

# HV MFG

# THE COUNCIL OF INDUSTRY MAGAZINE

SPRING 2022



## STRATEGIC RESILIENCE

COMPANY PROFILE  
**DORSEY METROLOGY**

LEADER PROFILE  
**DR. DONALD CHRISTIAN**  
SUNY NEW PALTZ

**DIGITAL MANUFACTURING**  
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# CONTENTS

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## FEATURES

- 12 LEADERSHIP AT SUNY NEW PALTZ  
President Dr. Donald Christian Retires.
- 29 MANUFACTURING MATTERS  
The Future is Digital.
- 35 MEMBER PROFILE  
Dorsey Metrology International.
- 39 WORKFORCE DEVELOPMENT  
Hiring in the Current Climate.

## LEADER PROFILE



President Christian, State University of New York at New Paltz.

## IN THIS ISSUE

- 5 LETTER FROM THE PRESIDENT  
Strategic Resilience.
- 6 MANUFACTURING NEWS BRIEFS  
News for the Hudson Valley.
- 19 ECONOMIC STRATEGIES  
Managing Inflation and Interest Rate Hikes.
- 25 BUILDING RESILIENCE  
Strategies to Develop a Resilient Workforce.
- 45 MEMBER DIRECTORY  
A Current Listing of Council of Industry Members.
- 58 ASSOCIATE MEMBER DIRECTORY  
A Current Listing of Council of Industry Associate Members.
- 66 ADVERTISERS INDEX

## ON THE COVER

Dorsey Metrology International is based in Poughkeepsie, NY. Specializing in custom designed measuring tools, known for their expertise in precision measuring.

Cover photo by Tom LeBarbera  
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## STRATEGIC RESILIENCE

DEAR READER

### Welcome to the Spring 2022 Edition of HV Mfg

**T** rue Grit is the title of a Coen brothers film about a determined teenager (Mattie Ross) who hires a U.S. Marshal (Rooster Cogburn) to bring her father's murderer (Tom Chaney) to justice. Set in 1873 Oklahoma, the film is a remake of 1969 John Wayne film.

"I aim to get Tom Chaney, and if you are not game, I will find somebody who is game...." Mattie says to Rooster. "They told me you had true grit and that is why I came to you. I am not paying for talk." I don't want to spoil the film for those who have not seen it, but I think it's safe to say that Mattie gets her man.

The film came to mind as I reviewed the content in this edition of HV Mfg. Determination and perseverance are themes that run through many of the articles, most especially in an excellent piece written by Nicholas Batson, a Doctor of Psychology at Crystal Run Healthcare, one of the Council of Industry's many valuable associate members. In his article, "Grit and Resilience," Dr. Batson makes the case that these characteristics are key to helping us navigate an increasingly disorderly and distracting world. He offers strategies to help you, and the people you work with, achieve your goals through sustained, intentionally focused actions and decisions, find the optimism to know that obstacles will happen, and the confidence to overcome any barriers that arise.

Grit, determination, and resilience are underlying themes in several other articles in this edition. Taylor Dowd profiles Poughkeepsie's Dorsey Metrology. The third-generation family business, run by wife and husband team Devon Luty and Mark Swenson, has survived many challenges over the years, not the least of which was the recent pandemic. TD Bank's Bill Fink and Philip Derasmo write about the inflation challenges facing Hudson Valley manufacturers and offer some strategies to help determined leaders manage through it.

We turned to our friends at the Manufacturing Institute in Washington, D.C. to write about the changing manufacturing workforce. The institute's director, Carolyn Lee, writes about the importance of "All of the Above Hiring."

The digitization of the factory and how to prepare yourself and your workforce for IOT is the subject of our SUNY New Paltz intern Claire Leibowitz' article. Our Leader Q&A is with retiring SUNY New Paltz President Don Christian, who talks about his 11 years at the college that saw the addition of a mechanical engineering degree and a center for innovation built. He also talks about what it took to keep their nearly 9,000 students safe, and their education on track during the pandemic.

The magazine also includes a directory of our members and associate members, as well as an index of advertisers. I want to once again thank those organizations that support HV Mfg with their advertising dollars. Without that support, this publication would not be possible.

For 112 years, and particularly in the past two, Council of Industry members have shown that they are "game," and they have "true grit." It appears we will all need to continue to demonstrate that grit and determination in the coming months, as the world does not seem to be getting any less disorderly or distracting.

The Council of Industry is here to help. And this magazine is just one of our many tools to help determined Hudson Valley manufacturers thrive.

*Sincerely,*

*President*



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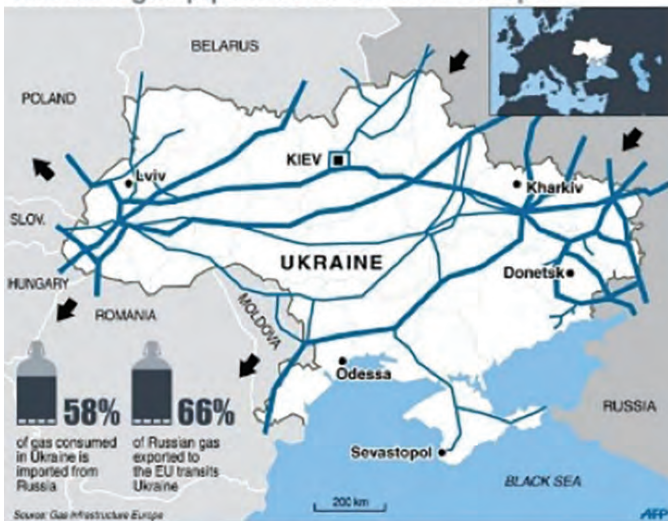


## THE MANUFACTURING ECONOMY

### U.S. Manufacturing Activity Regains Speed; Faces Supply Disruptions From Russia-Ukraine War

U.S. manufacturing activity picked up more than expected in February as COVID-19 infections subsided, though hiring at factories slowed, contributing to keeping supply chains snarled and prices for inputs high.

Russia's gas pipelines to western Europe



The survey was, however, conducted before last month's invasion of Ukraine by Russia, which some economists say could further choke supply chains, and especially worsen the shortage of semiconductors. The conflict has caused a surge in oil and wheat prices, among other commodities. Russia and Ukraine are producers of key materials used to manufacture semiconductors.

### Producer Price Index Rose By 10%, a 40 Year High

The headline Producer Price Index was up 10% from a year ago, tying January for the biggest gain ever. The index rose 0.8% in February, slightly lower than the 0.9% Dow Jones estimate. Wholesale gasoline prices surged more than 14%, helping feed the biggest single-month increase for final demand goods prices ever in data going back to 2009.

The data came during the week of Feb. 13, before the Russian invasion of Ukraine. Energy prices surged even more as the war began, and will show up in next month's report. The numbers come with most other inflation gauges running around 40-year highs, thanks to price increases that have spread beyond volatile gas and grocery prices and across a broad spectrum of consumer goods and services.

### Empire State Manufacturing Survey: Headline General Business Conditions Index Falls Fifteen Points, Optimism Remains Strong

Manufacturing activity declined in New York State for the first time since mid-2020, according to the March survey. The general business conditions index dropped fifteen points to -11.8. Twenty-four percent of respondents reported that conditions had improved over the month, while 35 percent reported that conditions had worsened. Firms were generally optimistic about the six-month outlook. The index for future business conditions climbed eight points to 36.6. Longer delivery times, higher prices, and increases in employment are all expected in the months ahead, and capital spending plans remained firm.

- The new orders index fell to -11.2.
- The shipments index moved down to -7.4, pointing to declines in orders and shipments.
- The unfilled orders index came in at 13.1.
- The delivery times index climbed eleven points to 32.7, pointing to a substantial increase in delivery times.
- The index for number of employees dropped nine points to 14.5, pointing to a modest increase in employment levels.
- The average workweek index moved down to 3.5, indicating a slightly longer workweek.
- The prices paid index edged down three points to 73.8
- The prices received index rose two points to a record high of 56.1.

### Cost of Imports Increased in February

The cost of imported goods, including oil, grains and autos, increased 1.4% in February. Import prices rose 1.9% in January. The consecutive month increase is the largest in 11 years. The rise in import prices can largely be attributed to a significant jump in oil prices. The cost of oil rose 8.1% in February, though prices are currently trending down. After rising to nearly \$130 a barrel after Russia's invasion of Ukraine, it is now down to about \$100. Export prices increased 3% in February, the highest ever recorded. Exports are up 16.6% over the past year.

Moving forward inflation is likely to remain high through the spring with supply chain delays and Russia's invasion of Ukraine driving up prices for many important commodities. Last month the Federal Reserve announced the first increase in interest rates in four years.

Moving forward inflation is likely to remain high through the spring with supply chain delays and price increases.

## U.S. Goods Trade Deficit Hits Record High, Will Weigh on Q1 GDP Growth

The U.S. trade deficit in goods widened sharply to a record high in January amid an increase in imports as businesses continued to replenish depleted inventories. Trade has been a drag on gross domestic product for six straight quarters.

The goods trade deficit jumped 7.1% to an all-time high of \$107.6 billion last month. Imports of goods increased 1.7%, led by food and motor vehicles. There were also large increases in imports of industrial supplies, capital and consumer goods. Imports of other goods, however, tumbled 15.3%. Exports dropped 1.8%, weighed down by consumer goods, motor vehicles, food and other goods. But exports of capital goods and industrial supplies increased.

## Federal Reserve Raises Key Rate a Quarter Point, Says There Will be as Many as Six More Hikes in 2022

The Federal Open Market Committee, the panel of Fed officials responsible for setting monetary policy, increased the federal funds rate by 0.25 percentage points to a range of 0.25 to 0.5 percent. The FOMC also projected roughly six more rate hikes this year, along with slower growth and higher inflation. New projections show most officials expect the fed-funds rate to rise to at least 1.875% by the end of this year, to around 2.75% by the end of 2023 and to hold rates there in 2024.

In a statement following its two-day meeting, the Fed hinted at rising concern about inflationary pressures. It said inflation has been high due to "broader price pressures" and added that the war in Ukraine and "related events are likely to create additional upward pressure on inflation." The statement also signaled that the Fed could soon announce and implement a plan to shrink its \$9 trillion asset portfolio. The central bank ended a long-running asset-purchase stimulus program last week.

## Manufacturing Labor Productivity Falls While Factory Orders Decline

Manufacturing labor productivity continued its ongoing slide during the fourth quarter, according to the Bureau of Labor Statistics. Manufacturing labor productivity fell 0.8% in the fourth quarter at the annual rate, extending the 2.6% decline in the third quarter.

- Output rose 4.8% in the fourth quarter, continuing to reflect solid growth in demand for goods despite ongoing challenges with supply chain and workforce issues.
- However, real hourly compensation decreased 4.5% in the fourth quarter, pulling the headline figure lower.
- Unit labor costs for manufacturers increased 4.2% in the fourth quarter.
- For the year, manufacturing labor productivity increased 3.1%, the strongest annual increase since 2010, another year with strong rebounds in activity.
- Labor productivity for durable goods increased 0.8% in the fourth quarter, with output rising 3.9% but with real hourly compensation declining 3.8%.
- At the same time, labor productivity for nondurable goods decreased 3.7% in the fourth quarter, with output jumping 5.7%.
- But with real hourly compensation dropping 5.1%. Unit labor costs for durable and nondurable goods rose 3.3% and 6.7% in the fourth quarter, respectively."

## Supply and Demand - Electric and Gas Bills Rise Dramatically

According to the U.S. Energy Information Administration (EIA), the average retail residential electricity price increased by 4.3% in 2021 to 13.72 cents per kilowatt-hour (kWh), its fastest rate since 2008. "We forecast that residential retail electricity prices will continue to rise in 2022, although at a slightly slower rate," EIA researchers wrote. "In 2022, we expect the average nominal price will increase by 3.9% to 14.26 cents/kWh."

A natural gas supply crunch has made it more expensive for utility companies to buy or produce electricity. Those prices are then passed on to consumers. The cost of natural gas delivered to power plants averaged \$4.98 per million British thermal units, more than double the cost in 2020. Even before Russia invaded Ukraine, natural gas had seen a great deal of volatility. Domestic prices reached the highest levels in years ahead of winter as exporters shipped record amounts overseas, including to Europe.





## ENVIRONMENT SAFETY AND HEALTH

### OSHA Hikes Penalty Amounts

In January, the Occupational Safety and Health Administration (OSHA) announced a 5% increase in the civil penalties assessed for violations of its regulations, but worse may yet come if certain legislative reforms are adopted by Congress.

As of Jan. 13, the maximum penalty for willful or repeated violations rose to \$145,027, a nearly \$10,000 increase from the 2021 maximum for the same violations. The maximum penalty for failure-to-abate violations increased to \$14,502 for each day after the abatement deadline where no abatement has taken place. The maximum penalty allowed for serious, other-than-serious, and posting requirements violations is now \$14,502, representing an increase of nearly \$1,000 above the maximum amounts that had been adopted last year.

### The Climate Action Council's Climate Transition Cost Analysis, Hearings Scheduled

A climate law adopted by the State Legislature in 2019 requires that New York transition to alternative energy sources on an aggressive time line. At the time of its adoption, no cost benefit analysis of the legislation was performed. Only on October 14, 2021 was the Climate Action Council, the entity charged with drafting a scoping plan for its implementation, presented with a cost-benefit analysis that attempts to quantify the impact of transitioning to a carbon-neutral economy in New York State. The analysis finds that the transition will cost \$280-\$340 billion, while producing \$420-\$430 billion in benefits.

The analysis, however, appears to be based on unrealistic targets, to ignore substantial costs to be borne by New Yorkers, and to overstate the benefits from decarbonizing. Hearings on the Act are scheduled to take place across much of the state (not in the Hudson Valley) beginning April 5, 2022.

### OSHA ETS Voided by Supreme Court, Agency Presses on with COVID Permanent Vaccine Mandate Rule

When OSHA announced on Jan. 25 that it had withdrawn its COVID-19 vaccine mandate in the wake of the Supreme Court defeat, it may have seemed to many that the ruling had settled the vaccine issue—but that assumption couldn't be more wrong. On Jan. 26, the agency reported that it would continue to press ahead with developing a permanent rule designed to accomplish the same goals as the ETS it was forced to withdraw following the High Court defeat.

In order to issue a General Duty violation, OSHA must prove there is a recognized hazard that poses the risk of death or serious harm, and that a feasible means of protection exists, points out Charles Palmer, a partner with the law firm of Michael Best & Friedrich. The recognition and "feasible" means of protection are generally identified in industry consensus standards or other guidance documents.

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## ADVOCACY

### Tax Relief for New York State Pass-through Entities

The Council of Industry and the Manufacturing Alliance of New York have called on our elected state officials to include a zero percent corporate franchise tax rate for all manufacturers. Since 2014 the zero % rate has applied to only manufacturers that are “C” corporations. The majority of manufacturers in New York are small-to-medium sized manufacturers organized as S corps, proprietorships, LLCs and/or partnerships (pass-through entities).

0%

When HV Mfg went to press the State Budget had not been enacted, and the passthrough provision was still part of ongoing negotiations between the Governor and legislative leaders.

### Manufacturers Unveil Landmark Campaign to Close Gender Gap in Workforce

The Manufacturing Institute, the workforce development and education partner of the National Association of Manufacturers, announced their “35×30” Women’s campaign, an ambitious, industry-wide effort to close the gender gap in manufacturing. By 2030, the “35×30” campaign will work to close the skills and talent gap in manufacturing by adding half a million women to the industry, increasing women’s representation in manufacturing from 29% today to 35%. The campaign will also lead a nationwide movement designed to change perceptions by engaging face-to-face with emerging leaders and young women students, leveraging more than 1,000 women mentors

and collaborating with manufacturers on strategies to attract and retain female talent and broaden the pipeline by supporting women throughout their education.

## LABOR, EMPLOYMENT AND WORKFORCE DEVELOPMENT

### Job Openings Hold Above 11 million, Quits Decline Slightly

Total vacancies actually dipped a bit, falling to 11.26 million following a substantial upward adjustment in December’s numbers, the Bureau of Labor Statistics’ Job Openings and Labor Turnover Survey showed. That still left job postings 4.75 million above the total counted as unemployed for the month.

Along with the slight decline in openings came a decrease in quits, or workers voluntarily leaving their jobs. Quits declining to 4.25 million, a drop of 3.4% and the lowest number since October. As a share of the labor force, the quits rate declined to 2.8% from 3% the previous two months.

### Study: Majority of Workers Who Quit a Job in 2021 Cite Low Pay, No Opportunities for Advancement

Some interesting survey data on the “Great Resignation” from the Pew Research Center. We know from government statistics that the U.S. quit rate is at a record high—with at least 4 million people leaving their jobs in each month since July 2021. But why are they leaving? Below are the top five reasons, according to Pew:

1. It is about money. 37% of those surveyed gave “pay was too low” as a “major reason” they left, and 26% more said it was a “minor reason.”
2. Opportunity for advancement was cited by 33% as a major reason and 30% as a minor reason.
3. Respect. Feeling “disrespected at work” was a major reason for 35%, and a minor reason for 21%.
4. Childcare issues. That was a major issue for 24%, and a minor issue for 24%.
5. Not enough flexibility to choose when to put in working hours. A major issue for 24%, and a minor issue for 21%.





The January 2022 unemployment rate for the Hudson Valley Region is 3.6 percent. Year -over- year in January 2022, the labor force decreased by 1,300 or 0.1 percent, to 1,126,100.

## Hudson Valley Unemployment Rate Drops to 3.6 Percent in January, Labor Force Down Year on Year

The January 2022 unemployment rate for the Hudson Valley Region is 3.6 percent. It is up from 2.8 percent in December 2021 and down from 6.1 percent in January 2021. In January 2022, there were 40,500 unemployed in the region, up from 31,300 in December 2021 and down from 68,300 in January 2021. Year-over-year in January 2022, the labor force decreased by 1,300 or 0.1 percent, to 1,126,100.

- Putnam County 3.3 percent
- Rockland County 3.3 percent
- Dutchess County 3.5 percent
- Orange County 3.7 percent
- Ulster County 3.7 percent
- Westchester County 3.7 percent
- Sullivan County 4.1 percent

## US DOL is Pushing for Unions

There is a concerted effort by the White House to make sure that workers are supported as they try to organize. Over 20 government agencies are working with the White House Task Force on Worker Organizing and Empowerment to promote the administration's support for "worker power, worker organizing and collective bargaining."

On Feb. 7, 2020, the Department of Labor issued specific recommendations including:

- Ensuring workers know their organizing and bargaining rights.
- Protecting workers who face illegal retaliation when they organize and stand up for workplace rights.
- Establishing a resource center on unions and collective bargaining.
- Shedding light on employer's use of anti-union consultants.
- Collecting and reporting more information on unions and their role in the U.S. economy.
- Advancing equity across underserved communities by supporting worker organizing and collective bargaining.

## SEC Proposes Publicly-Traded Companies Disclose Emissions, Climate Risk

The Securities and Exchange Commission proposed a new rule Monday, March 21, that would require large businesses to issue regular reports on greenhouse gas emissions caused by their operations and possible climate-related financial risks. The proposed rule would require relevant businesses to disclose three different “scopes” of greenhouse gas emissions. Scope 1 emissions are those caused directly by a company’s own operations—carbon dioxide from a steel mill, for example. Scope 2 emissions are those indirectly caused by purchasing energy from a greenhouse gas-producing source, like electricity from a coal-powered energy plant, and Scope 3 emissions are those caused indirectly in a

company's value chain, including energy sold to another business.

The rule is currently being made available for public comment. If taken up, it could take effect between 2024 and 2026, according to information published on the SEC's website. The French news agency AFP noted that the emissions-reporting proposal is similar to efforts taken by regulators in Japan and Europe.

## Collaborative Recruiting Initiative Enters 3rd Year of Matching Job Seekers to Hudson Valley Manufacturing Jobs

The Council of Industry's Collaborative Recruiting Initiative (CRI) is a platform to help Hudson Valley manufacturers fill employment vacancies. Council of Industry uses the iCIMS Applicant Tracking platform to help members post jobs on major job boards as well as on our own site [www.HVMfgJobs.com](http://www.HVMfgJobs.com).

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# LEADER PROFILE

President Dr. Donald Christian, State University of New York at New Paltz



## REFLECTING ON 12 YEARS OF LEADERSHIP

*In 2011, Dr. Donald Christian was named the eighth president of the State University of New York at New Paltz after serving as interim president in 2010-11. During his 12-year tenure, the college has thrived, becoming one of the premier colleges in the SUNY System and attracting some of the best and brightest faculty and students to the Hudson Valley. On what turned out to be the first day of the final semester of President Christian's tenure, HV Mfg sat down with him in his office for a wide-ranging conversation on his career, leadership style, the growth of the college and its role in the region's economic development, the importance of a liberal education, and the impacts of the COVID-19 pandemic on the college and the future of education in general.*

**HV Mfg:** Thank you for agreeing to speak with us. Let's start at the beginning of your academic career. How did you get into higher education?

**DC:** Thank you for the opportunity. My career in higher education, oddly enough, started with my passion for the outdoors. I grew up working on my uncle's dairy farm in Northern Ohio and I have always loved being outdoors - hunting, fishing, hiking. In fact, this past year was the first time in more than 30 years that I missed the opening day of deer hunting season. That love led me to want to study wildlife biology.

Like most 18-year-olds I wanted to get away from home, so I went to Michigan State because they offered that degree. As a graduate student in zoology at Michigan State, I worked as a teaching assistant in addition to doing research and those interests gelled. It turned out that teaching and an academic career provided a perfect blend of my interests – and I was pretty good at it.



**HV Mfg:** That puts you in the classroom, how did you make the transition to administration?

**DC:** Well, after 16 years as a biology professor I was reluctantly dragged into serving as department chair in Biology at the University of Minnesota-Duluth. That provided me a glimpse of the rewards - and challenges - of college administration. After four years as department chair, I moved to the University of Montana where I led a large biological sciences division for seven years, then was Dean of the College of Arts and Sciences at the University of Wisconsin-Eau Claire before coming to New Paltz as Provost in 2009 and then in 2010 being appointed as Interim President. So, I spent 20 years teaching - including time as a department chair, and the last 25 years as a full-time administrator.

**HV Mfg:** Was there any particular individual you would point to who you would consider a mentor?

**DC:** Not one, but at least four. I reported to four different deans while serving as department chair and biology divisional administrator. They really set the stage for my leadership and administrative trajectory. I learned something from each of them. Dedication to institutional good - gathering full input to make decisions, but then acting decisively - working hard at effective communication and helping people understand the basis of decisions even if, especially if, they disagreed with those decisions.

**HV Mfg:** There's a lot of talk about the relative value of a college degree in today's economy. With your 45 years in the field, can

you make the case for a college education - in particular a liberal arts education?

**DC:** I'm glad you asked! The economic case in favor of a college degree is clear. Despite the stories of college graduates unemployed and living in their parents' basements playing video games following the great recession, the fact is that individuals with college degrees were far more protected from unemployment or underemployment than those without degrees. Following that recession, job recovery was stronger for college graduates - particularly those with advanced degrees.

**HV Mfg:** What about student debt?

**DC:** You can't talk about the value of a degree without talking about its cost and student debt. SUNY is, by nearly all accounts, a great value, and we have worked very hard to keep it that way. As far as debt goes, we all hear about the students graduating with six-figure debt. The reality is they are a small fraction of graduates. About 40% of New Paltz graduates have zero loan debt. The average loan debt for students who have borrowed is \$24,400. And studies show that a high proportion of those students will pay that debt off while they are still in their 20s.

**HV Mfg:** And the value of a liberal arts education?

**DC:** I typically use the language of "liberal education," rather than liberal arts education because a good liberal education includes knowledge of the physical and natural world as well as knowledge of human cultures. It includes things like inquiry and analysis, creative

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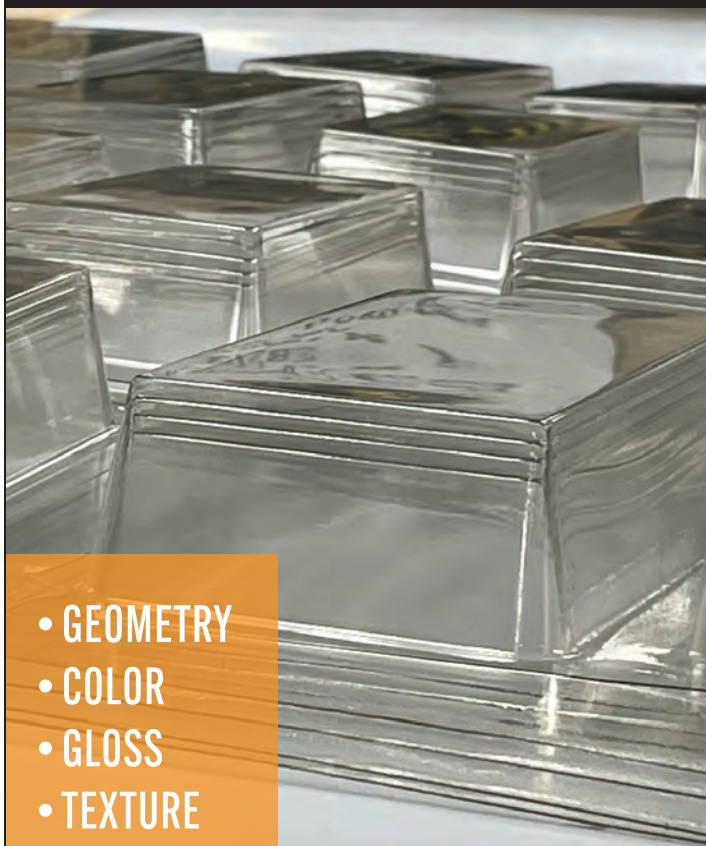


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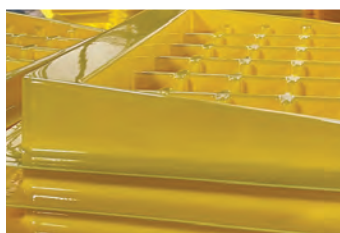
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and critical thinking, written and oral communication, quantitative literacy, information literacy, and problem-solving skills.

It includes experience working collaboratively and in teams. And, I believe, it needs to include experiences and assignments that produce a strong sense of personal and social responsibility.

**HV Mfg:** Is New Paltz delivering that education?

**DC:** Yes, I think so. There is always more to do but I think we do a very good job. We need more of what I call high-impact practices. Things like writing intensive courses, undergraduate research, internships, and community-based learning. More senior capstone projects like our student art exhibitions and engineering expo.

That said, I have spoken with many alumni who are successful in jobs and careers that you would never guess based on the content knowledge of their major when they were a student. Their success is instead attributable to those elements of a liberal education that we advance. I love the example of an alum from the 1970s who had a very successful and fulfilling career in the US Foreign Service. Was she a political science major, maybe international relations? No, she majored in art history.

**HV Mfg:** Many of our members are involved with the engineering expo and the student's senior design projects. It is a terrific learning experience for all involved – students, faculty and people working in the industry. When we first met, you talked about the value of an engineering degree with a strong liberal arts foundation. We gather you still think this is important?

**DC:** Yes, for sure. Many engineering problems and solutions have significant cultural, economic, or historical dimensions that are best served by people who are not only great engineers but who also can bring some of those perspectives that grow from a good liberal education.

I would also venture to guess that Council of Industry members looking to hire engineers place great emphasis on communication, information literacy, teamwork, and research skills. And, those skills open important career doors beyond engineering to management and leadership.

**HV Mfg:** Through the years, we have spent quite a bit of time on campus. It's hard not to notice all the new construction and renovations. What's new?

**DC:** A lot is new, and a lot has been updated. In the last decade we have built three new buildings and completed seven major renovations. There have also been many smaller renovations and infrastructure improvements. We renovated Old Main – the oldest building on campus, Wooster Hall – which is vastly different from its original 1960s Brutalist style, and The Sojourner Truth Library – which is like a second home to so many of our students.

We built a new residence hall and, probably of more interest to your members, a new science building and an Engineering Innovation Hub.

**HV Mfg:** Tell us more about the Engineering Innovation Hub. The 3D printing Center resides there, correct?





President Christian in the Hudson Valley Additive Manufacturing Center with Martin Benesh, senior Theatre Arts major (Design and Technology concentration) and HVAMC intern.

**DC:** Yes. The Engineering Innovation Hub houses our 3D printing center - that we branded, The Hudson Valley Additive Manufacturing Center, as well as our widely popular mechanical engineering program. I would be remiss if I did not acknowledge the important role the Council of Industry played in helping us launch the mechanical engineering program. You really helped us make the case to SUNY that the program was needed in the region.

The Additive Manufacturing Center is one of the more exciting developments at the college during my presidency. It is a true, collaboration between government, industry, and education and, to our conversation of liberal education earlier, it is by design, an interface between art and engineering. The success of the center is the result of the great work of Dan Freedman, Dean of the School of Science and Engineering, and Center Staff, Aaron Nelson and New Paltz alum, Kat Wilson. To build the Center we received an award from Empire State Development and generous support from our state elected officials, Central Hudson, the Dyson Foundation, the SUNY New Paltz Foundation, and many private and other industry donors. It houses state-of-the-art equipment and can print in a wide variety of materials.

The center provides distinctive opportunities for student interns who come from fields as diverse as art, mechanical or computer engineering, graphic design, and theatre. We work with local industry on engineering and product solutions and develop prototypes.

**HV Mfg.** Let's talk more about the College's role in regional economic development. We know this has been a priority for you.

**DC:** It has, and I think we have made excellent progress. We just talked about the Additive Manufacturing Center, and the School of Science and Engineering. The School of Business is also quite engaged. It is home to the Hudson Valley Venture Hub that supports entrepreneurs at all stages, including student entrepreneurs.

I am also proud of my leadership role on the Mid-Hudson Regional Economic Development Council.

**HV Mfg:** You are the co-chair of the MHREDC correct? What is the role of the Council?

**DC:** I have served as the Council co-chair since 2018 and am stepping down this month. I have to say I will miss that work very much when I retire in June. The MHREDC is responsible for setting regional Economic Development Strategy, coordinating various stakeholders, and making recommendations on State funding for projects. It has been a rewarding experience for many reasons, not least of which is working with the other Council members who, though they come from very diverse organizations with seemingly conflicting missions, work together in a very collegial way for the betterment of the Hudson Valley.

**HV MFG:** We used to think that being a college president must be one of the best jobs there is. Then came March 2020, with all the ensuing chaos and we thought that being a college president might be one of the most difficult there is.

**DC:** That's not far off, but being a college president is rewarding! Managing through the pandemic was one of the most complex and ambiguous challenges that I ever encountered. We put together a leadership team that met daily - and still meets frequently - that team organized our response to the changing pandemic dynamics and public health guidance. We knew early on that we needed to pivot and change course, sometimes quickly and often in the face of incomplete or conflicting information.

I've commented numerous times and I'll say it here again - I am so impressed with our students and their willingness to comply with SUNY and state health directives so that we are able to have class in person. They are a wonder.

I also can't say enough about our employees. They wrestled with many challenges - some coming to campus every day, others

learning to be effective while working remotely. Faculty learning to teach well online - some having never attempted it before – all while managing their own health and the health of family members - in some instances taking care of little ones in the absence of childcare.

**HV Mfg:** What lessons will you take from the pandemic; what changes are permanent?

**DC:** On the education side, I believe the minds of many people have been opened to being able to teach remotely and do it well. That will help us reach students who we have not served before – such as through our online bachelor's degree completion program that launched this semester, and graduate programs tailored to working professionals.

I also think strategic telecommuting will likely stay with us into the future. We have for a long time, been keenly aware of the importance of, and our reliance on, information technology. Managing through the pandemic gave us further insights in using technology to do our work better – even in our new normal.

**HV Mfg:** Describe your leadership style. Has it been influenced by your background in science?

**DC:** Yes, I'm sure it has. I am committed to using data and evidence to inform my decisions. I think that speaks to my background in science. I have been told that I am deliberative, fair, committed to data and evidence, and that I listen to diverse perspectives and ideas. I never presume to have the right answers and believe I've been effective at taking and integrating advice from members of my leadership team, deans, faculty, staff, students, and alumni.

Early in my presidency, I heard Harvard President, Drew Faust state that communication is arguably THE essential act of a president, and I have been committed to open and clear communication to help members of our community understand the basis for decisions and actions – why we can or cannot do certain things and the broader contexts in which the college works.

**HV Mfg:** Reflecting on your time at New Paltz - What are you most proud of? What remains undone?

**DC:** That's like asking a parent which child they love the most! I'm proud of our high graduation rates and the fact that - compared with higher education in general - that rate varies very little by race, economic status, and first-generation students. I'm proud that we have been recognized for our distinctive positive impact on the socioeconomic mobility of our graduates (in one ranking, we are in the top 3% of colleges and universities in the country.) I'm proud that our students see New Paltz as such a welcoming, accepting learning community. I'm also proud of the great progress we have made in building a culture of philanthropy – building capacity over time so that this past year we completed a first ever fund-raising campaign, which exceeded our goal, raising \$24.7 million.



President Christian speaking with Physics and Astronomy Professor Catherine Herne, whose specialties include optical physics.

What's undone? I guess the same things that affect higher education overall. How to continue becoming a truly equitable and inclusive institution. How to reach students and segments of our society for whom higher education has not reached or served well. How to continue expanding the sorts of high-impact educational practices we talked about earlier. How to renew public faith and support for higher education and the multiple individual and societal benefits of an educated citizenry.

**HV Mfg:** Thank you for your time – We hope you get to enjoy more of the Hudson Valley's great outdoors in your retirement.

**DC:** I enjoyed it – and you can count on it!





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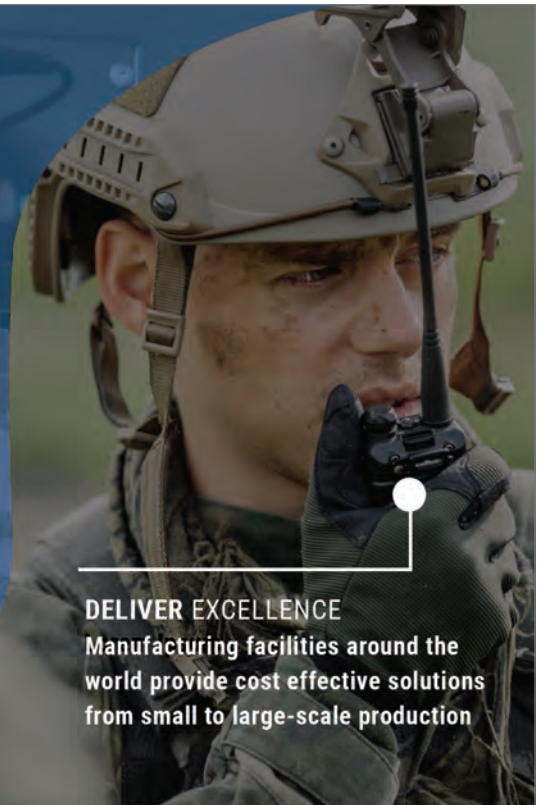
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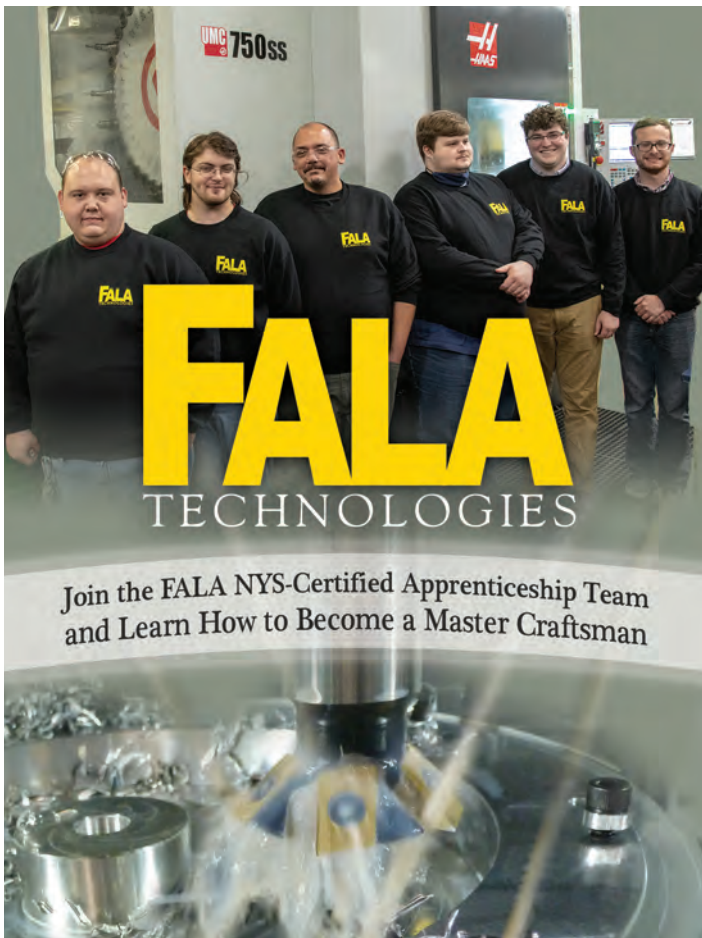
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# MANAGING INFLATION AND INTEREST RATE HIKE:

Strategies for Manufacturers to Navigate  
the Current Economy



**C**omputer chips, chicken and chlorine are not products typically grouped together except that they fit into the category of goods that have been affected by COVID-19 supply chain woes during the last 12 months. There is some hope that supply side challenges will continue to ease as the Institute for Supply Management's Manufacturing Index has been expanding for more than 20 months. Supply delivery times are still high, however, with continued worldwide shipping and trucking delays.

Reflecting on the classic Laws of Supply and Demand, it is no surprise that outsized demand of available goods in the face of a reduced supply has driven up prices. This, coupled with slow wage

dropped significantly. The spike in fuel prices resulting from European conflict could be temporary or could have a real gross domestic product (GDP) effect both in Europe and in the U.S.

A significant, sustained rise in oil and natural gas prices could stall economic recovery in the first half of the year by further eroding consumer spending power, according to TD Economics, the research arm of TD Bank.

To restore some balance in the economy, the Federal Reserve will implement interest rate hikes throughout 2022 and attempt to bring inflation back from its 7.5% peak to a range of 3.0–3.5% by year's end. Rate increases will likely begin with a 50-basis-point increase in March. Analysts at TD Bank then expect to see further rate hikes even higher than what has been publicly indicated by the Fed, expanding to a possible 75-to-100 basis point increase over the next few quarters in addition to the initial increase.

This is largely an educated guessing game by policymakers, however.

"Nearly every recession in modern history has been preceded by a peak in the Federal Reserve's policy rate. In an ideal world, the Fed's rate increases will bring demand into balance with its underlying potential supply, allowing for both stable economic and price growth," wrote TD Economics in a recent report. "This is a tall order. One reason is that the Fed doesn't know in real time the appropriate level for interest rates that will perfectly balance the economy. This is only truly known in hindsight."

In other words, it is a delicate balance between raising interest rates too high and curbing economic growth and bringing inflation down to a more manageable level.



growth until recent months and the loss of 3 million to 4 million Americans in the workforce, has pushed inflation to levels not seen in decades. In fact, inflation hit a 40-year high in December 2021 that was then surpassed again in January 2022. Energy and fuel costs led the way in inflation, with prices climbing 50% in 2021.

Further complicating the U.S. economic picture are current geopolitical tensions such as the Ukraine conflict. Fuel prices climbed even higher in late February and world markets





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Investments in capital equipment, whether it be through outright purchasing or leasing, are especially important to do before rates climb.

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### What does this mean for manufacturers?

Below are strategies companies should consider as they prepare for rising interest rates:

#### 1 REFINANCE

Companies with fixed-rate debt should have refinanced already to take advantage of historically low rates, but without a strong sense of urgency that rates could change, many businesses who are eligible to refinance failed to do so. The potential for multiple rate hikes during 2022 will help spur motivation for more businesses to refinance or to move into a long-term, fixed-rate product. Manufacturing companies may also consider an interest rate swap on an existing credit line or loan to help offset increasing costs.

#### 2 INVEST IN CAPITAL EQUIPMENT

While some manufacturers may have made investments in new technology or equipment to combat labor shortages or create production efficiencies, many still plan on capital expenditures in the near-term, with investments in technology, facilities, and data security topping the priorities list. Investments in capital equipment, whether it be through outright purchasing or leasing, are especially important to do before rates climb. Companies that have put larger purchases on hold for several years now see a need to reinvest to increase operational efficiencies through new technologies or automated processes to relieve supply chain bottlenecks or enhance protections in cybersecurity to avoid being the next headline. Manufacturers that are planning expenditures may also want to consult with their CFO or accountant to consider the impact of asset depreciation that comes with investing in new equipment.

#### 3 DETERMINE WHAT'S IMPACTFUL

Before reacting to the Fed's interest rate increases, executives need to determine what's more impactful to their business – interest rate or dollar exchange – and how that influences operations. Domestic-oriented manufacturers with domestic customers will be most affected by a rate hike. Conversely, continued strength of the dollar is more worrisome for manufacturers that work internationally and companies exporting to Asia and Europe are most notably impacted by the strong dollar. The strength of the U.S. dollar compared with other currencies has been meaningful, and many companies haven't been able to adjust their business operations and inventories yet to account for it. Geopolitical tensions could cause further fluctuations in foreign currencies, so those manufacturers with a strong export business may want to consider using an interest rate hedging product through a bank's foreign exchange group to potentially lessen these financial impacts. A company that maintains modest debt and adequate cash reserves will better enable it to weather the downturn in export markets.

#### 4 USE CREDIT

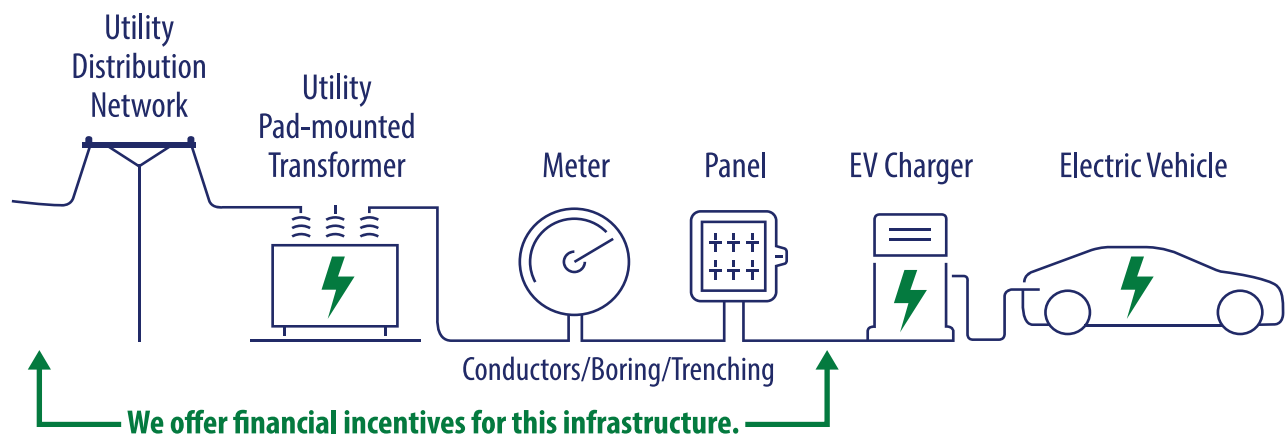
From a financing perspective, inflation and increased real inventory is raising working capital requirements. As such, financing requests have spiked as many companies look for new credit facilities or an increase to their existing lines of credit. Some industries are considering alternative structures such as an asset-based line of credit to increase availability by tying their level of working capital, both accounts receivable and inventory, or equipment assets directly to the amount they can borrow. This can be a helpful strategy to cover short-term cost increases such as wages while business productivity returns.



Manufacturing executives should examine how the initial interest rate increase – and additional hikes in the coming quarters – fits into their businesses' strategic plans. Ultimately, the Fed's decision to raise interest rates reflects economic growth and should help to stabilize inflation by the end of 2022.



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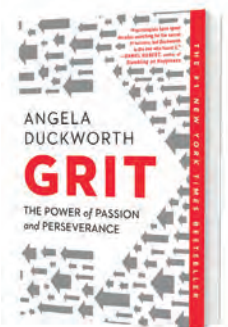
**With all the distractions, how can anyone accomplish anything?**

It requires sustained, intentionally focused action and decisions, the optimism to know that the obstacles will happen and the confidence to overcome any barriers that arise.



**T**he multitude of distractions in our personal and professional lives is exponentially increasing. News and social media bombard our electronic devices with reports of impending war and economic downturn. A global pandemic with intermittent surges, social changes in diversity and equality not seen in generations, and supply chain issues impacting short and long-term decision-making at home and work are only a few distractions that influence daily life. How can anyone accomplish anything, let alone have goals with so many distractions? The short answer: through Grit and Resilience. Getting there, however, requires sustained, intentionally focused actions and decisions, the optimism to know that obstacles will happen, and the confidence to overcome any barriers that arise.

The ancient Greek philosopher Aristotle's virtue of Courage is one of the earliest conceptual descriptions of Grit. A courageous person is aware of the challenges and barriers of life but chooses to face them, knowing that the end is the ultimate goal and knowing that fear is normal in challenging situations. Psychologist Angela Duckworth's research in the early 2000s provides a more contemporary definition of Grit. Her findings show that Grit is the passionate pursuit of long-term goals not necessarily influenced by ability or random good fortune. Grit provides the framework for finding the meaning and value of these goals. Duckworth's findings show Grit and perseverance are more strongly related to positive outcomes than only having consistent interests. Put more simply, Grit is the answer to the question of Why. Why does a person pursue their goals?



The answer of Grit leads to the subsequent question of How people pursue their goals. The work environment is an ever-evolving balance between high-quality efficient output and entropy. Often the employee is caught in the middle trying to do their best to succeed. The 21st-century worker is increasingly specialized in their field, expensive to train, and even more costly to replace. Even for professions where stress is an inherent element of the job, workplace stress occurs when the working environment is not compatible with the employee's personal Grit. A mutual understanding binds the employee/ employer relationship that the employee will engage in wellness and the employer will create a place geared for everyone's success. A Japanese study investigating stress management in the manufacturing industry found that job strain and stress could be decreased by promoting worker autonomy, clarifying roles and responsibilities, and providing a mutually supportive reward system. Numerous examples show that reducing workplace stress enhances productivity, increases job satisfaction, and lowers adverse events in the workplace. So, if employers can foster Grit, the Why, then what is needed to address the How?

While Grit is the road map, Resilience is the tool to overcome the bumps and potholes along the way. Resilience is a state of well-being in which a person utilizes inner resources, social understanding, and cultural navigators to cope with life stressors to survive and recover, thrive, and learn from these experiences to contribute to society. In other words, the ability to function and achieve results during stress while taking calculated risks. Resilience is how you bounce back.

Resilience is not a trait that you have or do not have. Nor does it mean you will never experience distress or adversity. Everyone has the inborn capacity to develop resilience with internal cognitive and personality factors with external protective factors. Resilience comprises behaviors, thoughts, and actions that can be practiced, learned, and developed.

A 2014 study in the American Journal of Psychiatry investigated the brain areas that control the response to negative social stimuli.



Introspection is examining and monitoring one's own thoughts and feelings. This process occurs in a primitive brain structure located in the brain's center called the insula. In an area of the brain between the eye and ear called the anterior cingulate cortex (ACC), different states of arousal are observed. During high-risk situations, the ACC is very active. Several studies have demonstrated an inverse relationship between these two areas. For a person who has learned skills to decrease fear in a social situation, the insula is hyperactive and the ACC is hypoactive—demonstrating the brain's adaptability to reappraise the emotional response to stressful situations.

Resilient people have a standard way they interact with their internal experiences and the external world. Dr. Lucy Hone, a researcher in resilience, finds three commonalities among highly resilient persons. Resilient people know that bad things will happen in life, can focus attention on the positive, and have the ability to reflect if their choices are helpful or harmful to their goals. All of these are achievable regardless of someone's degree of pessimism. Fortifying resiliences requires a wellness mindset. Wellness is engaging in life by increasing awareness and active participation in daily choices to live a more fulfilled and healthy experience. The domains of wellness prioritize building connections and relationships at work and home. A conscious effort to attend to physical health through movement, balanced nutrition, and adequate sleep. The fostering of a non-judgemental understanding of your thoughts, feelings, and behaviors through mindfulness. Resilience is adapting to change and How a person can pursue their goals.

Excellence is derived from the Greek word *Arête*, meaning the principle for living life focused on fulfilling a purpose. By that classic definition, a life lived fulfilling long-term goals is an Excellent one. Undoubtedly these are challenging times, but fortunately, everyone has the innate ability to overcome these obstacles. A focused commitment to Grit, employing a combination of optimism, flexibility, and confidence, will cultivate Resilience in all areas of life and champion Excellence in the everyday experience.

Nicholas Batson, MD, MMM is a Psychiatrist Board Certified

While Grit is the road map, Resilience is the tool to overcome the bumps and potholes along the way.



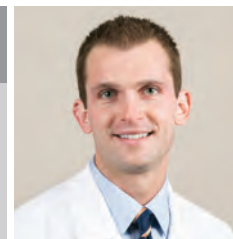


A focused commitment to Grit, employing a combination of optimism, flexibility, and confidence, will cultivate Resilience.

in Adult, Child & Adolescent Psychiatry. Dr. Batson earned his BA from the University of Louisville in Louisville, KY, and earned his Medical Degree from the American University of the Caribbean School of Medicine, Cupecoy, St. Maarten. He completed his Residency in Psychiatry at Wake Forest University Baptist Medical Center, Winston-Salem, NC, and completed his Fellowship in Child and Adolescent Psychiatry at the University of Louisville in Louisville, KY. Dr. Batson earned his Master of Medical Management for Physicians (MMM) degree at Carnegie Mellon University. He serves as both the Division Lead for Psychiatry, and Medical Director of Surgical Services at Crystal Run Healthcare. His clinical interests include Child Psychiatry,

Adolescent Psychiatry, Adult Psychiatry, ADHD and Disruptive Behavioral Disorders, Mood Disorders, Family Therapy, Psychotic Disorders, and Developmental Disorders. Dr. Batson is currently seeing patients in Middletown.

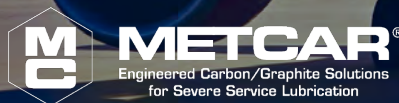
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*Manufacturing is entering a new age, which is brought on by the advancements in digital manufacturing software, allowing creators to take their innovation to a whole new level.*

*“Digital manufacturing design is not just a small incremental improvement in the industry.”*

*Sri Vilayanoor, CEO of Ignition Life Solutions, said, “it’s a breakthrough improvement. It’s a revolution.”*



transformation to provide a smooth sailing transition into the future.

The digitalization of the manufacturing industry has become so popular, it's almost a necessity for companies. Consultants are advocating for it by promoting the future of manufacturing, providing examples of how manufacturers are using it today, and even working with academic organizations to prepare the incoming workforce.

Most experts agree that **digital manufacturing** is the use of technology to increase efficiency and productivity to meet customer needs.

Importantly, this application of technology does not mean replacing workers by automating the assembly line to cut costs for a company. Instead, it is the use of information systems programs that enable a manufacturer to create an incredibly wide range of products and services with a higher quality while also providing the ability to make quick changes to the product as consumer market demands also change. The goal is to augment the already existing process of manufacturing.

Digital manufacturing includes, but is not limited to, data analysis software, simulation, eCommerce, Artificial Intelligence (AI) and the Industrial Internet of Things (IIoT), robots, sensors, and automation. Companies implement these technologies in order to help their workers by making the job easier and quicker to accomplish without any additional strain on the labor force. "There's an explosion of complexity happening in the industry." Fram Akiki, President of Joun Technologies said. "The product has become more complex, there's complexity in the supply chain, complexity in the customers." Digital transformation can help manufacturing companies to gain a competitive advantage by providing means of adaptation to the increased complexity of the market.

"The idea of trying to bring in technology-based change into a manufacturing environment is extremely daunting, but there is an absolute need to do it." Akiki said.

Now is the prime time for promoting it as the future of manufacturing. Naturally, before diving into any big change, manufacturers have some reservations about this new manufacturing era. This is why Akiki, Vilayanoor, and other consultants and educators are working to familiarize the workforce with digital

## HISTORY OF MANUFACTURING

Digital manufacturing is still relatively new because of its dependency on IT and CAD software. The ability to operate multiple programs from a single PC and give precise directions to a robot is increasing every day with the hard work of engineers and software designers. But it didn't start out that way.

Between the late 1700s and the early 1800s, America went through its **First Industrial Revolution**, which signified the transition between craft production process and the use of machinery powered by water and steam. This resulted in changes in the textile, iron, and mining industries with the introduction of more complex factories.

The **Second Industrial Revolution**, or the Technical Revolution, occurred between 1871-1914. Along with it came higher speed electricity, railroads, and telegraph networks. Which happened just in time for the start of World War I, during which fast travel and communication was of key importance.

The **Third Industrial Revolution** of the late 20th century is known as the Digital Revolution. The inventions of this industry were not as visibly in-your-face as factories or trains. This era saw the invention of the super computer, and eventually the PC, which increased the speed of communication, as well as advancements in manufacturing processes. Most importantly, the digital revolution brought forward the rise of the internet and IT.

## INDUSTRY 4.0

**Industry 4.0** is just coming into being and has been dubbed the Imagination Age for its focus on creativity and originality, rather than analysis of the years that came before. However, it is this analysis and IT processes that allow for innovation and creativity to take the front seat. Industry 4.0 can be compared to the evolution of smartphones; we are entering an era of **smart factories**.



There are several trends that are growing in popularity in this newest revolution that all serve to make the manufacturing process more efficient. **Automation**, for example, is the use of robotic sensors and other automatic measuring tools that are connected to software that provides data analysis to enhance decision making. In an age where customers value customizations and personalizations of products, the capability of many rapid, profitable decisions in a short period of time is essential.

**Big data** is the root of what needs to be analyzed with the help of technology such as automation. Big data refers to the sheer amount of data that has become too complex to be processed by traditional means. It can be divided into three subcategories: *volume*, *velocity*, and *variety*. Also known as the 3Vs, as Vilayanoor fondly calls them. Manufacturers collect huge amounts of data from industrial equipment to social media every day. Maintaining and storing all that information requires an overwhelming amount of data storage and gets costly very quickly. Not only is a lot of data being recorded, but it all happens at a very fast speed. Advancements in the internet and IoT allow information sharing to become faster and faster, overwhelming software of the digital revolution. All of this can't be done today, which is why information management systems of Industry 4.0 will be able to process big data at the click of a button. The faster the data analysis, the faster the product life cycle.

## DIGITAL TRANSFORMATION IN PRACTICE

Digital manufacturing is particularly useful in collecting data from the consumer market. Vilayanoor's go-to example is the smartphone industry. Smart phones are able to collect field data from their customers to determine what about the product is and

isn't working, and what the customers do and don't like. This allows smartphone companies to come out with newer models in a shorter amount of time with a greater sense of security regarding the customer reaction than in the late 2000s and early 2010s.



Sri Vilayanoor, CEO of Ignition Life Solutions.

Apple is a very clear example of this. There was only a **ten month gap between the iPhone 12 and the iPhone 13**. After analyzing field data, Apple Inc. was able to determine that customers liked the iPhone 12 Mini option rather than a phone slightly too large to fit a pant pocket. So they created an iPhone 13 Mini option along with the standard iPhone 13. Field data also showed the importance of a high quality camera. Today, these phone cameras are so advanced, it can be hard to determine if a photo came from a phone, or a high-quality multi-thousand-dollar camera used by professional photographers.

Field data is not only used to improve physical aspects of a product, but operating systems as well. **Microsoft Windows** is a computer operating system. Every time a new version is released to the public, a slightly updated version is released a few months later with small fixes to correct bugs or complaints customers have had about the operating system. Windows 11 was just made available to Microsoft users, meaning in the next few months, a slightly updated version will come out that will run a little smoother and faster. The collection and analysis of data made available by digitizing the manufacturing process is what allows for companies to adhere to customer demands with a relatively quick response time. As Industry 4.0 continues to develop, updates will be coming out with greater regularity.

Most manufacturing companies are successful because they work in tandem with other companies in the industry, whether they are shipping companies or other manufacturing businesses. The data and information sharing systems in place today between companies result in a huge waste of materials, which is known as the bullwhip effect. The **bullwhip effect** occurs when there is an increase in



demand that suppliers must meet in order to keep their customers happy. Distributors begin this process by increasing their supply orders. One product is made of several parts, all of which have to be made, and then manufactured along the supply chain until the result is the final product. When each tier of the supply chain over-orders materials from their suppliers, the bullwhip effect grows exponentially, creating a significant waste in materials, time, and money.

According to Vilayanoor, the goal of Industry 4.0 is instant data transfer, which will help to reduce the bullwhip effect by allowing every part of the supply chain to be on the same page. This advanced communicative technology allows for every party involved to know what the end result is, and if that result changes, how everyone will accommodate accordingly. It explains the need for the fourth industrial revolution; to achieve the greatest potential of all resources used in the supply life cycle.

## IT'S ALL ABOUT PEOPLE

Industry 4.0 is more than a little change in the Product Life Cycle (PLC); Vilayanoor said it's a reimagining of the PLC, resulting in a continually evolving System Life Cycle (SLC) perspective. Understandably, executives are weary of change and the payoff of implementing a brand new system. [Clarkson University](#) is one of

many organizations ready to embrace the change and prepare the future of the industrial labor force.

"What we need in education is a transdisciplinary approach," Michael Walsh, Executive Director of Beacon Institute and Engineering and Management at Clarkson, said. "We need the School of Business to be working with the School of Engineering and the School of Liberal Arts to promote critical and technical thinking skills as well as business acumen."

Professors at Clarkson understand that engineers are only a part of the manufacturing equation. Collaboration between management and engineering teams is necessary for optimal effectiveness. Clarkson prepares its students to be flexible and welcome change by understanding all aspects of the industry, not just their specific field. The Clarkson administration does this by designing flexible classes that incorporate the perspective of field experts and what the industry needs.



Michael Walsh, Executive Director of Beacon Institute at Clarkson.

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Fram Akiki is the President of Joun Technologies.

Akiki is of the same opinion. “The ability to change, especially when you’re dealing with technology and the explosion of complexity that’s happening out there, that’s going to be your best weapon for success.”

## THE IDEAL WORKER

Luckily, for these new college grads, companies are broadening their search for new employees. “There’s such a labor shortage that if you start putting in these ‘must haves’, your search becomes very long and there’s not many available candidates,” Neil McGill Director of Operations at [Allendale Machinery Systems](#) said. “The companies that are growing the most are the ones who realize they have to start looking outside the normal labor pool and build internally.”

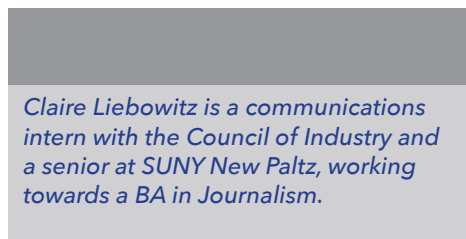
While background knowledge provided by schools such as Clarkson is important, there’s an entire second set of skills that can only be acquired from hands-on experience and company training. For certain positions, a higher education in STEM fields make a worker very appealing, but it’s not always required. According to McGill, companies need to be open to workers outside their radar and embrace what their unique experiences could bring to the company when combined with said companies training programs. However, there is one “must have” that can’t

be eliminated: “Employees need to be accepting of change. Critical thinking and a willingness to learn are some of the important things. They have to be fluid.” McGill said.

Fluidity is the future of manufacturing and the digital transformation. Manufacturers and their employees who allow themselves to be malleable and open to new ideas are going to take over the competition. Educators and consultants alike agree that flexibility is essential for success in the digital transformation age. Technology provides the means necessary to turn ideas into reality; adapting to changing manufacturing technologies ensures the possibilities of the future to become the present.



Neil McGill is the Director of Operations at Allendale Machinery Systems.



Claire Liebowitz is a communications intern with the Council of Industry and a senior at SUNY New Paltz, working towards a BA in Journalism.

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"To service our ever growing client base in the Hudson Valley, Walden has strategically located our office near local manufacturing hubs and hired exceptional talent." **Joseph Heaney, President, Walden Environmental Engineering**



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556 Route 32, Highland Mills, NY 10930





# COMPANY PROFILE

DORSEY METROLOGY | BY TAYLOR DOWD



## THE DORSEY WAY

A Legacy of Excellence in Precision Measuring

Front: Andrew Totten, Quality Manager. Back: Mark Swenson, Vice President, performing calibrations and inspections.

**D**orsey Metrology International (Dorsey) is a Poughkeepsie-based company specializing in custom designed measuring tools. A third-generation family-owned business, Dorsey is operated by Devon Luty-Sweson, President, and her husband, Mark Swenson, Vice President. Since Dorsey's founding in 1955, the company has set itself apart with superior quality, USA-based manufacturing, and a talented team of employees.



"To really understand the ins and outs of my father's work is special," Luty says. "To this day, with everything we do, we go back to whether my dad would do it."

## THE DORSEY STANDARD

Put simply, metrology is the science of measurement and weights. Dorsey primarily manufactures in-process comparative gages, which take measurements compared to a standard or master while the part is on a machine in production. The parts measured are generally round and Dorsey's products measure both ID (inside diameter) and OD (outside diameter) with high precision. Dorsey's product line includes bore gages, snap gages, dial indicators, chamfer gages, countersink gages, optical comparators, and vision systems, among others. Additionally, the company makes custom gages and offers contract manufacturing, calibration, repair, and engineering services.

Dorsey services the aerospace, medical, and industrial industries, among others. The company is a rare manufacturer whose products and parts are entirely made in America, where most of their customers are located, while a small percentage are located abroad. "Our tools are high quality and they're made here in the U.S.," says Swenson.

## DORSEY'S HISTORY

In 1955, Dorsey Gage Company was incorporated in New York State by its founder, Devon Luty's grandfather, Theodore F. Luty Sr., and her grandmother Helen Luty. The company began in Hyde Park as a machine shop specializing in simple inspection gages and subcontract machining.

As it grew, the company ventured into building and designing more custom equipment. Dorsey purchased the instrument division of the Hamilton Watch Company in 1975, and relocated to Mansion Street in the City of Poughkeepsie the following year. In 1986, Dorsey Gage acquired Pexit, an English company known for their high quality, precision optical comparators. The design and facilities of Pexit were relocated to Poughkeepsie, where it became the Optical Metrology Division of Dorsey Gage.

In 2001, the metrology division became a separate company, with Ted Luty Jr. as president. Dorsey Gage Company and the E.S.C. Division were sold. The new and current company, Dorsey Metrology International, consisted of the division's former management, employees and assets.

## DORSEY'S THIRD-GENERATION

Devon Luty handles most front end operations, including sales and marketing. Luty goes by her maiden name, explaining some Dorsey customers who worked with the company under her grandfather's and father's ownership like to speak to a Luty— it is what they are comfortable with. Swenson oversees production and handles the back end of the company. For years, the couple has valued the same standards put forth by the previous two generations. Luty, however, did not always expect herself to be working in her position today.

Luty was "born and raised" in the business. With her father Ted Luty as president, she spent her childhood exposed to the machine shop, learning about parts and seeing her father's work. "When I was really little, around five-years-old, every other kid would say they wanted to be a nurse or doctor or firefighter," she says. I said that I wanted to run Dorsey

Gage Company." As she grew older, she changed direction. Devon is a 2005 Graduate of Salve Regina University who pursued a real estate career after graduation but several years into her career, she realized she was not pursuing a job she loved.

At the time, Luty and Swenson had only been dating for a couple of months. Luty, unsure of her next career step, expressed to Swenson her uncertainty of what to do. He suggested she go work for her father at Dorsey, and the rest is history. Swenson began working for the company a few years later. With a construction background and a knowledge of how to build things, and a double-degree in finance and accounting from SUNY New Paltz, he began to learn the ins and outs of the company from Ted Luty, who would become his father-in-law. "I never thought I would enjoy something like this but its enormous amount of problem solving and I love it," Swenson says.

Luty started for Dorsey as a receptionist, before working in purchasing and accounting ("We found out accounting was not my forte!" she jokes) before moving to quality, then marketing. "I really found my niche inside the sales role," Luty says. "Sales is nothing more than a personal relationship with your customer." She became vice president before earning her position as president in 2012. Today, Luty continues to form relationships with customers and enjoys a people-focused role.

Several years before her father's passing, Luty had the opportunity to work with her father and further understand



Cathleen Newman, Lysko Assembler, assembling bore gage heads.



his business from a new perspective. “There’s something really interesting about knowing your parent as an adult versus a child. To really understand the ins and outs of my father’s work is special,” she says. “To this day, with everything we do, we go back to whether my dad would do it. He could be a pain in the butt, but he had a vision,” she jokes.

Under Devon and Mark’s direction the company has made several strides and improvements. They implemented an ERP, Enterprise Resource Planning System, enhancing their efficiency and optimizing capacity, expanded into a second building, as well as acquiring a competitor, expanding their optical products into the vision world, to name a few.

Being a family-owned company, Luty and Swenson aim to provide a family-like environment and build trust in relationships with their employees. “We take care of each other,” Luty says. “My grandfather used to say this all the time, and it’s the mentality I’ve known my whole life: You spend eight hours with your spouse, you spend eight hours sleeping, and you spend eight hours with the people you work with, who, in essence, become your family.” Today, two men in their late ‘70s still work for Dorsey, which Swenson says is like home to them. “The company wouldn’t be here if it weren’t for the employees,” he says. “I’ve grown very close to everyone here. They all have my cell phone number. If they need something, we do it, we help them.”

## DORSEY TODAY

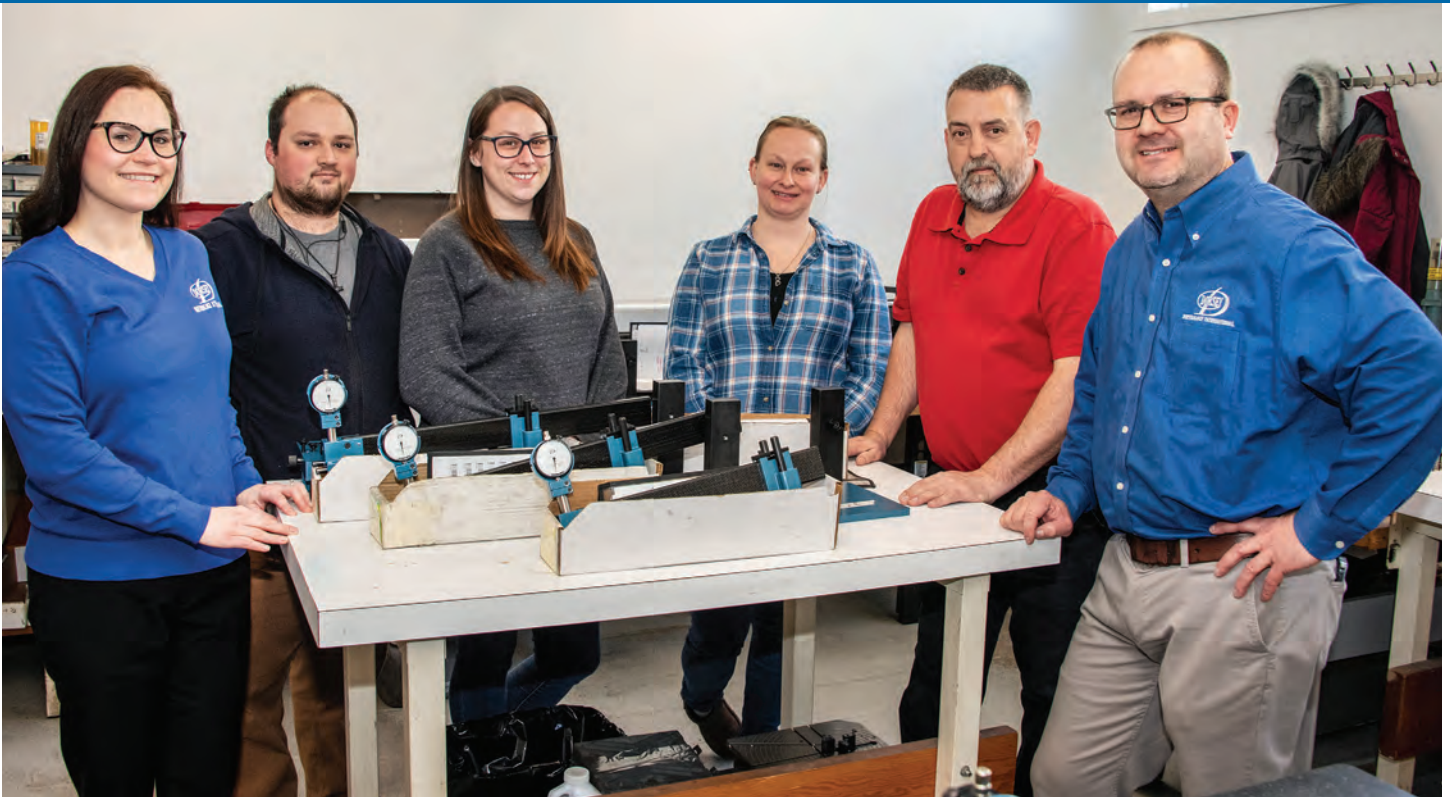
Luty acknowledges her position as a woman in manufacturing, a responsibility she carries with pride. “There were a lot of women

who had to take a backseat for me to be here,” she says. “Years ago, a manufacturing company would have been sold or closed before a woman would take over. I think people are a little confused when I walk in and they may question what I know. But when I start speaking, the tune changes.”

She accredits her predecessors for their contributions in paving the way for her opportunity. “So many women have done so much footwork for me to have the privilege of this position,” she says. Until my father was in charge, my grandmother didn’t get any recognition for the work she did. She helped start the company, she did all the office work and basically ran the company when my grandfather was on the road.” Dorsey was officially recognized by the Women’s Business Enterprise National Council (WBENC) as a Women’s Business Enterprise.

Like many other manufacturers, Dorsey has experienced some setbacks due to the pandemic. In the spring of 2020, the company continued to stay open, navigating changing schedules and accommodating employees with school-aged children. “We’re lucky that we had the flexibility to do that, and that our staff had to drive to do that,” Luty says. Dorsey had contracts to fulfill during the shutdown, but afterward underwent about three months with very few calls. Some employees were furloughed, and while most have returned, some have not. The loss of these employees has created “a hole” that Dorsey is still trying to mend, Swenson explains. “The more the pandemic pushes out, the more these problems trickle into every aspect of the business,” he says. “It makes things very, very hard.” Despite these challenges, Dorsey continues to prioritize its work family. “I like to go to sleep at

They continue to uphold the values set forth by previous generations, maintaining a legacy of excellence in precision measuring.



From left to right: Devon Luty-Swenson, President, Colin Kenny, Assembler, Cathleen Newman, Lysko Assembler, Kasia Wojda, Assembler, Joseph Couture, Production Manager, and Mark Swenson, Vice President.



From Left to Right: Kathleen Thompson, Customer Service, Devon Luty-Swenson, President, and Jennifer Broas, Office Manager.

night knowing every decision I make affects the other 39 people in this company positively instead of negatively,” Luty says.

Still, issues like inflation and industry changes have long lasting effects. Raw materials are critical to manufacturing Dorsey’s products, some of which have experienced price increases of over 300% in recent months. Some of the company’s vendors are no longer in business or cannot get their products, Luty explains, and the industry has changed so drastically that few other companies make tools that Dorsey does. “We have some customers who really depend on our products. If something were to happen to us, it would cause trouble for their company,” Swenson says. “Similarly,

if something were to happen to one of our suppliers, if a product is cut out or supply needs to be resourced, it could get very difficult. And you never know when something like that could happen.” Overall, Dorsey’s inventory and preparation ensured that the company was stocked with appropriate amounts of material and equipped to continue filling orders during the pandemic. Now, Dorsey continues to adjust to inflated costs and navigate the aftermath of the pandemic and the changes it brings to the manufacturing industry.

Looking ahead, Luty and Swenson aim to continue growing the company amidst so much unknown. “We’re going to continue to run our path slow and steady,” Luty says. “Business as usual is what we’re aiming for for the foreseeable future.” In the next few years, they look to focus on refining their product line and potentially releasing a couple new products. “With the loyalty we have in our employees, the products we turn out, and the customer service we provide, I believe we’re a value to a lot of customers,” Swenson says. For now, they will continue to uphold the values set forth by previous generations, continuing a legacy of excellence in precision measuring.

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



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# WORKFORCE DEVELOPMENT

The Manufacturing Institute | BY CAROLYN LEE



## ALL-OF-THE-ABOVE HIRING



**A**re you prepared for a job seekers' market that will last a decade or longer? Chances are that you know all too well that it's getting harder to find qualified applicants to fill open positions. Perhaps you've had some job listings open for months. And—in worst-case scenarios—you may have had to turn down business opportunities because you don't have the talent needed to act on them.

# LEARN SOMETHING NEW

If you're facing any of these predicaments, you're not alone. But where will we find the people our industry needs? To attract and retain millions of next-generation manufacturing team members and solve some of our workforce challenges, manufacturers need to practice all-of-the-above hiring.

There have been around 800,000 or more open manufacturing jobs in each of the past 10 months, an obvious sign that workforce difficulties are widespread across the industry. In survey after survey, manufacturers are telling us that hiring and retaining qualified employees is becoming increasingly difficult. And, the demand isn't going to subside: a study conducted by The Manufacturing Institute (where I serve as president) and Deloitte shows that the industry will need to fill more than 4 million jobs by 2030 as current employees retire and companies continue growing.

There are a few main reasons that it's getting harder for manufacturers to hire and retain the people we need. We're contending with unfavorable demographic shifts, ongoing perception problems and the skills gap.

Our workforce is aging faster than other industries. A report the MI conducted with the Alfred P. Sloan Foundation a few years ago found that the median age of manufacturing employees is around 44 years old, compared with 42 years old for the general workforce population. One-quarter of manufacturers estimate that 30–39% of their employees are over the age of 55. Another study, which we conducted last year alongside the AARP, found that 5% of our existing workforce is already beyond retirement age—and an additional 20% will reach retirement age before 2030.

Although there are certainly many advantages to multigenerational teams, as one of the MI's recent reports found, looming waves of mass retirement will cause major complications. In 2020, 3.2 million more baby boomers retired than in 2019, and we can expect these retirements to further accelerate.

Meanwhile, the perception problem is complicating our efforts to replace retiring boomers with millennial and Gen Z recruits. Young people often don't have much exposure to the

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facts about careers in the manufacturing industry, but their parents tend to have outdated ideas of what those careers are about—and they convey those ideas to their children. Although there's been considerable progress in recent years owing to ongoing efforts to showcase the exciting reality of modern manufacturing, we still have to keep changing people's perceptions.

Finally, there's the skills gap. Traditional education in the U.S., whether it's high school or four-year college, hasn't developed the kind of talent pipelines with the right technical know-how or certifications. Manufacturing jobs are increasingly high-tech, and we need team members with STEM backgrounds to fill those positions—but schools in this country aren't imparting STEM education at the scale we're seeing in other developed countries.

For these challenges and more, all-of-the-above hiring is our solution. Simply put, manufacturers need to use every arrow in their quiver. That includes broadening outreach and recruitment, taking steps to change the narrative and improve awareness of the reality of modern manufacturing and devoting resources to training and upskilling programs.

Let's start with a focus on diversity and inclusion in hiring and retention, which is the right thing for any company to do, and is also justified by a strong business case. In our 2021 study with Deloitte, 63% of the manufacturers we surveyed viewed their D&I efforts as critical to their ability to attract, retain and develop talent. In a study we conducted with Keybridge Public Policy Economics, nearly two-thirds of those companies saw D&I as essential to being considered an employer of choice. Younger generations are more likely to work at companies that uphold these values.

And making inroads into our country's tremendous diversity is crucial for identifying new talent, as there is so much untapped potential for our industry in traditionally underrepresented demographic groups.

For example, manufacturers can close the skills gap by 50% simply by bringing 10% more women into the industry. That's because women account for about half of the U.S. labor force but represent less than one-third of the manufacturing workforce.



We can welcome more women into manufacturing by providing role models, mentors and examples of women succeeding in the industry, to show others that it's possible. The MI's STEP Women's Initiative is one such approach; in a nutshell, it empowers and uplifts women in manufacturing, highlighting their success and their accomplishments and giving them a platform to pay it forward. The initiative creates a support system for women in the industry, showing them that manufacturing is not "a man's world" and that it's possible—and not at all rare—for women to rise to the top in our industry. And we have ambitious goals: on International Women's Day this March, we announced our "35x30" campaign—a new multifaceted effort to increase the percentage of women in the industry to 35% by 2030.

We also see tremendous value in reaching out to veterans and the greater military community. Their service imparts them with a winning combination of leadership skills, experiencing working as part of a team, discipline and technical certifications. The MI's Heroes MAKE America initiative builds connections between the military community and manufacturers, providing integrated certification programs and career-readiness training on five bases and through a virtual program—as well as valuable networking opportunities.

Here's another shocking statistic—approximately one-in-four Americans has a criminal record, which makes it much harder for them to find career opportunities. That's why the MI and Stand Together Trust provide resources and best practices for companies looking to expand second chance hiring. It's a win-

**Manufacturers need to use every arrow in their quiver. Broaden outreach and recruitment, change the narrative and improve awareness of modern manufacturing, and devote resources to training and upskilling programs.**

## "The Manufacturing Institute's mission is to inspire, educate, and empower the next generation of manufacturing teams."



win situation: Employees hired through a second chance approach tend to be more engaged, potentially leading to higher retention rates and lower turnover costs.

Those are just some steps that can help manufacturers develop new talent pipelines, but what about the perception problem? Every manufacturing company and its employees need to be ambassadors for the industry. We must provide living examples to counter and change outdated perceptions.

In other words, we need to make sure that young people and their parents perceive our industry as modern manufacturing. If your company makes use of advanced technology, such as 3D printing, augmented reality, digital twins, drones, cloud computing, and other sophisticated advances, show them off. Take steps to feature and promote the unconventional career opportunities on your teams and the ways new employees can harness their creativity.

For just one example of how that's done, I recommend checking out the MI and the NAM's Creators Wanted campaign—see [creatorswanted.org](http://creatorswanted.org). The campaign includes stories featuring manufacturing team members. Then there's MFG Day, an annual opportunity for manufacturers to open their doors virtually or in person to showcase a day in the life at their factories and plants. We're also very excited about the Creators Wanted Tour Live, which gives communities opportunities to meet and learn from local manufacturing teams, along with a first-of-its-kind interactive mobile experience where young people can discover the problem-solving skills that power manufacturing jobs.

We also must provide every tool available to enhance and expand the educational opportunities available to the burgeoning workforce. Manufacturers can't expect to be passive beneficiaries of traditional education institutions—instead, we must get directly

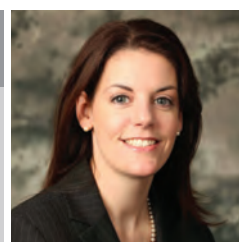
involved in providing training, developing curricula and helping people learn on the job and develop a manufacturing mindset.

To do that, manufacturers have to work with institutions to prioritize lifelong learning and valuable skills, rather than just degrees. Technical and vocational schools or reskilling programs hold great promise and already contribute immensely to the manufacturing talent pipeline. Apprenticeships, which utilize earn-and-learn models, are especially important ways for us to develop talent and impart skills.

One such example is the Federation for Advanced Manufacturing Education, or FAME. Created by Toyota and now operated by the MI, the FAME model places students on the shop floor three days a week and in the classroom on the other days. This is great for companies and for students, who graduate with an associate degree and no college debt. This is a winning model for attracting young people, who are increasingly worried about the cost of education. Crucially, apprenticeships like FAME also put a focus on developing the kind of professional skills these students might not typically learn in college, such as resume-building, interview preparation, teamwork, communication and punctuality, to name a few. These are essential skills that we prize in the industry.

Those are just some components of a healthy all-of-the-above approach to ongoing manufacturing workforce challenges. Every business should think about these approaches, because there just isn't going to be a sudden realignment that transforms this job seekers' market into an employers' market. The MI's mission—and the mission of anyone concerned about the workforce development space—is to inspire, educate, and empower the next generation of manufacturing teams. These are the principles behind solving hiring challenges, and the principles that will deliver us the workforce of the future.

*Carolyn Lee is the president of The Manufacturing Institute, the workforce development and education partner of the National Association of Manufacturers.*







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

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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."

**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.

**MID-HUDSON WORKS**

188 Washington Street Poughkeepsie, NY 12601  
www.midhudsonworks.org  
PHONE: (845) 471-3820

For the last 70 years, Mid-Hudson Works has provided cost effective solutions to your mechanical and electrical assembly, light manufacturing and fabrication, order processing, packaging & fulfillment, food co-packing, labeling, mailings and more. Contact us to find out how we help your business grow while we meet our mission.

**MILLROCK TECHNOLOGY, INC.**

39 Kieffer Lane, Kingston, NY 12401  
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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1 Stair Way Suite 1, Monroe, NY 10950  
www.bgstair.com  
PHONE: (845) 783-4245

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**MOTION LABORATORIES, INC.**

520 Furnace Dock Road, Cortlandt, NY 10567  
www.motionlabs.com  
PHONE: (800) 227-6784

Motion Laboratories is a full service fabrication and assembly facility based in New York that produces high quality portable electrical power distribution systems, electric chain hoist control systems, weight monitoring systems, metering equipment, testing equipment and cable assemblies. Incorporated in 1985, we bring over 30 years of experience to our customers.

## **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.



## **NERAK SYSTEMS**

4 Stagedoor Road, Fishkill, NY 12524

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

PHONE: (914) 763-8259

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

PHONE: (845) 471-3333

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PHONE: (845) 221-2224

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PHONE: (845) 373-9300

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## **PAWLING ENGINEERED PRODUCTS, INC.**

157 Charles Colman Blvd, Pawling, NY 12564

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

PHONE: (845) 855-1000

Pawling Engineered Products, Inc. designs and manufactures highly specialized seals, gaskets, and other unique elastomeric products for many different industries. Noted especially for its Pneuma-Seal® line of inflatable seals, clamps, and actuators, ours is a history of challenging convention and solving tough problems with inventive yet thoroughly practical solutions.



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2 Nice Pak Park, Orangeburg, NY 10962

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

PHONE: (845) 365-1700

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

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

PHONE: (845) 248-8363

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2452 Lucas Turnpike, High Falls, NY 12440

[www.pk30system.com](http://www.pk30system.com)

PHONE: (845) 687-9774

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R

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S

## **SABO INDUSTRIAL CORP.**

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

PHONE: (845) 562-5751

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## **SCHATZ BEARING CORP.**

10 Fairview Avenue, Poughkeepsie, NY 12601

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PHONE: (845) 471-5010

Unshattered creates sustainable employment for those who have no safe community to return to after recovery from addiction and/or trauma. We are a community of like-minded women, expressing our value and purpose through work, and committed to ongoing personal and professional development.

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www.adp.com  
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350 Fifth Avenue, Suite 5200, New York, NY 10118  
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PHONE: (212) 613-4536

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709 Westchester Avenue, White Plains, NY 10605  
www.citrincooperman.com  
PHONE: (914) 949-2990

Citrin Cooperman is one of the nation's largest professional services firms. Citrin Cooperman & Company, LLP, a licensed independent CPA firm that provides attest services and Citrin Cooperman Advisors LLC which provides business advisory and non-attest services, operate as an alternative practice structure in accordance with the AICPA's Code of Professional Conduct and applicable laws, regulations and professional standards. Citrin Cooperman is home to one of the leading manufacturing and distribution practices in the country. We provide a comprehensive, integrated business approach to traditional services, which includes proactive insights throughout the lifecycle of our clients, wherever they do business, across the globe.

### COHNREZNICK, LLP

10 Bank Street, Suite 1190, White Plains, NY 10606  
www.cohnreznick.com  
PHONE: (914) 922-2123

Whether conducting a financial statement audit for your investors or advising on a complex acquisition – CohnReznick has the right team for you. Deep institutional knowledge, global perspective, and comprehensive technical skills enhance our industry-centered solutions.

### PKF O'CONNOR DAVIES, LLP

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www.pkfod.com  
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Accounting, tax, auditing, and consulting services.

### RBT CPA'S LLP

11 Racquet Road, Newburgh, NY 12550  
www.rbtcpas.com  
PHONE: (845) 567-9000

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### TEAL, BECKER & CHIARAMONTE, CPAs

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www.tbccpa.com  
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www.ulstersavings.com  
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### AD ESSENTIALS

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www.adessentialsonline.com  
PHONE: (845) 255-4281

Thoughtful advertising, branding, and graphic design that is fit for your company needs and geared to your market(s). We take the time to learn about your business and markets to successfully sell your products. Global, targeted media planning and placement. Website design and development and social media strategies geared toward SEO. Photography on location or in our studio.



Design and produce magazines, catalogs, brochures, newsletters, trade show graphics, and package design that stands out and presents a consistent company image. We have been working with our very diverse range of customers from Conception through Production for over 27 years. Proud to work with the Council of Industry and their members throughout these years.

#### **ASHWORTH CREATIVE**

85 Civic Center Plaza Poughkeepsie, NY 12601  
www.ashworthcreative.com  
PHONE: (845) 877-0410

Ashworth Creative, located in the Hudson Valley, is an independent and intelligent boutique marketing agency that realizes that great ideas drive brands, excellent design makes brands memorable, and digital know-how lets brands grow and thrive. Services include branding, website design and content, SEO and SEM, video, digital, and advertising. Ashworth has launched more than 200 websites and thousands of ads for Healthcare, Manufacturing, Higher Education, Food, Construction and many other verticals.

## **BANKING & FINANCIAL SERVICES**

#### **BANK OF AMERICA MERRILL LYNCH**

69 State Street, 5th Fl., Albany, NY 12207  
www.bankofamerica.com  
PHONE: (518) 626-2750

Banking and financial services.

#### **JP MORGAN CHASE**

925 Westchester Avenue, Floor 3, White Plains, NY 10604  
www.chase.com  
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We're proud to serve nearly half of America's households with a broad range of financial services, including personal banking, credit cards, mortgages, auto financing, investment advice, small business loans and payment processing.

#### **KEYBANK**

Hudson Valley Headquarters, North  
2515 South Road, 3rd Floor, Poughkeepsie, NY 12601  
www.key.com  
PHONE: (845) 483-3027

KeyBank delivers products and services tailored to meet the unique needs of commercial banking customers.

#### **LAKELAND BANK**

556 Route 32, Highland Mills, NY 10930  
www.lakelandbank.com  
PHONE: (845) 827-3157

Lakeland Bank's strategic initiative is to leverage its Commercial, Middle Market and Commercial Real Estate Lending expertise in the Hudson Valley market. The Bank provides loan relationships ranging from \$350,000 to \$30 million.

#### **M&T BANK**

PO Box 7000, 1769 Route 52, Fishkill, NY 12524  
www.mtb.com  
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Full service commercial and personal banking.

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www.orangecountytrust.com  
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We Are Here To Lend Your Business Money. As a local community bank with a real desire to help you meet your business goals, we offer FLEXIBILITY. We treat you individually, from our very first meeting through each step of our lending relationship. All banks are not the same. So let us take a fresh look if you believe your requests have not been adequately considered elsewhere. Member FDIC.

#### **RHINEBECK BANK**

2 Jefferson Plaza, Poughkeepsie, NY 12601  
www.rhinebeckbank.com  
PHONE: (845) 790-1538

Rhinebeck Bank is a local community bank, headquartered in Poughkeepsie with 11 branches conveniently located throughout the Mid-Hudson Valley. Rhinebeck Bank offers a full line of commercial products including Business Express Loans (vehicles/equipment), Lines of Credit, Commercial Mortgages and a full complement of Cash Management services. Wealth Management and 401k services are also offered through our subsidiary, Rhinebeck Asset Management.

#### **RONDOUT SAVINGS BANK**

300 Broadway, Kingston, NY 12401  
www.rondoutbank.com  
PHONE: (845) 331-0073

Depository, credit products and services for manufacturers and their employees.

#### **TD BANK**

555 Hudson Valley Avenue, Suite 105, New Windsor NY 12553  
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](http://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](http://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.

## **VALLEY NATIONAL BANK**

1455 Valley Road, Wayne, NJ 07470

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

PHONE: (800) 522-4100

Valley is one of the most trusted and respected banks in the industry. We have approximately \$41 billion in assets and over 200 locations throughout New York, New Jersey, Florida and Alabama. Since 1927, the Bank has never produced a losing quarter. Even during the most challenging economic times, we have never stopped lending to our customers.

## **WALDEN SAVINGS BANK**

PO Box 690, 15 Scott's Corners Drive, Montgomery, NY 12549

[www.waldensavings.bank](http://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.

# COMMERCIAL REAL ESTATE

## **HOULIHAN LAWRENCE COMMERCIAL**

800 Westchester Avenue, Suite N517, Rye Brook, NY 10573

[www.houlihanlawrence.com/commercial/](http://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.

## **HOWARD HANNA | RAND REALTY**

95 South Middletown Road Nanuet, NY 10954

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

PHONE: (800) 431-3010

Howard Hanna Rand Realty has more than 1,100 residential real estate sales associates serving New York, New Jersey, and Connecticut suburbs of New York City. Its 30 offices serve Bergen County, Passaic County, Hudson County, Morris County, Essex County and Union County in New Jersey, Westchester County, Rockland County, Orange County, Sullivan County, Dutchess County, Ulster County, and the Bronx in New York, and Fairfield County in Connecticut. Rand also owns and operates Rand Commercial, a commercial real estate brokerage, and Hudson United Home Services, which provides residential mortgage lending, title services, and personal and commercial insurance.

# 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

### FUZEHUB

25 Monroe Street, Suite 201, Albany, NY 12210  
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  
PHONE: (800) 404-3078

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  
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Business consulting to Hudson Valley manufacturers.

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195 Broadway 4th Floor Brooklyn, NY  
www.mrvgroup.org  
PHONE: (855) 343-3042

MRV Group LLC is a privately-owned diversity supplier and development firm. We provide commercial and industrial products and services within the areas of government, construction, energy, transportation, healthcare, education, and manufacturing. MRV Group is a certified MWBE, NMSDC + HUD Section 3 (SDVOB affiliate) partner firm. We serve all 50 states.

## EDUCATION AND TRAINING

### ULSTER BOCES ADULT CAREER EDUCATION CENTER

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

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[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.

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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

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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.

## LABELLA ASSOCIATES

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.

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[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

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26 Computer Drive East, Albany, NY 12205

[www.affinitybstadvisors.com](http://www.affinitybstadvisors.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

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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

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[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.

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### MARSHALL & STERLING

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[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.

Health | Dental | Life | Vision | Disability

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

PHONE: (518) 209-2298

Founded in 2022, Mohawk Insurance Services brings more than 100 years of combined insurance experience to service businesses, organizations, and individuals throughout New York and across the nation. We represent the leading regional and national insurance companies, providing our clients with the most comprehensive coverage, price, and service options available in the marketplace. With experienced team members in global partnerships and complex policies, we're determined to find the best solutions for businesses big and small.

### ROSE & KIERNAN

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

PHONE: (845) 471-2113

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### THE REIS GROUP

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

PHONE: (845) 338-4656

Insurance agency featuring a full line of personal and commercial products.

### ULSTER INSURANCE SERVICES, INC.

PO Box 3995, 180 Schwenk Drive, Kingston, NY 12402

[www.ulstersavings.com](http://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](http://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](http://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](http://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.

### **GREENWALD DOHERTY LLP**

30 Ramland Road, Suite 201, Orangeburg, NY 10962

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

PHONE: (845) 589-9300

Greenwald Doherty is a national management-side employment law firm that has built and fine-tuned an innovative and individualized model for representing all types and sizes of companies, allowing leaders to focus on their business goals. The firm's experienced attorneys advise, counsel and train businesses on day-to-day and cutting-edge employment law issues, helping to create and maintain a better workplace environment for each client.

### **HARRIS BEACH PLLC**

445 Hamilton Avenue, Suite 1206, White Plains, NY 10601

[www.harrisbeach.com](http://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.

### **JACOBOWITZ AND GUBITS, LLP**

158 Orange Avenue, Walden, NY 12586

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

PHONE: (845) 778-2121

For nearly 50 years, the law firm of Jacobowitz and Gubits, LLP, has combined sophisticated legal remedies with the highest quality client service in New York.

Jacobowitz and Gubits has a strong commitment to its clients and brings substantial experience, legal knowledge and effective resources to both simple and complex legal matters. In a wide range of legal areas, we have helped clients achieve short-term and long-term goals while keeping a realistic assessment of what to expect in the future.

### **JACKSON LEWIS, PC**

44 South Broadway, 14th Floor, White Plains, NY 10601

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

PHONE: (914) 872-8060

Representing management exclusively in workplace law and related litigation.

## **MEDICAL, SAFETY & HEALTH SERVICES**

### **CRYSTAL RUN HEALTHCARE**

300 Crystal Run Road, Middletown, NY 10941

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

PHONE: (845) 703-6999

The mission of Crystal Run Healthcare is to improve the quality and availability of, and satisfaction with, healthcare services in the communities we serve. To accomplish this goal, the practice emphasizes medical excellence as well as responsiveness to consumer needs through service excellence and patient empowerment.

### **EMERGENCY ONE**

40 Hurley Avenue, Suite 4, Kingston, NY 12401

[www.eoneurgentcare.com](http://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



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#### **NUVANCE HEALTH**

1530 Route 9, Wappingers Falls, NY 12590

[www.healthquest.org](http://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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## **REGIONAL PLANNING & BUSINESS ORGANIZATIONS**

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

330 Meadow Avenue, Newburgh, NY 12550

[www.ccahv.com](http://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.

#### **EMPIRE CENTER FOR NEW YORK STATE POLICY**

30 South Pearl Street Albany, NY 12207

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

PHONE: (518) 434-3100

The Empire Center is an independent, non-partisan, non-profit think tank located in Albany, New York. Our mission is to make New York a better place to live and work by promoting public policy reforms grounded in free-market principles, personal responsibility, and the ideals of effective and accountable government.

#### **HUDSON VALLEY ECONOMIC DEVELOPMENT CORPORATION (HVEDC)**

10 Matthews Street, Goshen, NY 10924

[www.hvedc.com](http://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.

#### **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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## **TECHNOLOGY SOLUTIONS**

#### **ITC COMMUNICATIONS**

831 Little Britain Road, Suite 300, New Windsor, NY 12553

[www.itc-communications.com](http://www.itc-communications.com)





PHONE: (845) 561-4440

ITC is a technology company that focuses on commercial clients including businesses, municipalities and schools. Founded in 1989, ITC provides a broad range of technology solutions including: Access Control, Managed IT, Situational Awareness, Structured Cabling, Unified Communications, Video Surveillance, Wireless Networking, Voice over IP (VoIP) and others using Cloud and premises-based always-on technology.

“We have been at the table since the inception of P-TECH. This is our industry’s voice in raising our future talent and we plan to be part of every step along the way.”

-Frank Falatyn of Fala Technologies

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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.



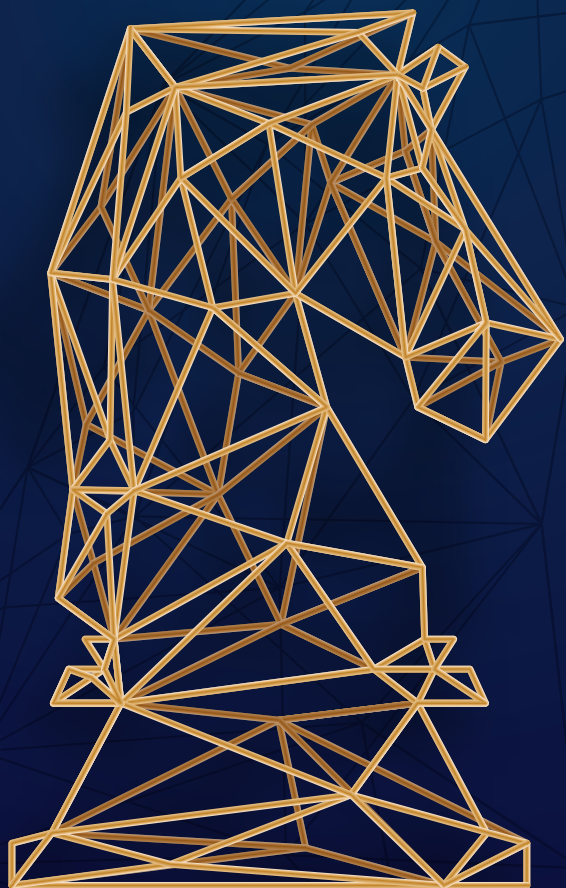
[www.ulsterboces.org/hvpa](http://www.ulsterboces.org/hvpa)

[pathways@ulsterboces.org](mailto:pathways@ulsterboces.org)  
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## Advertisers Index

28	Access: Supports for Living
BC	Allendale Machinery Systems
17	Ametek Rotron
43	AMI Services, Inc./Armistead Mechanical, Inc.
32	Arnoff Global Logistics
13	Balchem
24	Belfor Property Restoration
6	Bell Flavors & Fragrances, Inc.
IBC	Bleakley Platt
22	Central Hudson
9	Comairco Equipment
57	Council of Industry - HVMfgJobs.com
11	Craftech Industries
38	Elna Magnetics
17	Fair-Rite Products Corp.
18	Fala Technologies
44	Fuzehub
23	Here's Help
IFC	Howmet Aerospace
23	Jackson Lewis
18	Jacobowitz and Gubits
34	Lakeland Bank
66	HV Pathways Academy
6	Marshall Sterling Insurance
27	Metcar
14	Orange Packaging
18	Putnam Precision
23	RBT CPAs
24	Rhinebeck Bank
4	SunCommon
53	TD Bank
6	Think Dutchess
43	Tompkins Mahopac Bank
40	Ulster Savings Bank
34	Walden Associates
9	Westchester Community College
44	Westchester Economic Development





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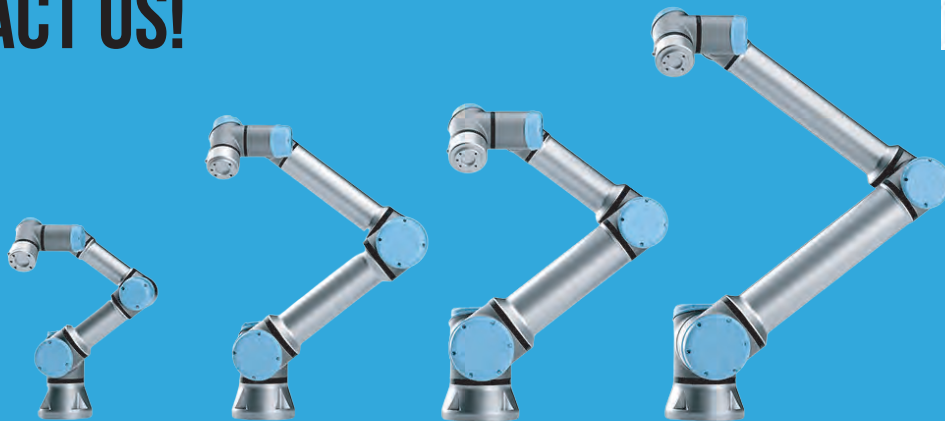


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