S. manufacturing. Change is continuing and accelerating. I can't think of a reason why automation wouldn't just blossom. It's an exciting time," says Pomeroy.

## THE FUTURE

Hudson Valley manufacturers—and others across the globe—agree that automation is the future of manufacturing. Though the ways in which automation will alter production systems across the sector remain unknown, it is clear that automation will streamline processes, create safer and better job opportunities, and increase profitability. As production continues to shift in a heavily technology-reliant world, manufacturers will envision their businesses as they look to adapt to the changes automation will undoubtedly bring.

*Taylor Dowd is Communications Coordinator at the Council of Industry. She is a journalism graduate of SUNY New Paltz.*



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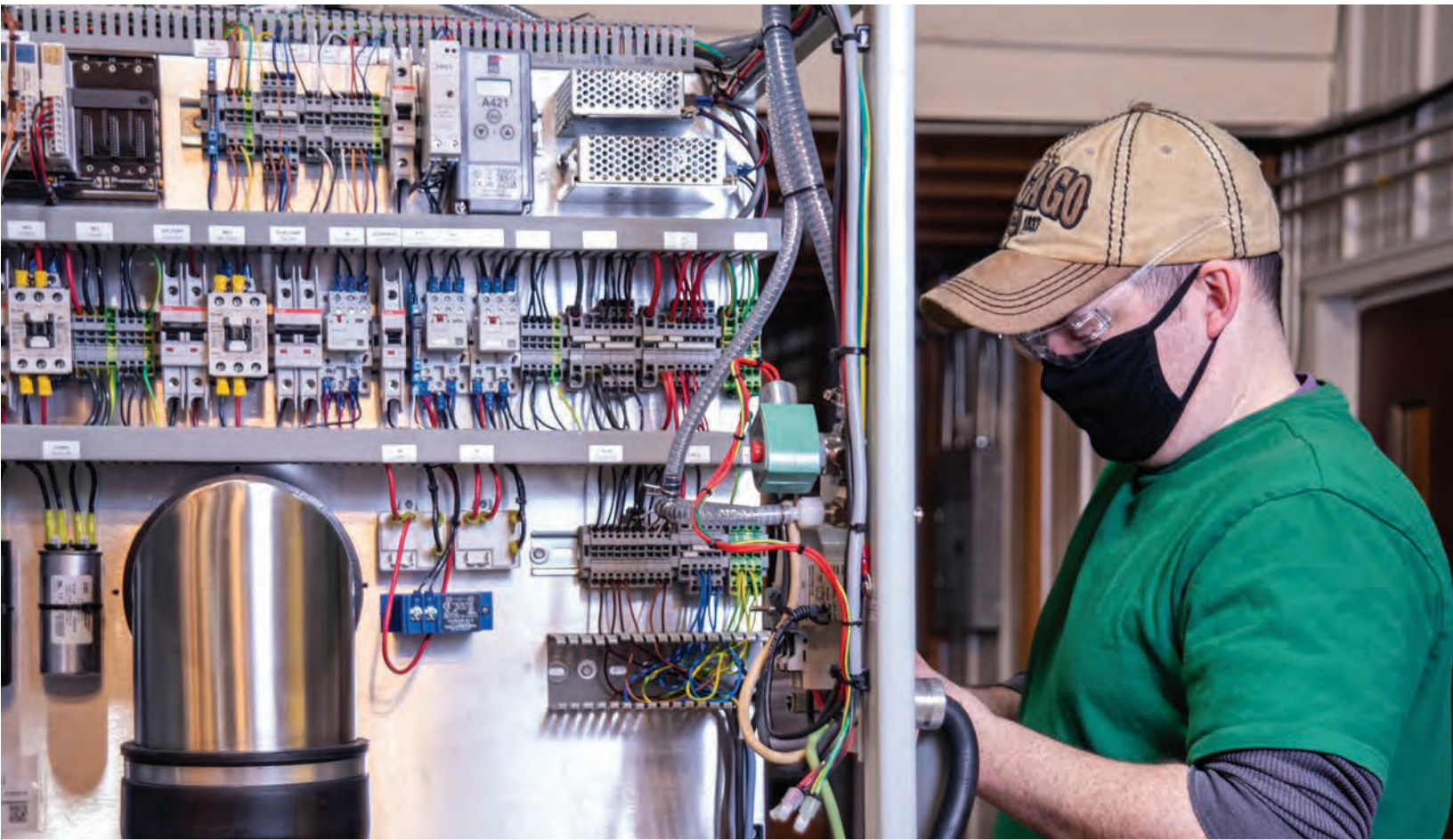


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## MEMBER PROFILE

MILLROCK TECHNOLOGY | BY TAYLOR DOWD



# THE FUTURE IS FREEZE DRYING: How Millrock Tech is Revolutionizing the Industry

Brian checks the electrical system on a laboratory freeze dryer.

**M**illrock Technology, Inc. (Millrock Tech) designs and manufactures freeze drying equipment for the pharmaceutical industry. Freeze drying is a liquid removal process that can be used to preserve the shelf life of certain materials, many of which are essential ingredients in life saving products. By extending the shelf life of these key products, they become easier to store and ship, more stable, and less expensive to administer.

The Kingston-based company began operations in 2005 and is among the world's freeze-drying technology leaders today. In response to the COVID-19 crisis, Millrock Tech has ramped up production to help supply key equipment for diagnostic kits and vaccine production helping to win the battle against SARS-CoV-2.

“Our machines are built with a knowledge and expertise that enables our customers to produce the best products for their customers.”

## What Freeze Drying Is and How Millrock Tech Does It

Freeze drying became mainstream in the early 20th century for its uses in penicillin and polio vaccine production, and as serum for blood plasma used in the world wars. Many products, such as vaccines, required water to be removed for stabilization before being shipped across the country. To reconstitute the vaccine, water would be added back into freeze dried material and be ready for use. In the case of serums, the blood would be centrifuged to remove the red blood cells. The remains, called plasma, could be freeze dried, shipped to war zones and reconstituted. Those injured could be infused to raise blood pressure after sustaining blood loss and other injuries. As technology progressed, the pharmaceutical industries took reign over these processes.

Millrock Tech prides itself on being a cutting-edge innovator in the pharmaceutical freeze drying industry, making machines for over 800 clients at its 24,000 sq. ft. facility. The company provides solutions to customers and specializes in equipment that are pharmaceutical grade, meeting the highest standards. Millrock Tech primarily services the pharmaceutical, biotech, and active ingredient companies. “We make custom freeze dryers for sophisticated applications and we tailor equipment to satisfy specific needs. Our machines are computer controlled and built to the highest pharmaceutical standards,” Millrock Tech President and CEO T.N. Thompson says. “Our machines are built with a knowledge and expertise that enables our customers to produce the best products for their customers.” Some of those products that clients have freeze dried include bone and tissue, cements for broken bones and teeth, injectables for eyes, reagents for test kits, ingredients for pharmaceutical manufacturing, collagen for wound care, and veterinary vaccines, among many others.

## Responding to COVID-19

Currently, equipment for companies that produce diagnostic kits is a major portion of Millrock Tech’s business. These kits are used to detect illnesses like HIV, flu, and COVID-19. As the pandemic worsened, a major increase in demand for the kits meant a corresponding demand for equipment and an immediate spike in orders. Thompson says this big opportunity came to them because of their strong reputation in the industry, built up over time by focusing on quality and customers. “If we didn’t already have the business, there was no way someone would come to us to respond to COVID testing demands. We have a good relationship with a lot of companies, and we’ve become their go-to vendor. These new opportunities are significant,” he says.

## Roadblocks to Vaccine Distribution

The traditional FDA regulatory process for approving new pharmaceuticals is generally lengthy and difficult. In the case of vaccines, for example, there are steps from formulation development to clinical trials that typically take years to complete. For COVID, the process has been fast-tracked.



T.J. inspects the shelf stack of a production freeze dryer.

One of the biggest challenges in distributing the COVID-19 vaccine is its shelf life. Made out of the protein mRNA (messenger RNA) the vaccines need to be kept in a frozen state to keep from degrading. Once thawed, the vaccines only have a couple hours before they expire. If they are not injected within this time frame, they must be discarded. “It’s a huge problem in the distribution system for COVID vaccines,” says Thompson. Vaccines are biologics, meaning they are made from living organisms and their products. Biologics can be stabilized using freeze drying, to eliminate the need

for cold storage. Once freeze dried, they can easily be shipped across the globe and reconstituted to their original state without sacrificing their efficacy.

The development time for producing a freeze dried version of the vaccine for the first round would have delayed release. In the future, however, the COVID vaccine manufacturers are pursuing freeze drying. The benefits of freeze drying are greatly rewarding. The current COVID vaccines must be stored in ultra-low temperature freezers. Freeze drying would allow them to be shipped and stored at room temperature without any need for refrigeration. Once ready for use, saline solution would be added to the vial. The vaccine would reconstitute to its original state and become injectable. In the longer-term, freeze drying could shift the process for major manufacturers and make distribution more accessible and efficient.

Once a freeze dried version of the vaccines is approved, there will be additional hurdles to production. Vaccines are made in large batches and would require large freeze dryers. Constructing new production freeze dryers could take 14 to 18 months. Once the equipment is installed, it must undergo a validation process. It could take two to four years between ordering the equipment and making it usable to produce vaccines. Therefore, it is more likely that current production freeze drying capacity will be used. The result could be shortages in other freeze dried pharmaceuticals.

The COVID pandemic has brought a major supply-chain issue to the forefront: many of the ingredients required to produce a vaccine are manufactured abroad, primarily in India and China. To be able to respond better to public health crises, the U.S. will need to focus on improving domestic capabilities to produce the necessary materials for self-sufficiency.



## Climbing the Ladder

Thompson's father and grandfather both owned their own freeze drying manufacturing companies, making Millrock Tech the only third-generation freeze drying company in the world. Thompson has been surrounded by business his entire life. Originally from New Paltz, he attended University of Colorado at Boulder to pursue engineering. He explains the competitiveness of the program and the unlikelihood of completing it. "They sat us down the first day we got to school. They put all of the freshmen into the auditorium

company is paving the way to innovation in manufacturing and redefining the future of freeze drying.

## Company Culture

Millrock Tech emphasizes an attitude-over-skills approach for its employees. "We like to hire self-starters who are confident in what they do, able to communicate, and have a positive attitude. I'll take a person with a positive attitude over a person with skills any day of the week. When we talk to people it's not just what you know, it's how

**Above all, Millrock Tech seeks to do work that can positively impact lives.**

and said, 'Look to your left. Look to your right. One of you will be here at the end of the four year period.' I was the one. I wasn't a great student. I played tennis and skied and struggled through college. It took me five years, but I finished."

Upon graduating, Thompson returned home to New York ("Nobody else would hire me!" He joked) and began to learn the trade at his father's business, FTS Systems. Before computers were widely accessible, Thompson faced the grueling task of logging data from the machines minute by minute. "My father was phenomenal about teaching. I had to do everything that nobody else wanted to do to learn the business," he said. He would join his dad in the office to learn the production side of the business. Sitting in on phone calls with customers, sales people, patent attorneys, and lawyers taught him the work that went into sales, marketing, and sustaining the company. "It was like an MBA on steroids," says Thompson.

After his father sold his company, Thompson was determined to create another company and focused on improving the equipment and process technology knowing it would be beneficial. The timing was right, with the projection that the aging population in the U.S. would drastically increase and healthcare would become more prominent. Thompson decided to start his own freeze drying company.

With a loan from his father, a computer, a small office space, a self-developed website, and a single college intern for his staff, he started Millrock Technology. On January 1, 2005, he launched the company's website, right on the cusp of Internet commerce becoming more widespread. His family's freeze drying pedigree gave his company an edge in terms of credibility, and gradually, the company grew. Mastering freeze drying has allowed the company to create new product features and significant improvements in the freeze drying process. He continues his family's legacy of successful freeze drying business owners. In the time since starting his company, he has built his own path while upholding the values and effort put forth by his predecessors.

Millrock works closely with the engineering departments at premier educational institutions like Purdue University, University of Connecticut, Politecnico di Torino, and SUNY New Paltz to push the boundaries of technology. Millrock Tech's multiple patented technologies and several more pending patents are just one way the

you interact." Thompson recognizes a difference in technical skills that are taught in higher education versus those taught internally. The lack of skills in younger applicants makes filling positions difficult. "The hardest thing to get is new employees who know how to use tools and that can systematically troubleshoot problems," he says. Schools do not teach many of the basics used regularly at Millrock Tech. He has become a firm believer in the hands-on approach. He recounts an employee's success story with learning internally. When an employee who had previously been an auto mechanic, then a service technician, became interested in going back to school, Millrock Tech offered him the opportunity to learn skills in another department and learn the trade first-hand instead. "One year into it and he's one of our best programmers," Thompson says.

The manufacturing sector has a need for skilled employees willing to work on a team and learn on the job. Thompson acknowledges the changes in manufacturing and making innovation in the field more understandable and appealing. "Many people think manufacturing is a Ford Model T coming off an assembly line.



Aric and Shane put the finishing touches on a custom designed system.

That's not what manufacturing is today, and people don't want to work in manufacturing if that's what it is. We have to change the perception of what it is."





With over 100 years of freeze drying experience across three generations, Thompson has seen firsthand the importance of creating strong relationships with customers and a positive work space for employees. “Our philosophy is customer first. If you can keep your customers happy, they’re going to come back in the future,” he says. He speaks on his appreciation for smaller companies and the relationships he has formed with his team. “Nobody here works for me. I work for them. I call it a big family. When this whole COVID thing hit we talked through it and figured out what to do. Now, our management team meets every Monday to review each other’s priorities. Everybody knows what the objective is. That’s what I love about small companies. That’s our culture.”

Above all, Millrock Tech seeks to do work that can positively impact lives. Thompson recognizes how far his company has come and the ability his business has to make a difference. “Luck is where preparedness meets opportunity and we’re very lucky right now. Business is a series of challenges that you need to respond to and it changes everyday,” he says. “My entire focus was to provide a solution to a problem that had a positive effect on humanity. Our freeze drying technology and products ultimately end up saving lives.”

(Left) T.N. and crew in front of an R&D system being used for testing new technologies and software.

*Taylor Dowd is Communications Coordinator at the Council of Industry. She is a journalism graduate of SUNY New Paltz.*



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## Gene Haas Foundation Invests in Pine Bush High School and its Students

**E**arlier this year **Pine Bush High School** became the first high school in the world to receive a naming grant from the **Gene Haas Foundation**. Haas Automation is an industry-leading machine tool manufacturing company headquartered in California. Their foundation supports career and technical education programs across the nation and has donated \$250,000 in support of Pine Bush's STEAM program.



The grant will help renovate and expand space at the school for the program. Four new classrooms and an addition outside of the building are included in the construction plans. Renovations will begin in July with a two-year timeline for completion.

Expanding the space means more students can participate in the program. There will be more space for machines for training, and the design lab and woodshop will receive upgrades as well.



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## A Unique School

“For [Haas] to want to invest a quarter million dollars in support of our program shows the level of commitment that we have to our students and the quality of program that our teachers are producing,” says Aaron Hopmayer, Pine Bush High School Principal.

Expanding the STEAM program means a much larger demographic of students will have opportunities, explains Kenny Marshall, Secondary STEAM Coach at Pine Bush. The school has expanded its reach so that a wide range of students can train. “From the most at-risk student to the valedictorian—they are in these programs and they’re working together. It’s a great level playing ground for everyone,” he says.

The school is composed of 1,800 students with about 300 taking STEAM courses.

In March 2020, Pine Bush became the forty-sixth high school in the country with a program sponsored by SME PRIME (Society of Manufacturing Engineer’s Partnership Response In Manufacturing Education). The Council of Industry helped connect Pine Bush with SME. Hopmayer and Marshall expect the number of students in PRIME to increase as the STEAM program expands.

“I haven’t seen many high schools at the level of Pine Bush and the dedication that they put into the program,” says Marty McGill, VP of Allendale Machinery Systems, who is working alongside Pine Bush and Haas. McGill emphasizes the mutual benefit to students and the Hudson Valley: students will graduate from high school with training experience and local manufacturers will have access to skilled candidates. “Pine Bush has a great program. The students are very, very lucky to have a school and people who are willing to make it happen,” he says.

Hopmayer explains that the program allows students to learn about different sectors before having to commit to a specific career path. “We try to expose kids while they’re in high school to all these different career opportunities. College is an expensive way to learn,” he says.

The program has allowed students who choose not to pursue post-secondary education to find job placement in manufacturing companies.

## Multiple Paths

The program has allowed students who choose not to pursue post-secondary education to find job placement in manufacturing companies. Two students were recently hired at CreoDent and other local companies have directly asked for Pine Bush students. In the past several years, students have received \$35,000 in scholarships alone from Haas.

Pine Bush has a partnership allowing its students to collaborate with RPI students in their senior capstone manufacturing. Students have also worked with RPI by creating parts for mechanical pencils to send to RPI students. The high school seniors learn on the same machines as RPI seniors.



Pine Bush Student Amy DeSena working on an aluminum turners cube for her Haas mill certification.

"Expanding the STEAM program means a much larger demographic of students will have opportunities."

- KENNY MARSHALL, Secondary STEAM Coach at Pine Bush



(Left to Right) Pine Bush Principal Aaron Hopmayer, Secondary STEAM Coach Ken Marshall and Allendale Machinery Vice President Marty McGill have worked together to build the school's highly successful Manufacturing and engineering program.

## What's Next

In the future, Hopmayer and Marshall look to partner with businesses to expand the reach of their program. Additionally, they plan to tweak some course curricula to align with the Council of Industry apprentice requirements, so students can enter the apprenticeship program in an advanced place. They also want to refurbish all the STEAM programs and update space and machinery. They look to have more students involved with STEAM and eventually open more opportunities for extracurricular activities, such as an afterschool program or late night program opened to adults and the public.

*To learn more about how you can support or become more involved with Pine Bush's STEAM Program contact Aaron Hopmayer, Pine Bush High School Principal. [Aaron.hopmayer@pinebushschools.org](mailto:Aaron.hopmayer@pinebushschools.org)*





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# MEMBER DIRECTORY



## A.W. MACK MANUFACTURING CO., INC.

1098 Dutchess Turnpike, Poughkeepsie, NY 12603

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

PHONE: (845) 452-4050

Contract manufacturing of precision machine parts and assemblies. Wire wrapping tools, wire strippers. Installation and removal tools widely used in the communications industry. EDM and CNC machining.

## AAF FLANDERS

1 Vapor Trail, Hudson, NY 12534

PHONE: (518) 751-5640

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

### The AAF and Flanders Group of Companies

AAF Flanders, the world's largest manufacturer of air filtration solutions, operates production, warehousing and distribution facilities in 22 countries across four continents. With its global headquarters in Louisville, Kentucky, AAF Flanders is committed to protecting people, processes and systems through the development and manufacturing of the highest quality air filters, filtration equipment and containment housings available today.

AAF Flanders was formed in April 2016, when American Air Filter Co. Inc., doing business as AAF International, acquired Flanders Corp., now a wholly owned subsidiary. The combined company offers comprehensive, innovative air filtration solutions designed to remove and control airborne particulates and gaseous contaminants in residential, commercial, industrial, cleanroom, transportation and nuclear power applications.

AAF Flanders is supported in our international ventures through the resources of our parent company, Daikin Industries Ltd., based in Osaka, Japan, a diversified international manufacturing company and a global leader in air conditioning.

## ACCESS: SUPPORTS FOR LIVING

15 Fortune Road West, Middletown, NY 10941

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

PHONE: (845) 673-7050

Access: Business Solutions manufactures and distributes a wide range of products and is ISO 9001-2015 certified for the manufacture of hearing protection products. We have been supplying our satisfied customers for over 20 years. Our products include:

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- Come in 7 sizes
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- Product made of brass for long lasting wear
- Characters are interlocking for ease of use

Access: Business Solutions also provides a range of business and facilities services. Our experienced teams serve commercial and government customers. We have provided food service, custodial and total facilities management for over 20 years.

## ADVANCE TESTING COMPANY

3348 Route 208, Campbell Hall, NY 10916

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

PHONE: (845) 496-1600

Advance Testing is a consulting construction materials testing laboratory that has been providing outstanding service to its clients since 1984. Advance Testing Company provides both field inspection and laboratory analysis of all construction materials for commercial, private, and public organizations.

## AERCO INTERNATIONAL

100 Oritani Drive, Blauvelt, NY 10913

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

PHONE: (845) 580-8000

Manufacturer of high efficiency commercial boilers.

## ALL RECYCLING

279 S William Street, Newburgh, NY 12550

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

PHONE: (845) 562-7530

Metals are materials that can be recycled again and again without degrading their properties. Scrap metal has value, which motivates people to collect it for sale to recycling operations.

## ALLENDALE MACHINERY

16 Park Way, Upper Saddle River, NJ 07458

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

PHONE: (201) 327-5215

Allendale Machinery Systems is a full service machine tool distributor occupying modern office and showroom facilities in Allendale, NJ and Bohemia, NY, with a technical center in Troy, NY.

## AMETEK ROTRON

55 Hasbrouck Lane, Woodstock, NY 12498

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

PHONE: (845) 679-1423

AMETEK is a global leader in electronic instruments and electromechanical devices.

## **APTAR PHARMA**

250 Route 303 North, Congers, NY 10920

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

PHONE: (845) 639-3700

Aptar is a leading global supplier of a broad range of innovative dispensing, sealing, and active packaging solutions for the beauty, personal care, home care, prescription drug, consumer health care, injectables, and food and beverage markets.

## **ARNOFF GLOBAL LOGISTICS**

1282 Dutchess Turnpike, Poughkeepsie, NY 12603

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

PHONE: (845) 471-1504

Arnoff Global Logistics is your full service relocation expert. Regardless of what your business needs moved, Arnoff can assist you in getting it to where it needs to be, whether that is across your shop floor, across the country or across the Atlantic. Arnoff has experience in projects of all shapes and sizes. Our industrial rigging division regularly provides our customer's with turn-key plant relocation including all disassembly, rigging, packaging, crating, transportation, and installation. Or, if you just need one machine moved, we can provide a small cost effective crew of technicians to do the job right the first time.

### **Arnoff Global Logistics Provides:**

- Rigging -Packaging & Crating -Freight Transportation
- Specialized transportation - Blanket Wrap as well as climate controlled, high cube and flat bed services available.
- International Freight Forwarding - air and ocean freight.
- Project Management -Commercial and industrial Storage
- Distribution services for finished goods and spare parts
- Record Storage

## **B**

## **BALCHEM CORPORATION**

52 Sunrise Park Road, New Hampton, NY 10958

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

PHONE: (845) 326-5600

Balchem Corporation offers microencapsulated ingredients to the food industry for applications in meat processing, dough leavening, flavor enhancement and shelf-life improvement; and nutritional supplements for use in human and animal health; and provides specialty packaging of chemical gases used primarily in the sterilization market segment and supplied to the health care industry.

## **BANTAM TOOLS**

135 N. Water Street, Peekskill, NY 10566

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

Bantam Tools, we make desktop CNC machines with professional reliability and precision at an affordable price. Our machines are easy to set up, work as expected right out of the box, and like our namesake, the Bantam rooster, punch above their weight class, allowing you to stay ahead of schedule and under budget no matter what project you're working on. All of our desktop CNC machines are clean, safe, and easy to use, making them a great choice for any classroom or lab.

## **BARRIE HOUSE COFFEE CO., INC.**

4 Warehouse Lane, Elmsford, NY 10523

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

PHONE: (914) 377-2500

Barrie House Coffee & Tea is a family owned and operated coffee manufacturing and allied product distribution company. As a leading custom manufacturer of private label and branded coffees, Barrie House services the food service, retail, vending and office coffee service (OCS), and hospitality industries.

## **BASF CORPORATION**

1057 Lower South Street, Peekskill, NY 10566

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

PHONE: (914) 737-2554

BASF Corporation product portfolio ranges from chemicals, plastics, performance products, agricultural products and fine chemicals to crude oil and natural gas. It combines economic success with environmental protection and social responsibility, thus contributing to a better future.

## **BELFOR PROPERTY RESTORATION**

75 Virginia Road, North White Plains, NY 10603

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

PHONE: (914) 798-1440

BELFOR Property Restoration is the North American leader in integrated disaster recovery and property restoration services. With more than 100 full-service offices in the U.S., we are geographically positioned to respond to almost any disaster - large or small - coast to coast. A proven track record of superior response and unmatched resources has made BELFOR the contractor of choice for damages caused by fire, water, wind or other catastrophes.

## **BELL FLAVORS & FRAGRANCES, INC.**

12 Sprague Avenue, Middletown, NY 10940

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

PHONE: (845) 342-1233

Worldwide company specializing in development, formulation, and manufacturing of customized flavors, fragrances, and botanical extracts.

## **BFY BRANDS**

79 Industrial Place, Middletown, NY 10940

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

PHONE: (516) 566-2300

BFY Brands is a global, diversified, better-for-you snack manufacturer directly addressing the growing consumer trends toward healthier living and eating.

## **BLASER SWISSLUBE, INC.**

31 Hatfield Lane, Goshen, NY 10924

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

PHONE: (845) 294-3200

Manufacturing and distribution of metalworking fluids and lubricants.



## **BREWSTER MACHINERY SALES & PROJECT MANAGEMENT**

502 Copper Square Drive, Bethel, CT 06801  
www.brewstermachinery.com  
PHONE: (203) 441-4655

Brewster Machinery Sales has a distinctive tradition of core-discipline and excellence in providing the best service to our customers and a large inventory of quality used metalworking, plastic, fabrication machinery and inspection machines, including late-model presses and CNC metalworking equipment. We strive to provide our customers with the machines they need and deserve to make their businesses a success without breaking the budget.

## **BROOKLYN BOTTLING CORP.**

643 South Road, Milton, NY 12547  
www.bevindustry.com  
PHONE: (845) 795-2171

Bottler of soft drinks and juices.



## **CAMBRIDGE SECURITY SEALS**

One Cambridge Plaza, Pomona, NY 10970  
www.CambridgeSeals.com  
PHONE: (845) 520-4111

Cambridge Security Seals is a privately-held enterprise headquartered in Pomona, New York. CSS is one of the leading manufacturer and suppliers of tamper evident, tamper resistant, and high-security loss prevention seals and allied products to meet the growing needs of customers across a wide range of industries.

## **CARLISLE CONSTRUCTION MATERIALS**

9 Hudson Crossing Drive, Montgomery, NY 12549  
www.carlisleconstructionmaterials.com  
PHONE: (845) 457-6400

Carlisle Construction Materials, a manufacturer of the Hunter Panels brand, is the country's leading maker of Polyiso sustainable building solutions for every roofing application and Hunter Xci - for vertical continuous wall insulation applications.

## **CATSMO, LLC**

25 Myers Road, Wallkill, NY 12589  
www.catsmo.com  
PHONE: (845) 895-1695

Artisan Smokehouse.

## **CENTRAL HUDSON GAS & ELECTRIC CORP.**

284 South Avenue, Poughkeepsie, NY 12601  
www.centralhudson.com  
PHONE: (845) 486-5468

Electric and natural gas service in the Mid-Hudson Valley.

## **CHEMPRENE, INC.**

483 Fishkill Avenue, Beacon, NY 12508  
www.chemprene.com  
PHONE: (845) 831-2800

Manufacturer of lightweight elastometric conveyor belting, coated fabrics and automotive and industrial diaphragms.

## **COLORPAGE**

81 Ten Broeck Avenue, Kingston, NY 12401  
www.colorpageonline.com  
PHONE: (845) 331-7581

ColorPage is the area's largest and most complete marketing and publishing services provider. Offering affordable, result driven digital graphic communication solutions. All digital design, printing, direct mail and web services are done in-house. Markets served include Business, Manufacturing, Wholesale and Retail Distributors, Education, Financial and Health and Publishing. As a technology based company new multi-channel media strategies are offered to assure maximum campaign results. Free consultation and cross-media information packet is available.

## **COMAIRCO EQUIPMENT**

3250 Union Road, Buffalo, NY 14227  
www.comairco.com  
PHONE: (716) 656-0211

Since 1972, Comairco's knowledgeable staff have been supporting customers across Canada and in the United States by helping them clearly identify their compressed air needs and by selling or renting the most cost-efficient compressors and compressed air equipment available in the industry.

## **CRAFTECH INDUSTRIES, INC.**

8 Dock Street, PO Box 636 Hudson, NY 12534  
www.craftechind.com  
PHONE: (518) 828-5001

Craftech's diverse manufacturing capabilities include injection molding, mold building, screw machining and CNC machining; all performed in-house at our Hudson, NY plant. Standard and custom parts are manufactured from low volume to high volume runs. Reliable, traceable and confidential manufacturing has contributed to Craftech's reputation as an industry leader.

## **CREPINI**

700 South Drive, Suite 105, Hopewell Junction, NY 12533  
www.crepini.com  
PHONE: (844) 273-7464

Crepini is a family business that creates zero/low carb products that consumers rave about because they taste great and are good for any occasion.

## **CURTIS INSTRUMENTS, INC.**

200 Kisco Avenue, Mt. Kisco, NY 10549  
www.curtisinstruments.com  
PHONE: (914) 666-2971

Energy Systems & Products

# D

## **DITRON INC.**

PO Box 375, 81 South Greenhaven Road, Stormville, NY 12582  
www.ditroninc.com  
PHONE: (845) 227-9300

Since 1963 Ditron has been where Design Engineers come when they need micro-miniature precision stampings; where component design assistance is provided with an emphasis on both material and producibility. Our in-house die design and construction capabilities allow us to easily integrate a customer's needs. As an ISO 9001:2008 Certified company we are committed to total satisfaction.

## **DORSEY METROLOGY INTERNATIONAL**

53 Oakley Street, Poughkeepsie, NY 12601  
www.dorseymetrology.com  
PHONE: (845) 454-3111

Manufacturer of precision measuring instruments for industrial/machine-shop use.

## **DUNMORE CORPORATION**

3633 Danbury Road, Brewster, NY 12564  
www.dunmore.com  
PHONE: (845) 280-7240

DUNMORE International is a global supplier of engineered coated and laminated films and foils. DUNMORE offers film conversion services such as coating, metallizing and laminating along with contract film manufacturing. DUNMORE produces coated film, metallized film and laminating film substrates for the photovoltaic, graphic arts, packaging, aerospace, insulation, surfacing and fashion industries. DUNMORE is privately held, ISO 9001:2008 and OSHA VPP Star certified. For complete information on DUNMORE's products, services and industries served, please visit DUNMORE's website [www.dunmore.com](http://www.dunmore.com).

# E

## **EASTERN ALLOYS, INC.**

PO Box 317, Henry Henning Drive, Maybrook, NY 12543  
www.eazall.com  
PHONE: (845) 427-2151

Producer of zinc and aluminum alloys for the die casting and galvanizing industries.

Developer and supplier of EZAC, a proprietary high strength, high fluidity, creep-resistant zinc die casting alloy.

## **EFCO PRODUCTS, INC.**

PO Box 991, 130 Smith Street, Poughkeepsie, NY 12601  
www.efcoproducts.com  
PHONE: (845) 452-4715

Leading producer of ingredients such as mixes, fruit toppings and fillings, jellies, jams, icings, syrups and sauces for the bakery and food service industry, national chain restaurants and industrial food processors.

## **ELEMENTIS SRL INC.**

15 Big Pond Road, Huguenot, NY 12746  
www.summitreheis.com  
PHONE: (845) 856-5261

Manufacturer of anti-perspirant chemicals, drinking water treatment chemicals and wastewater treatment chemicals. FDA and NSF certified.

## **ELNA MAGNETICS**

203 Malden Turnpike, Saugerties, NY 12477  
www.elnamagnetics.com  
PHONE: (845) 247-2000

Distribution and custom machining of a complete line of ferrite and other magnetic products.

## **eMAGIN CORPORATION**

700 South Drive, Suite #201, Hopewell Junction, NY 12533  
www.emagin.com  
PHONE: (845) 838-7900

eMagin serves a variety of industries and has developed OLED microdisplay technology that enables next generation Consumer VR HMDs, First Responder applications including search and rescue and firefighting, Commercial products including medical imaging devices and Military products supporting ground soldiers, 3D simulation and training, aviation, etc... eMagin was founded in 1996 and has been a leader in advancing OLED microdisplay technology. Our latest breakthroughs include; 2K x 2K microdisplay first demonstrated in 2015 and Direct Patterned Displays with brightness exceeding 4000 nits.

## **ERTELALSOP / STAVO INDUSTRIES, INC.**

132 Flatbush Avenue, Kingston, NY 12401  
www.ertelalsop.com  
PHONE: (845) 331-4552

Design and manufacture liquid filtration equipment and disposable filter media for the pharmaceutical, chemical, cosmetics, beverage, mining, municipal and industrial wastewater and food industries.



# F

## **FAIR-RITE PRODUCTS CORP.**

PO Box 288,1 Commercial Row, Wallkill, NY 12589  
www.fair-rite.com  
PHONE: (845) 895-2055

Fair-Rite Products Corp.,ISO 9001/IATF 16949 registered company, is a leading full-line ferrite component manufacturer offering a wide variety of components for EMI suppression and power applications utilizing innovative processes and materials.

## **FALA TECHNOLOGIES, INC.**

430 Old Neighborhood Road, Kingston, NY 12401  
www.falatech.com  
PHONE: (845) 336-4000

FALA Technologies commercializes new equipment technologies for the semiconductor, transportation, medical, advanced energy and nano-scale industries based on 65 years technology development work in partnership with today's most advanced semiconductor companies and R&D consortiums. We provide complete custom equipment engineering and manufacturing solutions encompassing hardware/software design, precision manufacturing, electro-mechanical assembly and systems qualification, complemented with FALA's own Semi-related products.

## **FARRAND CONTROLS**

99 Wall Street, Valhalla, NY 10595  
www.farrandcontrols.com  
PHONE: (914) 761-2600

Optical components and instruments.

## **FRYER MACHINE SYSTEMS, INC.**

70 Jon Barrett Road, Robin Hill Industrial Park  
Patterson, NY 12563  
www.fryermachine.com  
PHONE: (845) 878-2500

Manufacturer of CNC machining centers and lathes designed for tool room, prototype, and mold-making uses.

# G

## **GILLETTE CREAMERY**

PO Box 256, Gardiner, NY 12525  
www.gillettecreamery.com  
PHONE: (845) 419-0900

Wholesale Food Distributor specializing in tri-temperature warehousing and delivery of dry, refrigerated and frozen foods.

## **GLOBALFOUNDRIES**

2070 Route 52, Hopewell Junction, NY 12533  
www.globalfoundries.com  
PHONE: (512) 457-3900

A leading full-service semiconductor design, development, fabrication, and innovation company with locations across the globe.

## **GRAPHITE METALLIZING CORPORATION**

1050 Nepperhan Avenue, Yonkers, NY 10703  
www.graphalloy.com  
PHONE: (914) 968-8400

Available in over 100 grades, GRAPHALLOY bearings may be the solution to your toughest bearing, bushing, thrust washer, cam follower, or pillow block bearing design problem. Some GRAPHALLOY bearings have operated for up to 20 years without maintenance. We have many standard designs but most of our products are custom designed to the unique requirements of your specific application.

## **GTI GRAPHIC TECHNOLOGY, INC.**

PO Box 3138, 211 Dupont Avenue, Newburgh, NY 12550  
www.gtilite.com  
PHONE: (845) 562-7066

Design and manufacture of specialized lighting systems for visual color evaluation, color matching and color communication for the graphic arts, photographic and industrial markets.

## **GW MANUFACTURING**

46 Violet Avenue, Poughkeepsie, NY 12601  
www.gwmanufacturing.net  
PHONE: (718) 386-8078

Woodworking & Fabrication.

# H

## **HOWMET AEROSPACE**

1 Corporate Drive, Kingston, NY 12401  
www.howmet.com  
PHONE: (845) 331-7300  
Manufacturer of installation tooling.

## **HUDSON VALLEY PLASTICS**

85 Charles Colman Blvd, Pawling, NY 12564  
www.hudsonvalleyplastics.com  
PHONE: (845) 855-1201

Designers, manufacturers and assemblers of plastic injection molded parts and components.

## **HV SHRED, INC. DBA LEGAL SHRED**

28 Bill Horton Way, Wappingers Falls, NY 12590  
www.legalshred.com  
PHONE: (845) 705-7279

HV Shred, Inc. dba Legal Shred is a AAA NAID Certified locally owned data destruction service. We destroy confidential paperwork, hard drives, usb drives, laptops, cell phones and the spectrum of electronics. Clients get a certificate of destruction to demonstrate their due diligence to comply with the alphabet soup of federal regulations protecting consumers' confidential information. Helping to protect the environment, Legal Shred recycles shredded paperwork.



## IBM CORPORATION

2455 South Road MD P907, Poughkeepsie, NY 12601  
www.ibm.com/us/en/  
PHONE: (845) 433-6326

IBM, headquartered in Armonk NY, is a leading cloud platform and cognitive solutions company. IBM provides integrated solutions that leverage information technology and knowledge of business processes. Products and services include Cloud, Mobile, Cognitive, Security, Research, Watson, Analytics, Consulting, Commerce, Experience Design, Internet of Things, Technology support, Industry solutions, Systems services, Resiliency services, Financing, and IT infrastructure.



## JAMES L. TAYLOR MANUFACTURING COMPANY

130 Salt Point Turnpike, Poughkeepsie, NY 12603  
www.jamestaylor.com  
PHONE: (845) 452-3780

Manufacturer of woodworking machinery for furniture, cabinets, windows, doors, moulding, millwork, and flooring.

## JBT CORPORATION

134 Flatbush Avenue, Kingston, NY 12401  
www.jbtc.com  
PHONE: (845) 340-9727

Manufacturer & distributor of equipment for the food processing industry.



## KDC/ONE KOLMAR

20 West King Street, Port Jervis, NY 12771  
www.kolmar.com  
PHONE: (845) 856-5311

Contract manufacturer of color cosmetics and personal care products: bath, eye makeup, lipsticks, pressed and loose powders.

## KONICA MINOLTA SUPPLIES MANUFACTURING USA, INC.

51 Hatfield Lane, Goshen, NY 10924  
www.konicaminolta.com/us-en/index.html  
PHONE: (845) 294-8400

Konica Minolta's facility in Orange County, New York is a Foreign Trade Zone, which serves as assembly operations for toner cartridges for copy machines.

## KORU MEDICAL SYSTEMS

24 Carpenter Road, Chester, NY 10918  
www.rmsmedicalproducts.com  
PHONE: (845) 469-2042

KORU Medical Systems is a leading developer and manufacturer of medical devices and supplies.

## KOSHII MAXELUM AMERICA

12 Van Keeck Drive, Poughkeepsie, NY 12602  
www.kmamax.com  
PHONE: (845) 471-0500

Koshii America, Inc. is a leading manufacturer of passenger rail car interiors.



## LODOLCE MACHINE COMPANY, INC.

196 Malden Turnpike, Saugerties, NY 12477  
www.LoDolce.com  
PHONE: (845) 246-7017

Contract manufacturing, precision machining and fabrication, welding, wet and powder coating.



## MAAR PRINTING SERVICE, INC.

49 Oakley Street, Poughkeepsie, NY 12601  
www.maarprinting.com  
PHONE: (845) 454-6860

Full service commercial printer.

## MAGNETIC ANALYSIS CORP.

103 Fairview Park Drive, Elmsford, NY 10523  
www.mac-ndt.com  
PHONE: (914) 530-2000

Magnetic Analysis Corporation has been advancing the science and technology behind non-destructive testing for over 90 years. On the world stage, MAC® is recognized as a major resource for eddy current, electromagnetic, flux leakage and ultrasonic inspection systems for testing metals.

Dedicated to a production-oriented approach, MAC offers both individual instruments and complete systems that incorporate material handling and controls, as well as nondestructive testing.

## MARCO MANUFACTURING

PO Box 3733, 55 Page Park Drive, Poughkeepsie, NY 12603  
www.marcomanf.com  
PHONE: (845) 485-1571

Electronics manufacturing services (Printed circuit board assembly.)



## **MATERION BREWSTER LLC**

PO Box 1950, 42 Mt. Ebo Road South, Brewster, NY 10509  
www.williams-adv.com  
PHONE: (845) 279-0900

Manufacturer of sputtering targets for physical vapor deposition.

## **MCKESSON CORPORATION DISTRIBUTION CENTER**

10 Hudson Crossing Drive, Montgomery, NY 12549  
www.mckesson.com  
PHONE: (845) 769-4127

McKesson is the oldest and largest healthcare company in the nation, serving more than 50% of U.S. hospitals and 20% of physicians. We deliver one-third of all medications used daily in North America with operations in more than 16 countries.

We're experiencing an era of unprecedented change in health care. New technology, new services and new ideas will be needed to deliver improved outcomes for businesses and patients. McKesson is at the forefront of that transformation.

We work with health care organizations of all types to strengthen the health of their business, helping them control costs, develop efficiencies and improve quality.

We build essential connections that make health care smarter, creating intelligent networks that expand access, reduce waste, and bring people and information closer together.

We supply the industry with the resources, support and technology it needs to create new standards and a world of better health.

## **MECHANICAL RUBBER PRODUCTS**

PO Box 593, 77 Forester Avenue, Warwick, NY 10990  
www.mechanicalrubber.com  
PHONE: (845) 986-2271

Custom Plastics and Rubber elastomer manufacturer which uses die cut, extrusion, lathe cut, mixing, molding, sheeting and stripping processes along with the fabrication of Engineered Flexible Connectors that includes Expansion Joints, Pump Connectors and Flue Ducts.

## **METALLIZED CARBON CORPORATION**

19 South Water Street, Ossining, NY 10562  
www.metcar.com  
PHONE: (914) 941-3738

Metallized Carbon Corporation has been supplying industrial customers worldwide with Engineered Carbon/Graphite Solutions for Severe Service Lubrication since 1945. Corporate headquarters are in Ossining, NY with manufacturing facilities located in Ossining, Mexico and Singapore. Metallized Carbon manufactures the Metcar family of Solid, Self-Lubricating, Oil-Free materials. With over 65 years of Application Engineering experience, the company offers the field expertise and the hard data necessary to provide the Solid Choice for Lubrication to a wide variety of industries. Metallized Carbon is ISO 9001/2008 registered including product design and material development. We operate under the International Traffic in Arms Regulations (ITAR).

## **METRIX TECHNOLOGY CORPORATION**

8 Nancy Court, Wappingers Falls, NY 12590  
www.metrix.com  
PHONE: (845) 221-4800

Metrix Technology Corporation provides electronic printed circuit board (PCB) assembly as a service to its customers. The range of services we provide include surface mounted (SMT, SMD) and through-hole (TH) component assembly, wire harness construction, and box build. No quantity is too small. We routinely assemble prototypes as well production quantities as large as 10,000 per year. We also provide electronic design, reverse engineering, and design maintenance services. The company has been in business in Dutchess County since 1998. Let us be "Your Team at Metrix."

## **MEYER TOOL**

60 Turner Drive, Middletown, NY 10941  
www.meyertool.com  
PHONE: (845) 695-0300

Meyer Tool is a privately held, high-tech manufacturing company supplying a variety of precision components to the aerospace and gas turbine engine industries. The company began as Meyer Tool & Die in 1951, and has evolved over the years into an industry leader in turbine technologies, vertically integrated and offering all post casting processes as the trusted manufacturing partner. Meyer Tool currently has over 1,100 electrical discharge machining (EDM) machines (wire, ram, and fast hole drilling). Meyer Tool not only specializes in EDM, but also waterjet machining, conventional machining, abrasive grinding, laser machining and welding, EB welding, coating, airflow testing and other processes required to be the trusted manufacturing partner for airfoils and other hot section turbine components.

Meyer Tool is a quality-driven, technology-focused organization with a workforce of over 1,500 team members throughout ten facilities world-wide. The company's headquarters is located in Cincinnati, Ohio with supporting sites in Kentucky, Texas, Florida, North Carolina, South Carolina, New York, Connecticut, Canada and Poland. Meyer Tool supports all of the OEM Primes in the gas turbine engine industry with both new-make and overhaul/repair services. The company holds AS9100 and Nadcap certifications for all special processes.

## **MICROMOLD PRODUCTS, INC.**

7 Odell Plaza #133, Yonkers NY 10701  
www.micromold.com  
PHONE: (914) 969-2850

Micromold manufactures a broad line of corrosion resistant plastic products for the process industries. We specialize in standard and custom products made from PTFE, Kynar, polypropylene, PEEK, nylon, Kel-F, and UHMW.

Our products include: a complete line of dip pipes and spargers, available in either solid PTFE, or PTFE lined and jacketed steel; complex reactor internals; PTFE valves; PTFE and Kynar strainers; and our FLUOR-O-FLO™ PTFE NPT threaded piping system.

Micromold also makes a full line of CNC machined parts for process industry OEMs including ball valve seats, butterfly valve seats, pump seals and instrumentation components as well as a complete range of plastic screw machine parts for process industry OEMs and distributors.

### **MILLROCK TECHNOLOGY, INC.**

39 Kieffer Lane, Kingston, NY 12401

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

PHONE: (845) 339-5700

Millrock Technology, a world recognized leader in freeze dryers and related systems, manufactures equipment for the pharmaceutical and biotech industries. Freeze Dryers, used in the laboratory and production range from 2 to 200 square feet of shelf area that meet the rigid criteria of the FDA's 21CFR part 11 and GMP. Experience since 1957.

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

PHONE: (845) 783-4245

Manufacturer of wood stairs and railing.

### **MPI, INC.**

165 Smith Street, Poughkeepsie, NY 12601

[www.mpi-systems.com](http://www.mpi-systems.com)

PHONE: (845) 471-7630

MPI was founded over 48 years ago and continues to be a top tier employer in the Hudson Valley. MPI is the worldwide leader of Wax-Room & Ceramic Core Injection, Assembly, & Automation Equipment. MPI's Technology Center has state-of-art equipment for Customer Process Validation, Pattern Production Services, Automation Demonstrations and Training. MPI's Refurb Center performs complete Wax Injection machine refurbishments and upgrades. MPI's Field Service is a global operation with diagnosis, repairs, PM's and spare parts. Regional Sales Offices in the USA, UK, Europe, China, Japan, Korea, India, Latin America and Russia. MPI's focus is on increasing the quality and lowering the cost of producing Wax Patterns and assemblies to achieve Higher Casting Yields.

# N

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[www.nerak-systems.com](http://www.nerak-systems.com)

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NERAK Systems Inc., a subsidiary of NERAK GmbH Foerdertechnik from Germany, represents the NERAK brand for the USA, Canada and Mexico.

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

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### **OPTIMUM APPLIED SYSTEMS INC.**

900 Dutchess Turnpike, Poughkeepsie, NY 12603

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

PHONE: (845) 471-3333

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# R

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# S

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Nowadays the Takasago Group maintains offices, production sites, and R&D centers in 27 countries and regions. Through our network of global research, production, creativity and marketing, we develop products tailored to the needs of individual markets.

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Patterson, NY 12563

www.taumel.com

PHONE: (845) 878-3100

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www.polichtallix.com

PHONE: (845) 567-9464

UAP Production LLC strives to be the artists' source for all objects cast or fabricated in metal, embracing all the tasks necessary and appropriate to fulfill that aspiration, including enlarging, mold making, structural and metallurgical engineering, repairs, restoration and consummate craftsmanship. We aspire to excellence in the delivery of technology and manufacturing services, always trying to make the newest art with the latest technology. To achieve this

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www.universalthinfilmlab.com

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PHONE: (845) 471-5010

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Unshattered is committed to demonstrating that the cycle of addiction can be broken and we are proud to be a facilitator of lasting, positive change.

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PHONE: (718) 464-9500

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www.tdbank.com  
PHONE: (845) 220-2810

TD Bank offers a full range of products and services to meet your individual or commercial banking needs. Conveniently located branches, access to your accounts at ATM networks across the region and around the world, and state-of-the-art telephone banking that lets you do your banking at any time day or night.

For more information contact Antonio J. Vinciguerra, Vice President Commercial Lending at Antonio.Vinciguerra@td.com or 845-220-2801.

### **TOMPKINS MAHOPAC BANK**

1281 Route 9, Wappingers Falls, NY 12590  
www.mahopacbank.com  
PHONE: (845) 296-0150

Tompkins Mahopac Bank offers a comprehensive, client-centered approach to Banking. As a Business Owner, you will have access to Key Decision Makers and Experienced Relationship Managers, who will be there to consult and advise about the right financial solutions for you and your business. Our Commercial Financing and Cash Management services are best-in-class and, best of all, delivered at an extremely local level.

For more information, please contact Amy Greiner, 845-296-0138.

### **ULSTER SAVINGS BANK**

PO Box 3337, 180 Schwenk Drive, Kingston, NY 12401  
www.ulstersavings.com  
PHONE: (845) 338-6322

Celebrating 170 years in 2021, Ulster Savings is a local bank that understands and meets the needs of commercial and industrial clients. Offering convenience by providing a one-stop resource for your business. More than just banking, Ulster Savings has a wide variety of products and services including Commercial Financing, Remote Deposit Services, Business Banking, Insurance, Tax Preparation, Payroll Services, Bookkeeping, Accounting, and Investments. Established in 1851, Ulster Savings has branch locations in Orange, Dutchess, and Ulster Counties. Responsive and personalized service.

### **WALDEN SAVINGS BANK**

PO Box 690, 15 Scott's Corners Drive, Montgomery, NY 12549  
www.waldensavings.bank  
PHONE: (845) 457-7700

Commercial Lending Products and Business Services.

Walden Savings Bank, established in 1872, is the 11th oldest federally chartered mutual savings bank headquartered in Montgomery, New York. With a total of 11 full-service branches serving the Hudson Valley region, and a lending office located in Beacon, New York, the Bank's progressive style of community banking provides products that cater to both the individual and the growing mid-size business. In addition, Walden Investment Services, located at Walden Savings Bank, offers personalized advice for financial planning.

## CONSTRUCTION SERVICES

### LECHASE CONSTRUCTION

1 Labriola Court, Armonk, NY 10504

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

PHONE: (914) 741-1212

LeChase Construction is a full-service construction management and general construction firm with proven experience and expertise in a wide range of industries and on projects of all sizes. We put that to work for our clients, creating buildings, structures and spaces that meet their needs and exceed their expectations, empowering them to do great things.

### STANDBACK GENERAL CONTRACTORS

1161 Little Britain Road, New Windsor NY 12553

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

PHONE: (845) 500-3712

Founded in 2009, Standback General Contractors (SBGC) was formed by two brothers with a strong focus on building for the future. With their first commercial project being awarded in 2011, the team, client roster, and project size has continued to grow. Currently, with affiliate Amend Business Group, SBGC is located in Orange County, NY.

## CONSULTING

### 360ACCEL

7 Skyline Drive, Suite 350, Hawthorne, NY 10532

[www.360accel.com](http://www.360accel.com)

PHONE: (888) 360-0101

360accel is a management consulting platform focused on assisting mid-sized and emerging growth companies identify risks, create strategic roadmaps, and fast-track changes that build stronger and more valuable businesses. Our 360Express System combines a diverse team of professionals encompassing decades of comprehensive, multi-disciplinary experiences with a robust, proprietary assessment framework and proven process modules.

From large-scale organizations to innovative entrepreneurial ventures - across a wide spectrum of industries - 360accel's advisors have held various C-suite executive positions. We understand what it takes to start, build, scale, and continue growing profitable businesses while navigating fiercely competitive and continuously evolving marketplaces.

Since 2007, 360accel has helped clients unlock business insights; improve market clarity; convert ideas to actionable opportunities; align stakeholders on data-driven decisions that refresh strategic trajectory and market positioning; and ultimately, facilitate the actionable steps required to achieve lasting results.

360accel engagements are flexible and cost-effective. You set the parameters and timelines, then we hit the ground running.

### FUZEHUB

25 Monroe Street, Suite 201, Albany, NY 12210

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

PHONE: (518) 768-7030

FuzeHub provides New York State manufacturers and technology companies with guided access to our extensive network of industry experts, programs, and assets to solve productivity, commercialization, research and development issues, and other challenges to growth. FuzeHubs programs champion the New York State manufacturing and technology community and provide targeted resources to accelerate manufacturing competitiveness and technology commercialization.

### IGNITION LIFE SOLUTIONS, INC

2350 N. Forest Road #12A, Buffalo, NY 14228

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

Ignition Life Solutions, Inc. is a global enterprise strategic planning and development consulting, auditing and training firm. Our areas of expertise span innovation & growth, operational excellence, and quality management systems. Focus industries include automotive, aerospace/defense, medical devices, and healthcare.

### MANUFACTURING & TECHNOLOGY ENTERPRISE CENTER (MTEC)

180 South Street, Building 1, Suite 1, Highland, NY 12528

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

PHONE: (845) 391-8214

Business consulting to Hudson Valley manufacturers.

### WAYFINDER ADVISORY GROUP LLC

18 Cottekill Estates Road, Cottekill, NY 12419

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

Claus Kinder Founder/CEO established WayFinder Advisory Group LLC to assist CEOs, Business Owners, and Entrepreneurs in achieving their Vision by applying proven tools and methods within their companies. Claus, as your Business Advisor, maintains a passion for empowering companies by building a level of trust through leadership and his years of experience as a C-level Executive and senior manager with a successful track record in transforming companies into world-class organizations.



## EDUCATION AND TRAINING

### ULSTER BOCES ADULT CAREER EDUCATION CENTER

PO Box 602, Route 9W, Port Ewen, NY 12466

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

PHONE: (845) 331-5050

Adult Education programs provide life-long opportunities for our community neighbors. As a partner of the Ulster County Workforce Development Board, Ulster BOCES offers career classes to help adults expand their employment opportunities.

### WORKFORCE DEVELOPMENT INSTITUTE

#### Mid Hudson Region

15 Stone Castle Road, Rock Tavern, NY 12575

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

PHONE: (845) 567-1213

#### Lower Hudson Region

297 Knollwood Road, Suite #206, White Plains, NY 10607

PHONE: (914) 231-9670

The Workforce Development Institute (WDI) is a statewide 501(c)3 non-profit that improves the lives of working men and women across New York State by providing targeted programs in workforce, economic, and community development. A focus on helping businesses become and remain successful is a key component of this programming. Healthy businesses provide employment opportunities for New York's citizens and, in turn, are dependent on a well-trained workforce and community support. The WDI works to ensure that investments in all three areas - workforce, economic and community development - are integrated and reflect the perspectives of working men and women. WDI's agenda is shaped by the needs of specific regions, businesses, or unions.

## EMPLOYMENT/ STAFFING

### ETHAN ALLEN WORKFORCE SOLUTIONS

#### CI Partner for Employment Services\*

59 Academy Street, Poughkeepsie, 12601

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

PHONE: (845) 471-9700

Since 1969, Ethan Allen Workforce Solutions has been matching the energetic and hard-working jobseekers of the Hudson Valley with the career opportunities provided by our diverse community of employers.

Ethan Allen Workforce Solutions group of companies offers a full range of employment solutions including: temporary staffing, direct placement and professional employment services. This gives us the capacity and flexibility to provide the HR, staffing, and recruiting solutions our clients need. Ethan Allen's long tenure and diverse client base offer job seekers access to many excellent temporary and permanent job opportunities.

Locally owned and operated, and a certified Woman Owned Business Enterprise, we are the largest full service agency in the area. We've partnered with firms in this region for over 40 years. So we've got local focus and insight. We also bring award-winning national and international scope to bear, thanks to our connections with personnel and recruitment associations whose reach extends around the globe.

### HERE'S HELP STAFFING & RECRUITING

371 East Main Street, Middletown, NY 10940

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

PHONE: (845) 344-3434

*Trusted by Hudson Valley Businesses. Chosen by Hudson Valley Talent.*

Here's Help has been a staffing and recruiting leader in the Hudson Valley for over 30 years. Businesses turn to us because we know the market inside and out, we've seen the changes the region has experienced and we help our clients thrive. Candidates trust us because they know we will match them with real opportunities at their ideal companies.

We build real relationships with both our clients and our candidates to ensure every match is a win-win - even when employees are temporary. We know that people need to be well matched in order to do their best work, and whether we are placing a seasonal hourly employee or a professional, we are always focused on fit.

## ENERGY

### DIRECT ENERGY BUSINESS

#### CI Partner for Energy Services\*

1001 Liberty Avenue, Pittsburgh, PA 15222

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

PHONE: (518) 495-7521

Direct Energy Business is the third largest commercial retail energy supplier in North America. Our capabilities position us to serve our customers with a powerful combination of industry-leading products; experienced guidance for your procurement decisions; and personalized service that simplifies your energy management activities.

## ENVIRONMENTAL & CIVIL ENGINEERING

### BARTON AND LOGUIDICE, D.P.C.

10 Airline Drive, Suite 200, Albany, NY 12205

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

PHONE: (646) 660-0445

Barton and Loguidice is a multi-discipline engineering and environmental services firm serving Industrial, Private/ Commercial, Municipal and Institutional clients throughout New York State and the Eastern United States. Service divisions include Structural, Mechanical, Electrical, and Architectural Engineering, Energy, Water and Wastewater, Environmental, Industrial Hygiene, Solid Waste, Transportation, Land Planning/ Site Development and Construction Contract Administration. The firm's locations include Newburgh, Syracuse, Albany, Rochester, and Watertown, NY, and Camp Hill, PA.

## C.T. MALE ASSOCIATES

12 Raymond Avenue, Poughkeepsie NY 12603

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

PHONE: (845) 454-4400

C.T. Male Associates, a nationally ranked engineering and architectural design firm, serves clients in the municipal, state, federal, commercial, and industrial markets, offering innovative solutions to today's design, technical, and regulatory challenges.

## CHAZEN, A LABELLA COMPANY

21 Fox Street, Poughkeepsie, NY 12601

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

PHONE: (845) 454-3980

Founded in the Historic Hudson Valley Region of New York in 1947, Chazen provides technical consulting expertise in civil engineering, landscape architecture, planning, land surveying, environmental and safety consulting, code compliance, and transportation planning and traffic engineering to a wide variety of clients. With offices in the Capital District, North Country, Hudson Valley, and Westchester, New York, Tennessee and Oregon, Chazen delivers world-class performance. Their staff, services, and geography have greatly expanded over the past few decades and even more so with the recent integration of Chazen into LaBella Associates D.P.C.

## HRP ASSOCIATES, INC.

1 Fairchild Square, Suite 110, Clifton Park, NY 12065

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

PHONE: (518) 877-7101

Environmental/Civil Engineering & Hydrogeology services including environmental site investigations, on-site consulting, training for compliance with OSHA/EPA/and DEC regulations, hazard assessments, hazardous waste compliance, SPCC and Stormwater evaluations/plans, OSHA facility compliance, industrial hygiene/health & safety consulting, petroleum management, and air quality and pollution controls.

## WALDEN ENVIRONMENTAL ENGINEERING, PLLC

iPark 84 Campus, 200 North Drive, Suite 108

Hopewell Junction, NY 12533

[www.walden-associates.com](http://www.walden-associates.com)

PHONE: (845) 253-8025

Walden provides innovative engineering and environmental consulting and design services in a variety of areas like Brownfield development, utility valuations, management of above/below ground storage tanks, air quality and emissions permitting, solid waste management, grant writing, and water quality. Our impressive roster of repeat clients, many of which have come to Walden through referrals, includes private and public organizations. Our headquarters is in Oyster Bay, LI with additional offices in the Capital District and Fort Wayne, IN.

## FINANCIAL SERVICES

### THE AFFINITY GROUP L.L.C.

24 Century Hill Blvd, Suite 105, Latham, NY 12211

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

PHONE: (973) 534-5785

The Affinity Group, LLC is a premier wealth management firm located in Albany, NY since 2002. We utilize a team approach to wealth management, working with professionals in the financial services, accounting, and legal areas where necessary.

## HUMAN RESOURCE SERVICES

### ETHAN ALLEN HR SERVICES

53 Academy Street, Poughkeepsie, NY 12601

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

PHONE: (845) 471-1200

Ethan Allen HR Services is an IRS-Certified Professional Employer Organization (CPEO) providing comprehensive solutions for all of your HR needs. Ethan Allen HR Services offers high-powered HR technology, helping you administer payroll, recruit and screen candidates, keep your records up to date, offer more attractive benefits, reduce your liability, and more.

## HVAC

### AMI SERVICES INC.

324 North Plank Road, Newburgh, NY 12550

[www.ami-servicesinc.com](http://www.ami-servicesinc.com)

PHONE: (845) 566-0770

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

## INSURANCE

### MARSHALL & STERLING

110 Main Street, Poughkeepsie, NY 12601

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

PHONE: (845) 454-0800

Commercial insurance agents.

### MID-HUDSON VIP

124 Main Street, Suite 2A, New Paltz, NY 12561

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

PHONE: (845) 255-6035

Mid-Hudson VIP assists local businesses in finding and administering quality, affordable employee benefit programs. With over 30 years of experience working with Hudson Valley business owners, we make sure that your company is getting the best value for your premium dollars. We also offer our clients administrative tools, including online benefits enrollment. Contact us today for a free consultation.

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## ROSE & KIERNAN

60 Merritt Blvd, Suite 202, Fishkill, NY 12524  
www.rkinsurance.com  
PHONE: (845) 471-2113

Commercial insurance and employee benefits.

## THE REIS GROUP

475 Washington Avenue, Kingston, NY 12401  
www.reisinsurance.com  
PHONE: (845) 338-4656

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## ULSTER INSURANCE SERVICES, INC.

PO Box 3995, 180 Schwenk Drive, Kingston, NY 12402  
www.ulstersavings.com  
PHONE: (845) 338-6000

Ulster Insurance Services is a wholly owned subsidiary of Ulster Savings Bank. An independent insurance agency, Ulster Insurance Services offers a wide range of insurance options for you, your business and your employees.

# LAW

## BLEAKLEY PLATT & SCHMIDT, LLP

One North Lexington Avenue, Ste. 1206, White Plains, NY 10601  
www.BPSlaw.com  
PHONE: (914) 949-2700

Bleakley Platt represents businesses and individuals in a wide range of legal matters including labor and employment, construction law, corporate, shareholder and partnership disputes, zoning and land use, environmental issues, real estate law, including leasing and financing, corporate finance, bond finance, secured lending, tax certiorari, product liability, intellectual property, commercial litigation and immigration matters. Our clients include large and small businesses in many different industries, including financial services, construction, manufacturing, insurance, energy, health care and life sciences, among others. Bleakley Platt provides counseling for litigation avoidance as well as pre-litigation strategic advice. We achieve cost-efficient results for clients and deliver focused, coordinated client representation, with exceptional personal attention to each matter.

## BOND, SCHOENECK, & KING, PLLC

22 Corporate Woods, Suite 501, Albany, NY 12211  
www.bsk.com  
PHONE: (518) 533-3000

Bond's Albany office has 24 lawyers engaged in key areas of practice that serve a variety of clients including: individuals, small and large businesses, banking, construction, energy, health care, insurance, manufacturing, municipalities, pharmaceuticals, transportation, utilities and many more sectors. Our lawyers are a vital part of a 250 lawyer firm with offices across New York State, as well as Florida and Kansas, allowing us to provide the depth and experience required to meet clients' legal needs.

## COUCH WHITE, LLP

540 Broadway, 7th Floor, Albany, NY 12207  
www.couchwhite.com  
PHONE: (518) 426-4600

Couch White, LLP is a full service law firm dedicated to the cost-effective resolution of legal problems encountered by, and the consummation of transactions contemplated by, an extensive business and professional clientele. The firm, with its main office in Albany, New York and satellite offices in Saratoga Springs, New York City and Hartford, Connecticut, has experienced attorneys and a full complement of paralegal assistants and support staff dedicated to meeting its clients' needs.

Couch White has extensive experience in a broad array of practice areas. The Firm has unparalleled expertise in handling legal matters arising in the following areas: Energy, Environmental, Corporate and Commercial Transactions, Real Estate, Construction, Commercial and Complex Litigation and Trust & Estate Planning & Administration. The scope and complexity of these matters are great, frequently involving tens of millions of dollars. The Firm offers a full range of legal services necessary for the evaluation, development and implementation of cost-effective solutions to legal problems.

## HARRIS BEACH PLLC

445 Hamilton Avenue, Suite 1206, White Plains, NY 10601  
www.harrisbeach.com  
PHONE: (914) 683-1200

Founded in 1856, Harris Beach and its subsidiaries provide legal and professional services to clients across New York state, as well as nationally and internationally. Clients include Fortune 100 corporations, privately-held companies, emerging businesses, public sector entities, not-for-profit organizations, and individuals. Principal industries Harris Beach represents include cannabis, education, energy, financial, food and beverage, health care, insurance, manufacturing, medical and life sciences, real estate developers, science and technology, veterinary medicine, and state and local governments and authorities. Our more than 210 lawyers and consultants practice from offices throughout New York State in Albany, Buffalo, Ithaca, Long Island, New York City, Rochester, Saratoga Springs, Syracuse, and White Plains, as well as from offices in New Haven, Connecticut and Newark, New Jersey.

## JACKSON LEWIS, PC

44 South Broadway, 14th Floor, White Plains, NY 10601  
www.jacksonlewis.com  
PHONE: (914) 872-8060

Representing management exclusively in workplace law and related litigation.

## MEDICAL, SAFETY & HEALTH SERVICES

### EMERGENCY ONE

40 Hurley Avenue, Suite 4, Kingston, NY 12401  
www.eoneurgentcare.com  
PHONE: (845) 787-1400

Emergency One Urgent Care and Occupational Health Center, located in Kingston, Hyde Park, New Windsor, Newburgh, and Poughkeepsie, continues to deliver an unprecedented level of service to companies, businesses, and municipalities throughout the Hudson Valley. Our team of Nationally Certified Medical Examiners and PLHCP providers offer convenient hours from 8:00 a.m. to 8:00 p.m. weekdays and 8:00 a.m. to 4:00 p.m. on weekends. Services offered include: DOT physicals 19-A physicals, MRO Drug Screening Program, Breath Alcohol Testing, Audiometric Testing, PPD Pre-employment/Pre-placement Physicals, FIT testing, Workers Comp Drug Screen collections, and Silica and Asbestos Surveillance Employee Assistance Program.

### NUVANCE HEALTH

1530 Route 9, Wappingers Falls, NY 12590  
www.healthquest.org  
PHONE: (845) 297-2511

Nuvance Health., headquartered in LaGrangeville, New York, is a leading nonprofit healthcare system in the Mid-Hudson Valley and northwest Connecticut. The network includes four hospitals: Vassar Brothers Medical Center in Poughkeepsie, Northern Dutchess Hospital in Rhinebeck, Putnam Hospital Center in Carmel and Sharon Hospital in Sharon, Conn. It also includes Health Quest Medical Practice, Health Quest Urgent Care, and several affiliates, including Health Quest Home Care and The Heart Center. Health Quest comprises 691 licensed beds and more than 6,000 employees.

## PHOTOGRAPHY

### PICTURE THIS STUDIOS

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## COMMERCIAL REAL ESTATE

### HOULIHAN LAWRENCE COMMERCIAL

800 Westchester Avenue, Suite N517, Rye Brook, NY 10573  
www.houlihanlawrence.com/commercial/  
PHONE: (917) 324-6074

Houlihan Lawrence Commercial Real Estate Group, a full-service division of renowned brokerage Houlihan Lawrence, specializes in investment opportunities, office condominiums, and leasing, industrial and retail sales and leasing, land acquisition and development as well as municipal approval consultation. Armed with 20 highly experienced agents across New York City, Westchester, Putnam, Dutchess, and Fairfield Counties. The Commercial Group boasts unparalleled insight, expertise, and service. Complete with a database of international buyers and sellers, Houlihan Lawrence Commercial Real Estate Group effectively markets commercial properties and investment opportunities on a global scale.

## REGIONAL PLANNING & BUSINESS ORGANIZATIONS

### CONSTRUCTION CONTRACTORS, SMRCA, FABRICATORS ERECTORS & REINFORCING CONTRACTORS

330 Meadow Avenue, Newburgh, NY 12550  
www.ccahv.com  
PHONE: (845) 562-4280

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.

### HUDSON VALLEY ECONOMIC DEVELOPMENT CORPORATION (HVEDC)

42 Catharine Street, Poughkeepsie, NY 12601  
www.hvedc.com  
PHONE: (845) 220-2244

The Hudson Valley Economic Development Corporation (HVEDC) is a comprehensive resource for businesses relocating to (or expanding within) the Hudson Valley, which includes Westchester, Rockland, Putnam, Orange, Ulster, Dutchess, and Sullivan counties.

HVEDC works closely with a mosaic of business, academic, government, and community leaders to collaboratively navigate and shape a brighter economic future for the Hudson Valley by driving business innovation, attraction, and expansion throughout the region.



#### NEW PALTZ REGIONAL CHAMBER OF COMMERCE

257 Main Street, New Paltz, NY 12561

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

PHONE: (845) 255-0243

The New Paltz Regional Chamber of Commerce is blazing the way to help create and support an environment in which business can succeed and the quality of life in the community is enhanced. The New Paltz Chamber is a supporter of business in the region. Legislative advocacy, pro-active referrals, extensive member services, networking opportunities, seminars, special events and more make the New Paltz Regional Chamber a great investment.

#### ORANGE COUNTY CHAMBER OF COMMERCE

40 Matthews Street, Suite 104, Goshen, NY 10924

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

PHONE: (845) 457-9700

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

#### PATTERN FOR PROGRESS

PO Box 425, Newburgh, NY 12551

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

PHONE: (845) 565-4900

Hudson Valley Pattern for Progress is a not-for-profit policy, planning, advocacy, and research organization whose mission is to promote regional, balanced, and sustainable solutions that enhance the growth and vitality of the Hudson Valley.

#### ULSTER COUNTY REGIONAL CHAMBER OF COMMERCE

214 Fair Street, Kingston, NY 12401

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

PHONE: (845) 338-5100

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

## SECURITY

#### ATLAS SECURITY SERVICES

PO Box 270, 2002 Route 17M, Suite 6, Goshen, NY 10924

[www.atlassecurityservices.us](http://www.atlassecurityservices.us)

PHONE: (845) 742-6987

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-Frank Falatyn of Fala Technologies

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-  Are you struggling to find **good employees**?
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-  Are you interested in supporting the growth and development of the **youth** of the Hudson Valley?
-  Are you looking to engage **talented minds** to help your company succeed?

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



[www.ulsterboces.org/hvpa](http://www.ulsterboces.org/hvpa)

[pathways@ulsterboces.org](mailto:pathways@ulsterboces.org)

845.688.6117 and 845.255.1400

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The Council of Industry  
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### OUR MISSION

To help people live the healthiest  
and fullest lives possible,  
and our first priority is those who  
live with the challenges associated  
with developmental disabilities  
and behavioral health issues.

*"Access: Business Solutions  
has been serving commercial and government customers for over 20 years  
and the Hudson Valley Economic Development Corporation is a proud  
supporter and partner. ABS ensures employment opportunities for people  
with disabilities while manufacturing quality products and providing premium  
services throughout our region. HVEDC is energized by the commitment  
and innovative solutions Access brings to the Hudson Valley."*



Mike Oates, President and CEO  
Hudson Valley Economic Development Corporation

Find out how we can help, call **800-925-3421**  
We are happy to provide a price quotation at no charge. [businesssolutions.accesssupports.org](http://businesssolutions.accesssupports.org)