

The background of the cover is a photograph of a man with a beard, wearing a blue and white checkered shirt and black pants, standing in a factory. He is leaning against a large, cylindrical industrial component. The background is filled with many similar components stacked on shelves.

HV MFG

THE COUNCIL OF INDUSTRY MAGAZINE

FALL 2022

Leading Tomorrow's Manufacturing Sector

COMPANY PROFILE

Magnetic Analysis Corp.

LEADER PROFILE

Rich Croce

Viking Industries

EMERGING LEADER

Estefani Del Rosario Gil

President Container

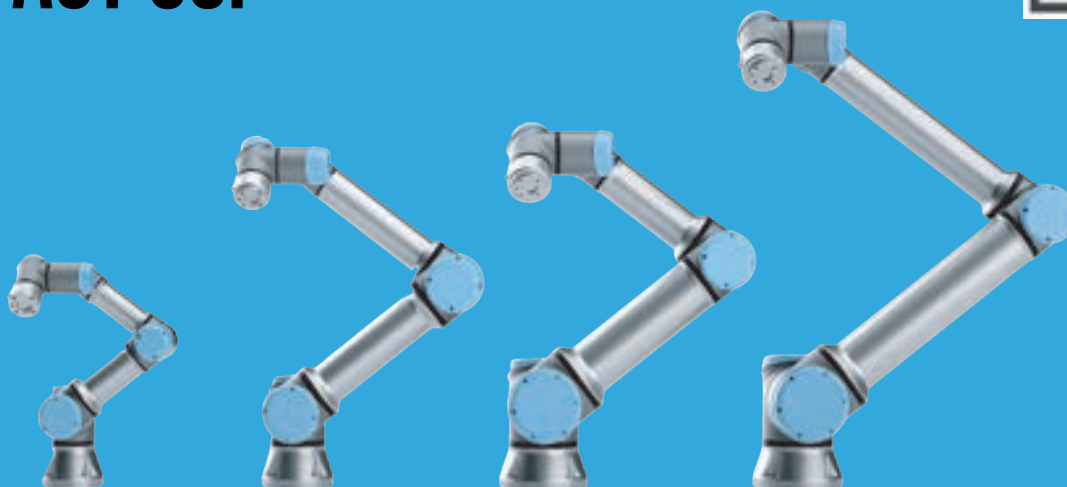
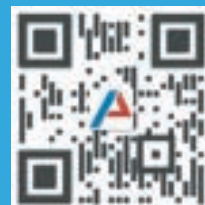
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COMPANY PROFILE



Based in Elmsford, NY, Magnetic Analysis Corp. specializes in non-destructive testing (NDT). Wiring Technician, Miguel Samboy, inspects a computer board for MAC's eddy current MultiMac® instrument.

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ON THE COVER

Rich Croce, President at Viking Industries talks about his career path and innovations for the company.

Cover photo by Tom LaBarbera
Picture This Studios



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LEADING TOMORROW'S MANUFACTURING SECTOR

DEAR READER

Welcome to the Fall 2022 Edition of HV Mfg, the Council of Industry's magazine by, for, and about Hudson Valley Manufacturers.

We talk a lot about leadership these days – political leadership, leadership on the athletic field, in business, and many other areas. Over the past months we have seen the importance of good leadership and, seen examples of its impacts near and far.

Successful leaders come in many shapes, sizes, and styles. 12 months ago, few of us would even have known who the president of Ukraine was. Yet today we all know Volodymyr Zelenskyy and have been inspired by his Churchillian resistance to the overwhelming forces the Russian invasion brought to bear against his country. Contrast him with Queen Elizabeth II whose devotion to duty and quiet dignity helped shape her nation and the world for seven decades.

Every edition of HV Mfg highlights leaders and leadership to one degree or another, but in looking at the articles and profiles featured in this edition I could not help but see a theme of leadership running throughout the magazine.

The first example is the leadership profile of Viking Industries President Rich Croce. His intentional style of leadership is having a tremendous impact on his company and its workers as they embark on a significant expansion. A second example is a Q&A with Estefani "Stef" Gil, an emerging leader at President Container Group. Stef is a recent graduate of the Council of Industry's Certificate in Manufacturing Leadership (CML) program who is applying her newfound knowledge in her role at President. Speaking of the CML... 2022 marks the 25th anniversary of the program and we take a look at its evolution and impact. Another example is the company profile of Magnetic Analysis Corporation, by Taylor Dowd. MAC is a family-owned company rich in history that is continuing to lead in the non-destructive testing industry.

Other articles include a story on automation by Allendale Machinery's Marty McGill and another by Orange Community College's Dr. Kristine Young on the emerging collaboration between the six Hudson Valley Community Colleges around workforce development and training (particularly related to advanced manufacturing). These too reflect the leadership innovation happening in our sector and our region.

Finally, we have our regular Fall features including news briefs, "What are You Reading," and our Regional Manufacturers Resource Guide.

I would also like to express my sincere appreciation once again to the many organizations who placed advertisements in HV Mfg. Your support of the Council of Industry and this publication is, in its own way, a form of leadership as you are investing in our important mission to promote manufacturing in the Hudson Valley region and beyond.

I hope you enjoy this edition and thank you for reading.

Sincerely,

President

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THE MANUFACTURING ECONOMY

Inflation Takes its Toll on the Manufacturing Industry

While it impacts companies across all industries, inflation causes deeper levels of complexities in business operations in the manufacturing industry. Inflation occurs when there is an increase in the cost of production, transport, and labor. Several factors can cause inflation. Primarily, inflated prices have been noticeably caused by three main factors: *supply chain disruption, high cost of labor, and rising gas prices.*

Manufacturing companies are reacting by raising prices to match inflation; cutting costs where possible; increasing productivity with a lower head count and productivity bonuses, and; implementing new technology such as automation and AI to provide more control over operations and help to avoid costly human errors.

ISM: U.S. Manufacturing Sector Tapped the Brakes in September; Price Pressures Ease

U.S. manufacturing grew at its slowest pace in nearly 2-1/2 years in September as new orders contracted amid aggressive interest rate increases from the Federal Reserve to cool demand and tame inflation. The Institute for Supply Management (ISM) survey on Monday also showed a measure of manufacturing employment contracted last month for the fourth time this year. A gauge of inflation at the factory gate decelerated for a sixth straight month.

The ISM survey's forward-looking new orders sub-index fell to 47.1 last month, also the lowest reading since May 2020, from 51.3 in August. It was the third time this year that the index has contracted. And a measure of prices paid by manufacturers dropped to 51.7, the lowest reading since June 2020, from 52.5 in August.

Empire State Manufacturing Survey: Holding Steady

Manufacturing activity held steady in New York State on the heels of a sharp declines in previous months. The general business conditions index climbed thirty points to -1.5.

- The new orders index climbed thirty-three points to 3.7, indicating a slight increase in orders.
- The shipments index surged forty-four points to 19.6, pointing to a rebound in shipments.
- The unfilled orders index came in at -7.5, falling for a fourth consecutive month.
- The delivery times index hovered near zero for a second consecutive month.
- The inventories index edged up to 9.4, a sign that inventories increased modestly.

- The index for number of employees was little changed at 9.7, pointing to a modest increase in employment levels,
- The average workweek index climbed to around zero, indicating no change in hours worked.
- The prices paid index fell sixteen points to 39.6; falling cumulative thirty-nine points over the past three months.
- The prices received index fell nine points to 23.6, its lowest level since early 2021.

Looking ahead delivery times are expected to shorten.

The index for future business conditions rose six points to 8.2, suggesting little optimism about the six-month outlook. The index for future new orders remained depressed, though employment is expected to pick up. Moderate increases in capital and technology spending are planned for the months ahead.

First Half of 2022 Sees Record U.S. Productivity Slump

Over the last two quarters, U.S. employment in the nonfarm business sector grew at a very strong 4.3 percent annual rate, while output fell at a 2.3 percent annual rate. With average hours per worker decreasing, this means that output per hour, also called labor productivity or simply productivity, fell at a 6.0 percent annual rate.

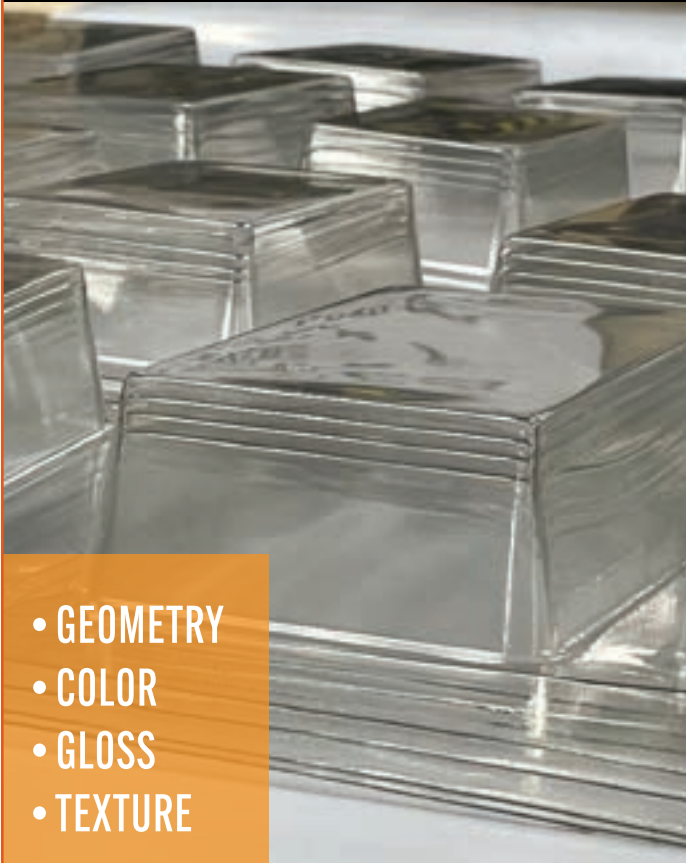
These declines are larger than the largest two-quarter declines since the data began to be collected in 1947. These data suggest the economy will not sustain higher compensation growth without passing it into price growth, perhaps even higher price growth than would usually be associated with this pace of compensation growth.

Federal Reserve Goes Big to Fight Inflation

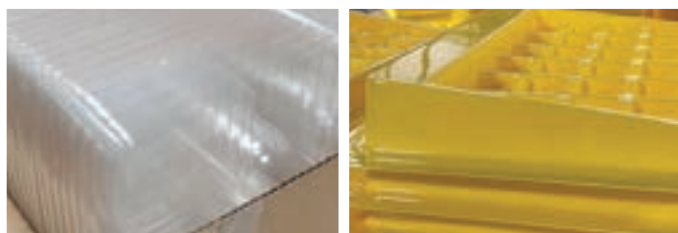
Figures published on September 13th show that the pace of underlying inflation in August was fast and furious. When underlying inflation has been this high for this long the simplest explanation is the most obvious, no matter what happens to individual components: the economy is still overheating. The effects of generous fiscal stimulus, which stoked demand during the pandemic, linger today. According to Goldman Sachs, households in aggregate are still sitting on more than \$2trn in excess savings, accumulated during lockdowns, equivalent to 10% of annual GDP.

The Federal Reserve has enacted three consecutive 0.75 percentage point interest rate increases as it seeks to tamp down runaway inflation, without creating a recession, bringing the key funds rate to between 3.00 and 3.25 %. The Fed's job is to set interest rates so that inflation reaches its target. With the economy still overheating, its work is far from done. Although the central bank has raised interest rates faster than in past tightening cycles, it has been so far behind the curve that every reminder of inflation's stickiness is jolting markets.

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U.S. Economy Contracts in Second Quarter

The U.S. economy contracted at a more moderate pace than initially thought in the second quarter as consumer spending blunted some of the drag from a sharp slowdown in inventory accumulation, dispelling fears that a recession was underway.

Gross domestic product shrank at a 0.6% annualized rate last quarter, the government said in its second estimate of GDP. That was an upward revision from the previously estimated 0.9% pace of decline. The economy contracted at a 1.6% rate in the first quarter.

High Energy Prices Ahead

New York's largest utility is warning customers to expect higher heating costs this winter as high gas prices continue. Con Edison forecasts that the average customer in New York City will pay 32 percent more for gas than last year, or about \$460 each month from November 2022 to March 2023. Electricity costs are also expected to be higher.

Con Ed is the latest New York utility to warn of rising utility costs, as public officials and the utilities seek to warn residents earlier than ever amid extreme volatility in the energy markets. Higher utility bills will burden low- and moderate-income consumers, particularly those already struggling with unpaid bills from the pandemic.

CLIMATE, ENVIRONMENT, SAFETY, AND HEALTH

Big Jump in OSHA Fines Not Coming

At present, the maximum fine OSHA can assess against an employer per alleged repeat, willful or failure-to-abate violations is \$145,027. Last year, the House of Representatives passed a bill that would have boosted the maximum penalty for willful or repeat violations of OSHA workplace safety rules from that amount to \$700,000 per violation, including imposition of a \$50,000 minimum. Under last year's House proposal, the serious failure-to-abate fine limit also would have increased from \$13,653 to \$70,000.

However, the recent passed reconciliation spending bill does not mention or incorporate any provisions for raising the cap on civil money penalties regarding citations issued by OSHA, notes Raymond Perez II, an attorney with the law firm of Jackson Lewis.

"Inflation Reduction Act" Biden Signs Bill Aimed at Lowering Drug Costs, Boosting Renewable Energy

The Inflation Reduction Act is a slimmed-down version of the Build Back Better bill, which aimed to make historic investments in the nation's social safety net. The new bill makes the largest investment in combating climate change in U.S. history, lowers the cost of prescription drugs and raises taxes on corporations.

Here are the major provisions:

- Creation of a 15% corporate minimum tax rate
- Prescription drug price reform
- IRS tax enforcement
- Affordable Care Act (ACA) subsidy extension
- Energy security and climate change investments

Energy, Business, and Labor Groups Agree to Seven Principles to Responsibly Advance New York State's Climate and Energy Goals

The Independent Power Producers of New York (IPPNY), The Business Council of New York State, the New York State AFL-CIO, and the New York State Building & Construction Trades Council have jointly developed a set of seven principles to address several shortcomings in the current version of the Scoping Plan drafted by the State's Climate Action Council (CAC).

1. Maintain safe, reliable, and resilient energy infrastructure.
2. Communicate impacts on energy consumers and businesses.
3. Create and retain high quality union jobs.
4. Leverage the power of markets to achieve decarbonization.
5. Reduce emissions from all sectors, including transportation and heating.
6. Promote development and maintenance of needed energy infrastructure.
7. Support fuel and technology diversity.

ADVOCACY

Control of the House of Representatives Could be Decided in New York

The road for control of the House might just run along the Hudson River. Instead of serving up new Democratic lawmakers for Speaker Nancy Pelosi, a mix of open seats and new ones drawn up in New York's messy redistricting process have turned a deep blue state into a battleground as Democrats are desperate to defend their thin margins in Washington.

By many predictions, New York has as many contested seats as any state in the nation, and POLITICO's Election Forecast puts two as toss-ups; three as leaning Democratic and one leaning Republican. That makes New York — which hasn't elected a Republican statewide in 20 years — one of the most unlikely stages of political theater this election cycle.



LABOR, EMPLOYMENT AND WORKFORCE DEVELOPMENT

Job Openings Plunged by More Than 1.1 Million in August to 10.05 Million

The level of job openings plunged by more than a million in August, providing a potential early sign that the massive U.S. labor gap is beginning to close. Available positions totaled 10.05 million for the month, a 10% drop from the 11.17 million reported in July, according to a Bureau of Labor Statistics release Tuesday. The number of hires rose slightly, while total separations jumped by 182,000. Quits, or those who left their jobs voluntarily, rose by 100,000 for the month to 4.16 million.

Openings in manufacturing fell from 910,000 in July to 795,000 in August while the manufacturing quit rate jumped from 2.4% (312,000 people) in July to 2.8% (357,000 people) in August.

High Inflation Means the Buying Power of Workers' Take-Home Pay Has Been Shrinking

Real (inflation-adjusted) average hourly earnings fell 2.8 percent, seasonally adjusted, from August 2021 to August 2022, the BLS separately reported. The change in real average hourly earnings combined with a decrease of 0.6 percent in the average workweek resulted in a 3.4-percent decrease in real average weekly earnings over this period.

Resilient inflation also means that the Federal Reserve is likely to continue with large interest rate hikes to slow the economy, increasing recession concerns. "The bigger risk is if we have a mild recession and inflation is sticky, the Fed may have to raise rates a lot more and drive us into that deeper recession or just let inflation run," said Anthony Brown, U.S. director of capital markets at consulting firm Mercer.

Small Businesses are Still Desperate for Workers Even as Other Companies Slow Hiring

Hiring at U.S. small businesses with fewer than 50 employees has slowed for five straight months, according to data from Paychex and IHS Markit, but ADP President Steve Mucci said that has more to do with a lack of applicants than a reflection of small businesses pulling back.

"For small businesses, the toughest thing is they have the demand, and they have the need for workers — they just have a little bit harder time finding it," he said. That is counter to what is happening at some larger companies. In August, private payrolls grew by 132,000, a drop from the 268,000 gain seen in July, according to ADP's monthly payroll report.

Lawmakers Want to Hike New York's Minimum Wage Rates Next Year - Index to Inflation

A coalition of state lawmakers and advocates will push in next year's legislative session to raise the minimum wage incrementally over the next few years on three separate tiers — New York City, downstate (Long Island and Westchester), and upstate — until likely 2025, then peg the minimum wage to inflation annually.

thereafter. That kind of annual indexing is already done in 16 states and Washington, D.C.

A version of such a bill, introduced in the state Senate by Sen. Jessica Ramos, died in the previous legislative session – due largely, advocates said, to having been introduced late, with little time to promote it properly. The bill called for raising the minimum wage by 2025 to more than \$20 in New York City, to \$17.95 downstate, and to \$15.75 upstate – and then pegging those floors to inflation going forward.

“Quiet Quitting” Enters Our Lexicon

The first thing you need to know about quiet quitting is that it's not actually quitting. Instead, the quitter keeps their job and chooses to do only the bare minimum rather than go above and beyond. The second thing you need to know is that the term is brand-new, so everyone is still figuring out the rest. To cite the Oxford English Dictionary of our very online times, Google searches for quiet quitting were basically nonexistent until this past August.

Government data shows an historic drop in productivity over the last two quarters. There could be many reasons for this: the supply chain fiasco, a record rate of job switching, business hiring decisions during a weird time for the economy, scars from the pandemic, growing pains from the mass adoption of remote work, you name it. But some argue that quiet



quitting might have something to do with it. It would certainly play into a sentiment expressed by some of America's biggest corporations: their employees just aren't being productive enough.

Council of Industry Apprentice Program Turns 4

Officially launched in 2018 the Council of Industry's apprentice program is helping close the skills gap by giving a formal program to upskill workers and giving workers the opportunity to earn a valuable credential. Our Manufacturing Intermediary Apprenticeship Program (MIAP) is an employer-led program that utilizes the New York State Department of Labor registered manufacturing apprentice trades. This registered apprentice program will typically be three to four years in duration.

Apprenticeship has two basic elements, *On-the-Job Training (OJT)*, consisting of a skilled employed person capable and willing to share their experience with an apprentice, in a hands-on manner; and *Related Instruction (RI)*, the learning of more theoretical or knowledge-based aspects of a craft.

MIAP Registered Trades:

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- Quality Assurance Auditor
- Toolmaker
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AUTOMATION IS KEY TO STRENGTHENING U.S. MANUFACTURING



Automatic Pallet Changers, like found on the Kitamura SUPERCELL-300, allow companies to run multiple like or unique parts at a time, largely unattended for full utilization of their machine tool.

The last couple of years have made it clear that we must keep and bring manufacturing back to the United States. We need to make baby formula, computer chips and build equipment for the military domestically if we are to survive and prosper.

With the demand and the need to manufacture more products in the United States, we must increase productivity with our existing staff and equipment. If planning for additional machinery, you need to consider if you also need additional employees or employees with new skill sets. Often, that is as important as the new equipment you're adding.

The easy answer is to hire a skilled hard-working employee. Finding that employee however, is like finding the proverbial needle in a haystack. Most companies do, however, have key employees capable of bringing new technologies online, but they are already overwhelmed with their existing duties.

How do you free up their time to take on new responsibilities?

One solution is to automate your existing processes. Automating can free your employees to focus on other tasks and opportunities. If you have the right processes, the right fixture and tooling, proper coolant, chip control, and a repeatable process, you should be able to easily automate.



Many manufacturers have found that with some simple process changes and accessory add-ons, they can increase production, part quality, and free up time for employees to do other value-added tasks."

When most people think of automation, they think of Flexible Manufacturing Systems (FMS) and Robots. But automation can be as simple as adding a few multi-station vises. Instead of changing a part out every fifteen minutes on a one-station vise, a two-station vise frees up an employee for 30 minutes before changing parts. Or, if it's a two operational part requiring a part flip, you're producing a complete part on each machining cycle. Either way you create unattended machining time freeing up the employee for other things. The goal is to free up the employee from being tied to a machine loading parts.

Besides dual station vises, there are many other multi-station quick-changing fixtures that will drastically cut down on changing out parts or job changeovers.

One solution is utilizing a fourth- or fifth- axis rotary tables. Fixturing a part to be machined in one or two operations significantly reduces operator handling time and creates a better part. Many times, a part that requires multiple vise set-ups can be done in one set up on a rotary table and reduces the chances of error in having to handle and reclamp a part multiple times.

The simplest way to automate a lathe is by adding a bar feeder, especially on lathes that have multi-spindles and live tooling. On some simple applications, you could use a bar puller, but you will be limited to the length and size of the bars.

Many manufacturers have found, with making some simple

process changes and adding some accessories, that they can increase production, part quality, and free up time for employees to do other things, including training a new worker.

It is important to choose a system that will be the best long-term solution for your company. Is it a large quantity of the same parts being mass-produced? Is it a large quantity of a family of parts that will require some fixture modifications? Short runs of similar parts that can use the same fixturing? What is part cycle time? Do you want to run unattended all day, all night, or all weekend?

There are many systems and solutions, to all these questions.

One of the most popular solutions and easy to implement is a robotic arm for basic machine tending. It can be simple to engineer for loading and unloading all types of machines. The major benefit is it can be added to an existing machine.

There are many companies that provide a fully integrated automatic part loading system with their machine tool. Some of these systems are application specific, which limit the flexibility of part configuration and size. You should determine your long-term requirements and consider a system that utilizes a main control for all functions with part set up configuration. Such a system can be extremely helpful.

Large run production with complicated part machining and parts with longer run times can be automated with pallet style machines. These pallet systems can be a two-pallet quick system



If the United States is to strengthen its manufacturing sector and shore up its critical industries, automation will play a vital role.

to over a hundred pallets loading multiple machines. They also accommodate parts that need special fixturing, that cannot be easily loaded and unloaded with a robot arm. Larger automotive and medical companies are implementing the higher quantity pallet systems. Many mid-size manufacturers and job shops are installing machines with 20 to 40 pallet capability.

If you're looking to increase production, automation is a solution to produce more parts economically and efficiently. It is highly recommended to partner with a reliable machine tool dealer that has experience and knowledge in robotics and automated systems.

Many people outside of the industry think the main goal of automating is to eliminate employees. The fact is that most of the time, automation is installed to do the work you can't find

employees for and/or to free up time so your existing employees can focus on more value-added tasks. If the United States is to strengthen its manufacturing sector and shore up its critical industries, automation will play a vital role.

Marty McGill is the Vice President at Allendale Machinery Systems.



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EMERGING LEADER

ESTEFANI GIL, UTILITY COORDINATOR AT PRESIDENT CONTAINER GROUP | WITH HV MFG STAFF

UNEXPECTED OUTCOMES PAY OFF

Estefani “Stef” Gil is a utility coordinator at President Container Group (PCG), a manufacturer of corrugated boxes and point of purchase displays located in Middletown, NY. Born in the Virgin Islands on the island of St. Croix, Stef became a police officer in St. Croix after graduating high school and attending college in the United States. She then began the lengthy process of applying for homeland security and moved to New York. While waiting to hear the results of her application, Stef took a temporary position at PCG. Now, she has excelled in her position at the company, becoming a leader and developing strong rapport with her crew. Stef describes her journey at PCG and the practical, positive attitude that had led her to success.

HV Mfg: Thanks for speaking with us, Stef! We’re excited to learn more about your story. Firstly, what is your role at PCG and can you describe your responsibilities?

E.G.: Thank you! I am the utility coordinator. We’re pretty much a sub-department to tooling. My position was created for me and with the responsibility of having this role came building a department from the bottom up. I created job descriptions, employee evaluations, and training methods.

Right now, I have a very small department. I trained each of them myself, and now they help me with training other hires. We are responsible for maintaining tooling in the machine center. I make sure that they’re checking the tools that we use to run the jobs at the machines, and that they’re helping the crew members set up the jobs correctly for the corresponding customers.

Aside from that, I maintain employee evaluation review folders, and I am assigned to a few projects in tooling and with the continuous improvement (CI) department.



Utility Coordinator Estefani Gil at the EVOL 100 Pre-feeder.

HV Mfg: How did you come to work at PCG?

E.G.: I found this job online. I was just looking for something to keep me busy while I transitioned from local law enforcement to federal law enforcement. Never did I think I would be working in the manufacturing business.

I remember the first day, dressed for orientation, we toured the plant. I was shocked when I went to the floor for the first time. If I'm being honest, it was culture shock, but in the work environment.

It was hard at first because it wasn't my passion, and I missed my job. I wasn't sure if it would be rewarding, but I'm the type of person that will do my best, no matter what. I take every job seriously. I'm going to give it the same energy as something I love. My dad always said it's important to learn everything someone is willing to teach you. You have to be open to learning a little bit of everything because you never really know where you're going to end up.

HV Mfg: It sounds like manufacturing was a new experience and a challenge initially. How did you become acclimated to your new working environment?

E.G.: I started in the ink kitchen, making the ink, checking viscosity, pH, and all of these things that were new to me. I became fascinated by it and became more and more interested.

Believe it or not, I learned to appreciate a box. Everything needs a box. It's amazing, the different types of things that we need a box for, and the amount of work that it takes for that final product to be put out there. We have people here who take a lot of pride in their work and they make it all happen. So that motivated me to the point that when they offered me a permanent job position, I wasn't even skeptical about it. I didn't hesitate to answer.

I started falling in love with every single procedure, starting with ink, then templates, then dye clouds. When I had the opportunity to go out on the plant floor to a machine center and see what comes out, and see how these tools work, I saw and appreciated what's made here so much more. And I've never seen a pizza box the same since!

HV Mfg: How were you able to advance your role in the company?

E.G.: Slowly, I started to feel more settled as I learned all the details of the work. If I'm going to spend 10 hours a day here, I'd like everything to be in its spot, so I can find it later! I know it's difficult, because everyone has their own pattern and routine, but I started to find a groove with the ink and how I could organize the workspace.

At our machine centers every job has its own challenges. We would have issues with machines being down for long periods of time. That's where my utility crew comes in—we help avoid the downtime. We get the tooling at the machine center and inspect it to make sure we're the extra set of eyes before the job starts running. We set up the job to make sure the tooling is in good



Utility Coordinator Estefani Gil with utility member Eduardo Corrales checking the line at the EVOL 115 machine center.

running condition, so that whenever the next job comes up, the machines keep running.

My supervisors moved me from the tooling department and put me at the Gopfert, my first machine. They gave me a notebook and a pen. And they told me to take notes, shadow this person, learn as much as you can. I was nervous, because we were getting right into it. There's this new die cutter with six printers and here I am, just a girl with a notebook.

It was challenging because I didn't really have anybody to teach me exactly what I had to do. So, I had to ask a lot of questions. They let me shadow them, I was there for three weeks, and I was already setting up jobs. They were impressed with how quickly I learned everything. Now, I oversee four crew members—my “guys.”

HV Mfg: What has the leadership element of your position been like?

E.G.: It's been going really well so far. I've had other leadership positions prior to working here, so I take a lot of what I learned in my last job and apply it here. Having empathy, knowing that you have to be fair and equitable, lead by example, and build confidence in my crew. I motivate them when they need motivation and encourage them when they feel like they're not doing good enough.

As a leader, I like putting myself out on the floor, working along with them, even if it means leaving here covered in dust and ink. It happens all the time and it doesn't matter to me. Most importantly, recognizing the good work that the guys do out there. And telling them that I appreciate the fact that they take pride in what they do. They do an awesome job and they have a great work ethic.

I always tell my crew that it's okay not to know the answer but it's important to take the initiative to find out. Never be scared to ask a question. There's no dumb question and every question has an answer.



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Utility Coordinator Estefani Gil with utility member Gabriel Gomez pre-setting a die cut for the next job at the GOPFERT machine center.

HV Mfg: You recently completed the Council of Industry's Certificate in Manufacturing Leadership program. Has it impacted your leadership style?

E.G.: Most definitely. Right after every class, I'd ask myself, "How am I going to apply this?" The next day at work, I would use the lessons I learned. Things like knowing how to talk to an employee or correct them when they need some direction. We have to watch our tone, our body language, how we approach people, and how we handle certain situations.

The DiSC profile was a nice opportunity to learn how to deal with every type of personality. After that class, I could interact with people and see the way they react to certain things and have a better understanding of how to approach them. I really liked that, because one of the biggest things that a lot of us fail to understand as leaders is that not everyone's going to think like us. Everyone's different. I realized that a lot of the supervisors in my class have their own ways of leading and their own styles of how they run their departments.

The course helped me organize my department, especially while I was still figuring out how to run it and set it up. It helped me prioritize the projects that I had and set deadlines for and to create an action plan.

HV Mfg: How are you able to maintain such a positive attitude in the workplace?

E.G.: I've learned that it doesn't matter where you work, it makes no sense to complain and get discouraged about something that you don't want to do if you're not going to change something about it yourself. If you're going to complain, you need to have a plan.

I come to work every day, even if I'm having a hard day in my personal life, or it's challenging, or I'm overwhelmed, I simply get up and do as much as I can. It doesn't matter how the day goes; I still give it my best.

HV Mfg: Tell us about your law enforcement experience prior to working at PCG.

E.G.: The police academy was mentally challenging. They break you and they build you back. They break you emotionally, physically, and mentally. On my first PT test, I couldn't do one push up. That's when I realized I needed to work. Every free minute, I would be doing pushups. And eventually I graduated as the top female officer of my class in 2019. I was also top female firearm, top female physical fitness, and top female academics, and received the post award. The post award granted me first selection after my one-year probation.

After the academy, I worked patrol. I was being trained as a firearm instructor and I knew I wanted to do more so I gained

"Learn from everything." "Never say no to learning something new and be willing and do your best."

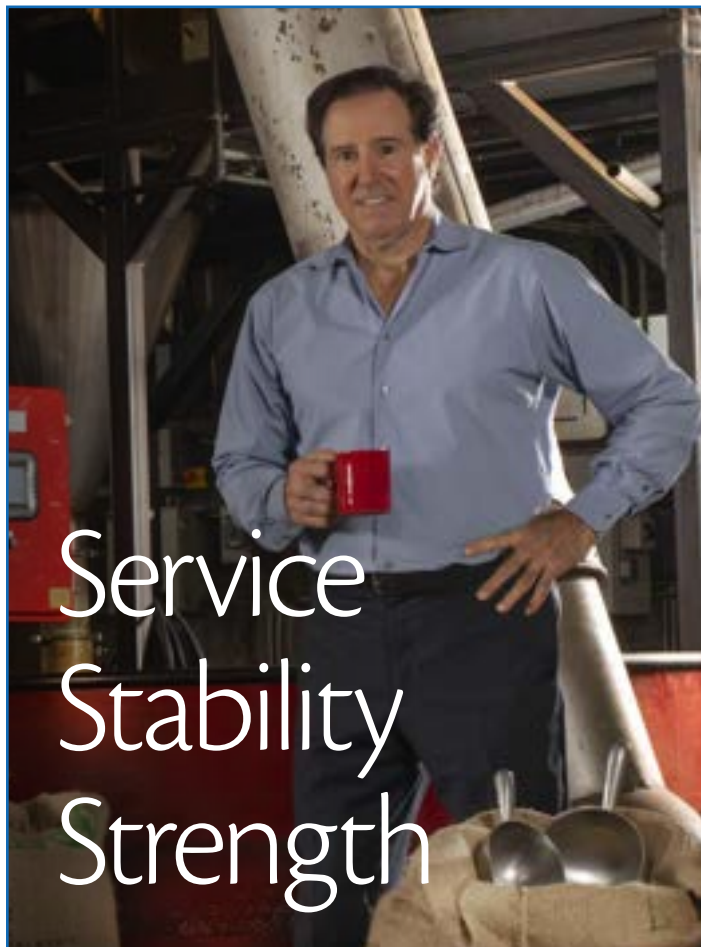
some experience and researched how to apply for homeland security. It is a very long process, you have to get top security clearance, background investigation, mental and physical evaluations, and more. I came to New York while I awaited background clearance for homeland security.

HV Mfg: What is your relationship with your crew like?

E.G.: A lot of the time, they come in here and they are going through so much in their personal lives. My job as a leader is to make sure that when they're here they know that I care about what they're going through. One thing I like to do—and I practice this a lot—is never telling them what to do. I ask them to do things, because I feel it's respectful. When I ask them instead of telling them, they feel good. And when I see that, I feel better. And it feels like I'm doing something right. We get along very well, and we have a good working relationship. That to me is very rewarding.

HV Mfg: What's your advice for those struggling to find their career in manufacturing?

E.G.: Learn from everything. If you're new to manufacturing, be patient with yourself. It can be overwhelming when you walk



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into a place where everyone knows what everything is. Take a lot of notes and take pride in doing your research and asking questions.

Never say no to learning something new and be willing and do your best, even if it's just a temporary position. A lot of people talk about how expensive formal education is, but learning is free when someone's willing to teach you. Don't be scared.

HV Mfg: What are your future plans at PCG?

E.G.: I like to think that I have a very bright future here at PCG. And it's because of the support I have from my superiors. I feel like every day, they set me up for something bigger. I take a lot of interest in the tooling department; I love everything tooling. And I'm interested in the continuous improvement department. If I'm here in the long term, I would love to be more involved and continue to learn and grow.

HV Mfg: It's been incredibly inspiring to hear your story. Do you have any closing remarks for fellow manufacturers or those looking to break into the field?

E.G.: When we come to work, we always have to remember why we're here. We are the people who are behind the scenes, putting smiles on the faces of those customers. Always be positive and just remember why we're here. Even on the days when it's hard.

HV Mfg: Thank you so much for sharing your story with HV Mfg.

E.G.: I'm really glad we were able to do this. Thank you!



Utility Coordinator Estefani Gil pre-setting a print plate for the next job at the EVOL 115 machine center.

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WHAT ARE YOU READING?

HV Mfg asked the manufacturing community to recommend a book, article, or podcast that impacted them personally or professionally.



Kevin Dehond – Director of Business Development Affinity BST Advisors

The Title: *The Psychology of Money*

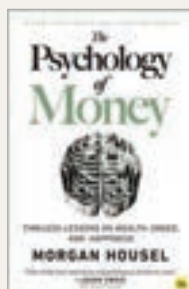
The Authors: Morgan Housel

A Brief Summary: Using 19 real world, relatable stories, *The Psychology of Money* delves into how people really make financial decisions and argues, effectively, that in the majority of cases, psychology and emotion drives financial decisions. The book seeks to get people to make good decisions by helping them identify why they have been making poor ones.

In What Ways Did You Find It Valuable or Impactful:

Being trained in finance and repeatedly "talked at" by the financial news networks, one would think retirement planning and investing comes down to numbers and math and that decisions are made in a strictly quantitative manner using spreadsheets. In truth, several studies indicate that this is rarely the case. More time should be spent thinking about making careful, intentional decisions. Morgan Housel's book takes all this research and boils it down into short, relatable case studies to get his points across.

It is relevant across the entire wealth spectrum and has been a valuable tool in our business to get clients to think differently and educate them on their planning process. At the same time it has helped me understand my clients better to more effectively serve their needs. This is not to suggest we ignore the numbers, but it does point out that there is more to financial decisions than spreadsheets!



Elisha Tropper – President Cambridge Security Seals

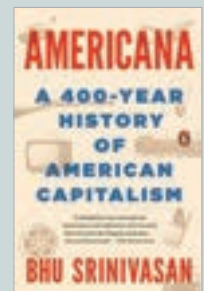
The Title: *Americana: A 400-Year History of American Capitalism*

The Authors: Bhu Srinivasan

A Brief Summary: A very entertaining and informative narrative of American history, from the Mayflower into the 21st century, as viewed through the prism of capitalism and the innovation, ambition, and technology that drove the nation's development.

In What Ways Did You Find It Valuable or Impactful:

The subject matter of *Americana* is quite familiar to me. Certainly, I am well versed in most of the events and many of the people discussed. However, the author's recounting of American history through the decidedly objective perspective of capitalism was novel and very thought provoking. I came away with a very different understanding of the backdrops, motivations, processes, linkage, and impacts of so much of what comprises the story of America. This decidedly non-partisan work is written by an immigrant who does an excellent job of peeling back the multifaceted layers of his adopted nation and country.





**Johnnieanne Hansen –
Vice President
The Council of Industry**

The Title: *The Boys in the Boat:
Nine Americans and Their Epic
Quest for Gold at the 1936 Berlin
Olympics*

The Author: Daniel James Brown

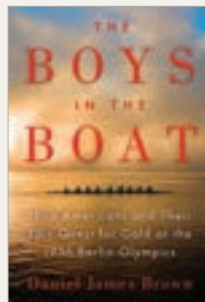
A Brief Summary:

During the height of the Great Depression an eight-oar crew team composed of the sons of loggers, shipyard workers, and farmers from the University of Washington come together to defeat the elite teams of the East Coast. They go on to defeat the world's best, including the German team in front of Adolf Hitler at the 1936 Olympics in Berlin.

In What Ways Did You Find It Valuable or Impactful:

Everyone, especially me, likes an underdog and when a longshot overcomes adversity to achieve something great, we find it inspiring.

The Boys in the Boat's main character, Joe Rantz, is a teenager without family or prospects. He finds his place in the world through hard work, grit and determination, and by working together with the other boys on the boat toward a common goal. For as much as this is a story about Joe Rantz' determination, it also a story of self-sacrifice and putting the success of the team ahead of your own success. Only when the eight rowers are properly arranged, their strengths maximized and weaknesses minimized, when the coxswain knows his boat and the competition inside and out, and the boat itself is crafted to perfection is victory achieved. *The Boys in the Boat* is a reminder that virtues like courage, determination, hard work, and self-sacrifice pay off in the end and are, in many ways, their own reward.



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**Dr. Peter Jordan – President
Dutchess Community College**

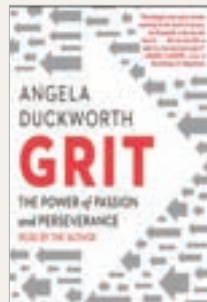
The Title: *Grit: The Power of
Passion and Perseverance*

The Author: Angela Duckworth

A Brief Summary: *Grit* is as much
a story of personal triumph as it is
a remarkably well researched and

documented thesis. The premise of *Grit* is that passion and perseverance, not effort or talent, are the secrets to persistent high achievement. Duckworth contends: “Many of us, it seems, quit what we start far too early and far too often. Even more than the effort a gritty person puts in on a single day, what matters is that they wake up the next day, and the next, ready to get on that treadmill and keep going.”

This well-written and engaging masterpiece takes the reader on a riveting journey that chronicles the experiences of first-year cadets at West Point, high performing and successful teachers working in challenging schools and districts, National Spelling Bee finalists, and high-achieving CEOs. Duckworth also artfully infuses historical references to modern experiments in peak performance that further reinforces her premise. She tells us what grit is and why it matters. More importantly, she offers a blueprint for parents, other influencers, and individuals can help cultivate it.

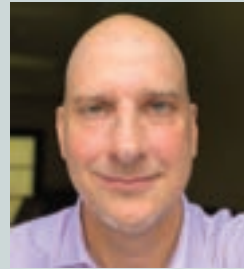


In What Ways Did You Find It Valuable or Impactful:

It was during the early months of the COVID-19 lockdown that I read this important study. In *Grit*, Duckworth reminds us of what we may already know or feel, and she gives us the evidence needed to support our instincts that, as Soledad O’Brien, former co-anchor of CNN’s American Morning, observed, “...your mindset is as important as your mind.”

As a researcher and higher education leader, I regularly encounter students whose self-confidence as learners is diminished because they’ve convinced themselves or been told they are not college material. I’ve also witnessed over the last three decades the transformation in the performance and lives of many because they discovered their passion and owned it. Similarly, my own story and rise to the “C-Suite” is marked by what Duckworth coins as grit, and I’ve often chalked up to sheer “stick-to-it-tive-ness.”

Grit is an important read for parents, educators, and leaders alike. The implications for practice as we educate, lead, and influence the lives of others are that we must encourage them to cultivate grit as well as talent.



**Jason Smith – President
Pawling Corporation**

The Title: *Saudi, Inc.*

The Author: Ellen Wald

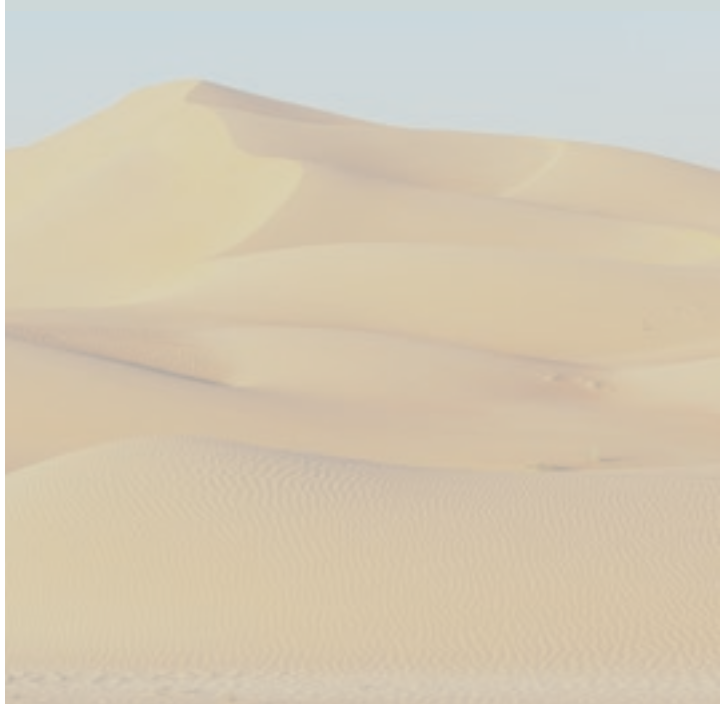
A Brief Summary: This book
examines how the Saudi Arabian
government system evolved from
humble beginnings over 120 years

ago when Abdul Aziz ibn Saud along with 200 followers captured Riyadh. From here the story is a tale of incremental gains until slowly the nation approached its current status of international financial superpower. A good portion of the book talks about the formation of Aramco and how it has set out to grow into the petrochemical behemoth it is today. Ms. Wald provides excellent background and insightful looks into the secretive and oppressive regime in its quest for money and power. This book does not contain information on the current leadership and the bold Vision 2030 initiative.



In What Ways Did You Find It Valuable or Impactful:

It’s interesting to see a government effectively prosecute a bold long term plan for power and money. It’s a similar strategy as what Jeff Bezos had with Amazon, rigid in the vision but flexible on the details. This book has been a good reminder that a consistent small organized gains can absolutely reap huge gains over a longer timeframe. While much focus these days are on short term gains, most of the successful companies arrived there through steady incremental gains over several decades.





**Rebecca Mazin –
Human Resources Consultant
Recruit Right**

The Title: *How to Have a Good Day; Harness the Power of Behavioral Science to Transform Your Working Life*

The Author: Caroline Webb

A Brief Summary:

Using research to back up recommendations Caroline Webb provides concrete steps to bring order, structure, and purpose to our actions in the workplace. Webb reassures us that we can use our brain to focus on the directions most valuable for the outcomes we reach for.

In What Ways Did You Find It Valuable or Impactful:

Full disclosure, in my world the glass is always more than half full, it's a guiding principle of mine. I have no patience for negative people. I have given copies of this book, or recommended it, to individuals who seemed stuck in a spiral of pessimism.

How to Have a Good Day is much more than a prescription for happiness at work. It includes structure and recommendations in a highly readable format and specifics for applying concepts. You should see all the sticky notes in my copy! I have been reminded to avoid absolute language that can exaggerate negativity and overstate the positive. This is particularly helpful while engaging in collaborative conversations, a foundation for strong work relationships.

Webb provides backup to a belief in the value of asking quality questions, an active listening skill I know works from both my own experience and coaching and training others. The difference between coaching and telling is described in the book, an important reminder for seasoned leaders, and a potential paradigm shift for the newly promoted. I have turned to this volume for insight in dealing with difficult people, including micromanagers. The book includes charts and guidelines for meetings and a workday structure. From setting a daily intention through keeping your eyes on the prize to maximizing motivation, and ending on a high note. Adopting even a few of Webb's concepts will make a huge difference.



**Cedrick Glasper – President
Mechanical Rubber Products**

The Title: *"Co-opetition"*

The Author: Adam J. Brandenburger and Barry J. Nalebuff

A Brief Summary: According to the authors, and my experience,

both cooperation and competition are necessary and desirable aspects of a business enterprise. An exclusive focus on competition largely ignores the potential for changing the nature of business relationships, and thus the potential for expanding the market or creating new profitable forms of enterprise. A 'co-opetition' mindset actively looks for ways to change and expand the business, as well as newer and better ways to compete.

The authors introduce readers to the concept of the 'Value Net'. This is a way of looking at a business situation that recognizes that the company operates in an environment having four main groups that influence the course of any business. These four groups are: suppliers, customers, competitors, and complements.



In What Ways Did You Find It Valuable or Impactful:

I constantly refer to this thought strategy lesson as a way to coexist within the business world. We all get into business to be the best, to be the top - entrepreneurship is not for the faint of heart - it's war. However, it can also be considered a game as you'll have pieces and rules and goals. This book illustrates how to have a monopoly without being a monopoly, if that makes any sense. You shouldn't crush your competition, but instead collaborate with your competition and ultimately may create a new supply chain where all can "eat". Long-term, we should not put others out of business to win, instead collaborate.

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**Aaron Phipps – President
MPI**

The Title:
Improvement Starts With I

The Author: Tom Hughes

A Brief Summary: A practical look at implementing Lean as a cultural shift to grow people for a more vibrant and productive company.

In What Ways Did You Find It Valuable or Impactful:

This book is a practical methodical methodology to create a fun, engaging lean culture. *Improvement starts with I* is a great practical look at implementing a lean culture based off the Toyota Production System and the 2 Second Lean approaches. Tom Hughes is a wealth of experience and hands on practical knowledge and openly shares his success and the missteps made thus far on his lean journey. Lean is not something one achieves but rather a path some leaders are drawn to. There is no beating around the bush in *Improvement Starts With I*. Either you are willing to make this your priority or there is another method that is right for you.



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LEADER PROFILE

RICH CROCE VIKING INDUSTRIES | WITH HV MFG STAFF

LEADING THE FUTURE OF PACKAGING INNOVATION

In an office filled with corrugated boxes of all shapes, sizes and colors, where the walls are covered with both photos of family members and poster-sized blueprints of a \$16M facilities expansion, HV Mfg sat down with Rich Croce, President of New Paltz-headquartered Viking Industries, for a wide ranging discussion of the packaging industry, family business, and leadership.

HV Mfg: Thank you for agreeing to this Q&A, we appreciate your time.

R.C.: Thank you, I appreciate the opportunity.

HV Mfg: How did you come to work in manufacturing?

R.C.: It's the family business! But I didn't always see myself running it. In fact, when I was younger, I was pretty sure I would not be sitting here today. However, for as long as I can remember, I was helping out at the plant. Especially during the summer months which were actually very busy months for us. We sold, and still sell, quite a bit to the cosmetics industry and they placed a lot of orders for the fall fashion season in the summer. I would fill in where needed, sweeping the floors and "stuffing the bailer," the machine where the scrap corrugated went for recycling.



Rich Croce and Customer Service Manager Eric Wagoner reviewing the print requirements for a customer's order.

When I was in high school, my dad (who was president of Viking) was pretty clear that sitting at home was not an option. So, if I wasn't playing a sport after school, or had a different job, I was going to work at the plant. Since I only played football in the fall and was too lazy to find a different job, I was here. During college I would work during breaks. Because I had worked so many of the jobs, I was promoted to assistant supervisor during those busy summer months. I really didn't see myself here once I "grew up," but the truth is I didn't really have any idea of what I did want to do. I was studying engineering at Union College — and this is not something I'm proud of — but I failed out my senior year. I just stopped working at it. I went to work for Blockbuster Video and was a store manager. That was fine, and I was pretty good at the sales and customer service stuff, but it was also not the career I wanted. It did give me some time to reflect and grow up a bit and shift my mindset.



Rich Croce and Partition Assembler operator Juan Ramos looking through assembled partitions.

In 1998, my father and I spoke about me coming back home to work at Viking. After some ground rules were set, I came back to work in customer service and I have been here ever since.

HV Mfg: Tell us more about Viking — the “family business.”

R.C.: This business, Viking Industries, started in 1973, but our lineage goes back a lot further. All the way back to Manhattan in 1892 when F.D. Croce Company began manufacturing peanut bags. In the early 1900s, we expanded into making produce cartons and moved into the Hudson Valley. As the business grew and time went on, it became increasingly difficult to get quality corrugated partitions needed for the produce boxes at a good price. Viking Industries was founded to satisfy that need.

Viking started just making partitions but quickly expanded to make custom boxes for a wide range of industries. I mentioned cosmetics already, but we also sell to the food and beverage, pharmaceutical, medical, and electronic industries.

Our competitive advantage is our ability to respond quickly, to turn orders around rapidly, and a fierce devotion to customer service. We also have some unique equipment that allows us to provide a range of products that not many in our industry can. Our significant investment in our design department and our unique approach to solving packaging problems has become a big advantage for us.

HV Mfg: That being the case, customer service was an important place for you to start. How did you get from there to your role as president?

R.C.: I dove right into the customer service role. Honestly, I truly get personal satisfaction when our customers are happy and satisfied. I was pretty good at it, and by 2000, I was promoted to customer service manager.

About the same time, I came into the business Viking made a huge investment in equipment, purchasing a flexo printer. In flexo printing, a cylinder applies graphics or text onto a substrate, in our case corrugated board. It is both fast and provides excellent quality. The equipment was computerized and fast set and allowed us to produce a finished box in one step rather than through two different pieces of equipment. It was a

big leap forward for Viking to add this machine and we were now producing more than partitions. We could produce the exterior packaging and so much more.

We had been selling almost exclusively to brokers and distributors, but with the new capabilities, we were able to sell directly to end users, which we did while trying hard not to alienate our brokers and distributors. As head of customer service, I became more and more involved and my father began to include me in many of the critical and strategic decisions the company was making. We took on these 3 guiding principles: 1) We are obsessed with meeting customer demand. 2) We are more reliable than a machine on our customer's floor. 3) Call us if no one else can do it.

It was in the mid 2000s that my father and I discussed my eventually taking over running the business and we began a process to prepare me for that eventuality.

HV Mfg: When did you officially assume the role of president?

R.C.: 2008.

HV Mfg: What was that process like?

R.C.: Mostly it was about my learning as much about all the different aspects of the business as I could and also learning more about leadership and management. I went to Marist College and eventually earned a BA in Business and Communications. I started working with an executive coach, Rick Bronder, who really helped me understand my role, set clear goals, and stay focused on them. One of the greatest things my father ever did as a leader was acknowledge what he wasn't great at. He would tell you himself he

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was not great at coaching me on how to be a good manager. That is where Rick was invaluable to us. He taught me about how to manage, lead, and how to hold myself accountable.

And, I worked closely with my father to understand all inner workings and nuances of the business.

HV Mfg: We have had the pleasure of working with your father, also Richard, in the past. He served on the Council of Industry Board of Directors for many years and as its chair from 1993 to 1994 (the same role that you have today). Tell us about him.

R.C.: My father is a great person and a terrific role model. He has a great head for business and is a natural leader. I can't tell you how much I have learned from him. I still rely on him and he is still very much engaged in the business. He is a huge help. Over the years, I would run into many people in business and politics who knew my father and would tell

me how great he is. I know they all feel fortunate to have met my father and have him in their life, but I am the truly lucky one because I got him as my dad. There is not enough room in this article to describe the impact he has had on my life and how much he has done for me both personally and professionally.

HV Mfg: How would you describe your leadership style?

R.C.: I guess just that I believe in being direct and honest with people. I try to set clear expectations, give consistent feedback,

follow up, delegate tasks and focus on developing people. In a lot of ways, a leader's job is to provide the resources to meet those expectations, remove the obstacles to their success, and hold people accountable for meeting them.

There is a book on the shelf behind me by Marcus Buckingham and Curt Coffman called *First Break all The Rules*. I love this book and refer to it regularly. It argues that successful businesses have engaged employees and managers have the power



Richard Croce and Rich Croce



Die-cut e-commerce boxes moving down the production line.

to make sure team members are satisfied. To be a great leader, let people choose how to reach outcomes, but set standards of performance. When you want to improve all employees' performance, look at your top performers and support them.

When I was at Marist, I remember one of my teachers talking about the tools some organizations use to improve employee engagement, things like "spirit teams." At Viking, we don't have spirit teams, but I do believe we have strong employee engagement and committed, loyal employees. I believe they are committed to Viking because Viking is committed to them. You have to be genuine in your approach, otherwise these types of things can feel forced and a replacement for genuine interest in the lives of the people who work for you.

HV Mfg: How did that employee-employer relationship play out during the pandemic? We understand you lost an employee to COVID in early 2022.

R.C.: We did lose an employee. He was on vacation when he contracted the virus and passed away in late March, 2020. It was a shock to the whole organization. We were early adopters of temperature taking and communicated regularly to our team about what was happening and what we were doing to keep them safe. We were an essential business and remained open throughout the pandemic—I mentioned we sell to the medical and food & beverage industries. Our work is important, but so are all of our employees. We had to close the operation for 72 hours to do the deep cleaning required at that time and I used that time to call all 85 employees personally. I wanted to

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tell them what was going on personally and to hear from them their concerns, to get a better understanding of how each of them was feeling. It was so important to speak directly to them individually and to let them know what we were going to do when we reopened. You can imagine that there were a wide range of feelings, and after accommodating a few individuals, we reopened and safely got back to work.

HV Mfg: We at the Council of Industry know you invest in upskilling your employees because you utilize several of our programs to do so. Why is this important?

R.C.: It's vital for our employees to have the opportunity to continuously improve their knowledge and skills. One of my management philosophies I mentioned before is that we develop our staff. That could be for them to perform their current job more effectively, to prepare them for an opportunity we see for them in the future, or just to invest in them for another opportunity that may not even be with Viking. We invest in their education and training whenever we can.

We have a couple of apprentices in the Council of Industry program, in the industrial manufacturing technician trade and in the maintenance mechanic trade. The truth is, there are not a lot of people who have the skills to maintain all this fancy equipment we are purchasing, so we are taking it upon ourselves to give some talented, dedicated employees those skills. The apprentice program is a win-win that it gives us the structure and resources to

HV Mfg: Finding candidates to fill jobs in manufacturing is a real challenge across the nation and in the Hudson Valley. At the same time, you have worked hard to have a committed workforce at Viking. Are you finding people that can meet your expectations?

R.C.: It is a challenge, but we are committed to finding people who fit into our culture. We take our time hiring and look for candidates who we think can, and want to, last for the long term. Like many other businesses, we recently raised our wages across the board to help retain our team and attract new candidates. It requires patience and discipline. The truth is that manufacturing is still a misunderstood sector and it is difficult to attract candidates, especially younger people, to these jobs.

HV Mfg: Are you doing anything to change that perception?

R.C.: We try. Sometimes it seems like an uphill climb but we are trudging up that hill.

My father is very involved with the Ulster Community College Foundation and the Hudson Valley Pathways Academy is one program that Viking (and I personally) have been very supportive of and engaged with.

HV Mfg: For our readers who may not be familiar, what is the Pathways Academy?

R.C.: It is a P-TECH school located at SUNY Ulster. The P-TECH model is a STEM-based school where students simultaneously earn their high school and associates degrees over five or six years. It is very non-traditional and focuses on kids who come from underserved backgrounds, who face real challenges.

P-TECHs all have industry partners and concentrate on developing the skills those industry partners need. The Pathways academy partners with local manufacturers like Viking.

I love the model and over the past five years, I have greatly enjoyed working with the teachers and staff, but I have especially enjoyed getting to know the "young scholars." I have sat on and led the industry steering committee, but it is the "industry challenges" where some of our team at Viking and I work directly with the kids on a real project that is the most rewarding,

and I think most impactful.

We know this isn't going to solve the problem overnight, but these young scholars have an accurate perception of what manufacturing is and isn't. That is a step in the right direction.

HV Mfg: What's next for Viking?

R.C.: We are undertaking a substantial expansion here in New Paltz. We are putting on an addition and purchasing some new equipment that will make us more efficient and open up some



Rich Croce with designers Eric Lesh and Kevin Le reviewing the requirements for a customer's packaging to be created.

do on-the-job training, and the employee gets a pretty impressive credential.

The other program we take full advantage of is the Certificate in Manufacturing Leadership supervisor training. I mentioned *First Break All the Rules* earlier. It emphasizes the outsized role front-line supervisors have on your business. I believe it and I see it every day. The Council program has made our front-line people much better problem solvers, communicators, motivators and leaders. All of our supervisors are graduates of this program, and in fact, all but one have been promoted from within.

new opportunities. It is very exciting and a little scary. The cost is now expected to be substantially higher than we first predicted because of the rising costs of materials, but we think we have it under control. OCS has done a fantastic job for us in managing all aspects of the construction. When we need to spend our time running our business, it is crucial to have a partner like them you can trust to get the job done correctly.

We are looking to grow our market share in very specific areas that are the best fit for us, where we can maintain our high level of customer service. We want to make the Viking brand synonymous with quality and reliability and this expansion will help us achieve these goals.

We also have done some strategic acquisitions and developed some industry partnerships. About 20 years ago, my father worked with a handful of other packaging companies to form Freedom Corrugated to supply corrugated board to these businesses. Because we are part owners of the supplier of our main raw material, we have been able to maintain a reliable supply at a steady price. We solidified that source of supply in 2020 when Freedom signed a long term supply agreement with the largest producer in the country. We also expanded geographically with a distribution location in Ridgefield, NJ, and another manufacturing facility in Jasper,

GA. That positive experience encouraged us to look for other opportunities to compliment our business either geographically or in different markets.

HV Mfg: That sounds exciting. Thank you very much for speaking with us.

R.C.: You're welcome. I enjoyed doing it.



The Viking production leadership team, (L-R) Brandon Ferland Jr, Dean Brown, Jason Quick, Plant Manager, Michael Cozzolino with Rich Croce.

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COMPANY PROFILE

MAGNETIC ANALYSIS CORP. | BY TAYLOR DOWD

MAC TO THE FUTURE: INDUSTRY TRAILBLAZING



Dudley Boden, MAC's President and CEO, on the production floor of the company's manufacturing and headquarters facility in Elmsford, NY. Reviewing MAC's newest Echomac® ultrasonic phased array system for testing bar stock, frequently used in automotive applications.

Magnetic Analysis Corp. (MAC) specializes in non-destructive testing (NDT) and providing both individual instruments and full systems for clients. Based in Elmsford, NY, the 94-year-old company continues to trailblaze the industry, advancing technology and servicing manufacturers worldwide. Dudley Boden, president and CEO, began working for MAC in 2001. With over two decades of experience at the company, Boden has led his team to continual success. As the team's camaraderie and standards of excellence continue to propel the company forward, Boden walks us through MAC's history, workplace culture, and the traits that set the company apart from the rest.

For decades, searching for defects in steel manufacturing required product samples to be pulled from the line and essentially destroyed through various destructive methods, which led to lost product and interrupted processes. This was not only costly and inefficient, but also not completely effective at ensuring quality. NDT allows for 100% testing of all the products without destroying them, which creates a faster and more efficient process. MAC focuses on three main technologies: ultrasonic testing, electromagnetic techniques including flux leakage, and eddy current. Ultrasonic testing is a

A Look-Back on MAC's History


MAC was founded in 1928 by William Gould and William Gould Jr. in Long Island City, NY. They developed a group of patents for nondestructive testing of steel bars. It took six years of research and development to create an instrument that worked in production. Over the years, MAC's extensive R&D led to major breakthroughs in NDT. MAC's instruments were used to test steel bars at Jones and Laughlin Steel Corporation in the 1930s-40s, as demands for better quality during WWII jumped.

MAC was featured in the company's advertisement in the 1940 edition of TIME Magazine. In 1953, the company launched the first commercial eddy current tester in the country. Six years later, it released the world's first spinning probe eddy current tester, Rotomac®. The key to MAC's success over the years has been its leasing program. Through this program customers can pay a monthly fee for use of the equipment while MAC retains ownership and provides service. This has allowed companies who otherwise could not afford the equipment to do the necessary testing, and at the same time, it has provided MAC with a steady stream of income, both in good and bad economic times.

With a demand for more space, MAC opened a new plant in Mt. Vernon in 1964, overseen by then-president William (Bill) Gould III. He was the primary owner, as well as chairman, president, and CEO. His father and grandfather were

the company's founders. With an engineering background and Harvard MBA, Gould was doing work he truly enjoyed, however, growing the company and the bottom line were never his primary motivation. "He ran the business because he loved it," Boden says. "He still came to work at least three days per week in his mid-80s." Boden started at MAC as vice president of sales and marketing in 2001 before taking over as CEO in 2016.

Prior to MAC, Boden attended Rochester Institute of Technology and received a photographic science degree before starting a management track in his career. Boden spent a decade as director and general manager at Minolta, where he ran a U.S. division focused on color measurement. When Gould passed away in 2019, Boden wanted to implement changes while maintaining a quality- and customer-focused approach. "My agenda coming in was to focus more on building the business without losing the character of it," he says.



MAC focuses on three main technologies: ultrasonic testing, electromagnetic techniques including flux leakage, and eddy current.

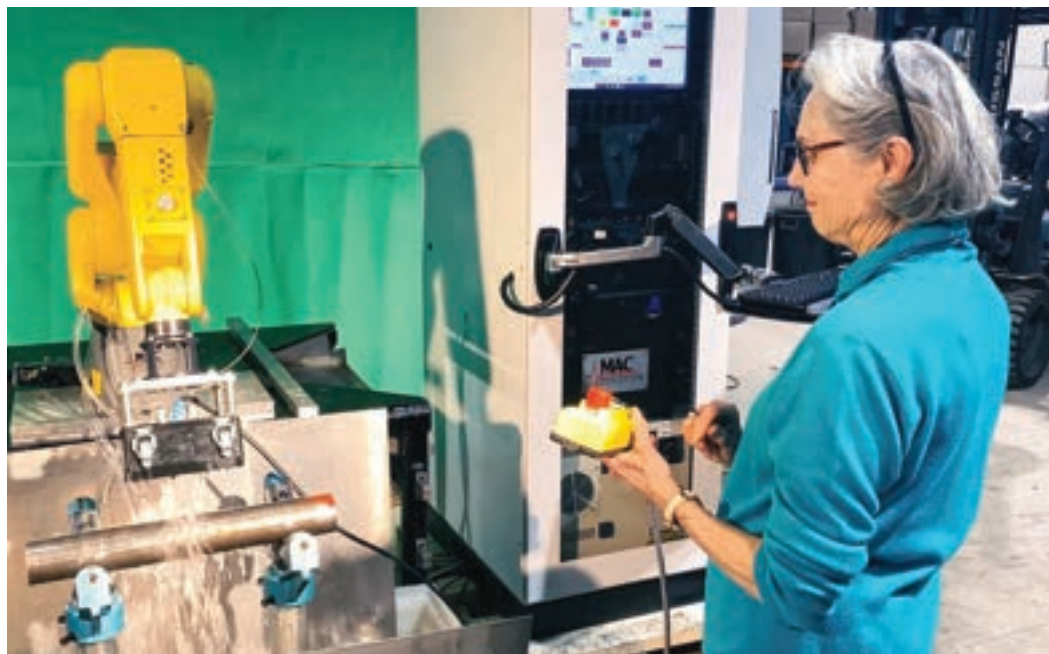
Senior Mechanical Project Engineer, Peter Gentile, works on designing mechanics for an inspection system to meet the testing needs of a tube manufacturer.

process similar to what one may see in medical applications, but in this case, it is for industrial use. Flux leakage involves magnetizing a piece almost completely and detecting where magnetic flux leaks out of the product, signaling a defect. Eddy current is MAC's original technology, which was developed in 1953. The process takes place at a very high speed and entails putting an alternating current in a coil and inducing a magnetic current in the metal. In turn, it produces magnetic resistance to the material circulating through the coil, which can then detect surface defects, scratches, and cracks.

The company has 110 employees worldwide, with 61 working at the Elmsford facility. MAC also owns a facility in Ohio—which works closely with the Elmsford location—where customers can ship products to be tested. All eddy current test coils are built in Ohio and the electronics are built in Elmsford. MAC services worldwide clients across North America, Brazil, Mexico, India, China, and Korea, to name a few. The company has installed systems in over 30 countries. Though NDT is a niche industry, MAC competes against a group of small, private companies, mostly based in Europe.

MAC is a privately held company founded and controlled by the Gould family. Bill's wife, Jean Gould, is the marketing manager at MAC and started her tenure in 1978. Over four decades later, her role continues to shape the marketing and communications areas. She serves on the board and her son, Bob, is chairman of the board. The familial roots of the company continue to impact the workplace culture and overall company mission today.

Over the years, MAC's product lines developed to become more advanced. The company broadened its flux leakage product line, developed a line of ultrasonic rotary testers, and launched a fully computerized eddy current tester. This growth tested the limits of the space at their Mt. Vernon facility and in 2010 MAC relocated to its current building in Elmsford. The building is 47,000 sq. feet, 80% larger including over 25,000 sq. feet of manufacturing space.



Marketing Manager and board member, Jean Gould trying out the 'user friendly' operator controls for the new robotic ultrasonic phased array system to test welded tube during production.

Culture & Camaraderie

Similar to many manufacturers across the Hudson Valley, MAC has faced challenges in the hiring process. In the company's earlier

days, new hires could expect to spend the rest of their career at the company. Now, higher turnover rates and shifting employee expectations have slightly changed that dynamic. Boden explains that MAC seeks longevity in its candidates, and that the company is picky when it comes to hiring. "We still have that mentality of

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Dr. Stanley Hu, Process Engineer, working on software for an Echomac® ultrasonic phased array system used to detect core and surface defects in steel bar, often used in automotive applications.

fully expecting to hire somebody and keep them for life,” he says. “We want to make sure they have the skills that they need and that they also fit culturally. It’s not always easy because it’s a challenging technical environment. We’re very picky about the people we hire and it takes time doing it.” After a two-year candidate search, MAC has filled its software positions, while continuing the hunt to fill CNC machinist positions. “We’re proud to have found very skilled people who work for us who like to be challenged regularly,” Boden says.

MAC’s leadership values its employees and has multiple employees who have worked there for decades. “We have wonderful people in the field and they work very closely with our customers, who’ve developed close relationships with them,” Jean Gould says. “We have people who have been with us for 30 plus years.”

Boden explains that a wide variety of the daily tasks employees undertake leads to a strong camaraderie that makes MAC stand out as an employer. “Here you get to be involved in a lot of different things, both on the technical and business side,” he says. “There is lots of interaction across disciplines and most people respond very well to that.” Because the company is small, there is overlap in the areas of business. No two days are the same and circumstances change based on each order, says Gould. “This is such an application-specific business. Each installation will have little quirks depending on requirements and specifications,” she says. “You have to talk to the customer, find out what their needs are and what their budget is. You really have to be a partner in finding that solution for them.”

Field engineers hold the most challenging position at MAC. They are the face of the company to the client. Field engineers

travel to plants (sometimes in less-than-stellar conditions) and are generally assigned to a specific country or region. The work is often challenging, both physically and mentally, making it one of the more difficult positions to fill. Boden asserts it’s the most important role to the company. From a production standpoint, there are no assembly lines at MAC: the processes all entail craft building. The turnaround time for small electronics could take about six weeks. Mechanics can take 10 to 12 weeks. Larger systems can take 10 to 12 months to complete. One or two engineers will work on the larger projects for two or three months before turning them over to production.


Supply Chain Challenges

Back in 2020, MAC had not yet experienced the whiplash effect due to COVID-19. With a solid backlog, the company was able to continue producing orders. The setback came when international travel was halted early in 2021. China was a significant market for MAC, which, instead of growing, stalled. “Having worked off our backlog in 2020, 2021 proved more challenging,” Boden says.

Supply chain delays and pricing spikes have significantly impacted MAC. The company found that certain components cost 10 times their original price. Normally, MAC would plan to have one month’s worth of inventory, but currently aim for about six months’ worth to ensure preparedness for future orders. Over the months, the company has worked to build its backlog, which is now the largest it has been in many years.

Looking Ahead

For the past couple years, Boden has placed more emphasis on growing the business and dialing in on margins and profitability. Looking forward, the company plans to invest more money into engineering and infrastructure. MAC is looking at organic growth, but also looking at acquisitions. Recently, for example, they acquired assets from a small Pennsylvania-based company. With decades of experience among business development managers, field engineers, and representatives, MAC's team and its ability to spearhead the NDT industry makes it a frontrunner in superior technology and service.



MAC's leadership values its employees and has multiple employees who have worked there for decades.

Software Engineer, Dylan Honett, reviews software for a new MultiMac® digital eddy current test instrument.



Taylor Dowd is Marketing & Communications Coordinator at the Council of Industry.

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Yet these critical employees are not always given the support or resources they need to be successful. Often promoted directly from the factory floor to the supervisor role, they suddenly have a host of new responsibilities, including managing the very people who they were only recently working alongside.

It is for these people that the Council of Industry’s Certificate in Manufacturing Leadership was developed. The program, nine full days of training, covers a wide range of topics, including Positive Motivation and Discipline, Problem Solving and Decision Making, Business Communication and Basic Financial Management. Enrollees learn not only how to effectively lead people, but also their role in the company’s overall success and profitability.

Council of Industry training in this area has evolved over the years. In the 1950s and ‘60s, the Council annually hosted a one-day “Fundamentals of Supervision” training that emphasized the disciplinary role of the supervisor. By the 1980s, we had adopted the “One Minute Manager” with its three practical management techniques of one minute goals, one minute praises and one minute reprimands.

By the 1990s, however, it was clear that Hudson Valley Manufacturers needed more. The sector was undergoing significant changes and the impacts of global competition, regulatory and legislative changes and technology were making the role of the front-line supervisor more complicated and more challenging. The role, in fact was shifting from one of “supervision” to one of “leadership” and we needed to develop a training program to prepare people that changing role.

To develop this program, the Council of Industry partnered with Dutchess Community College, connecting a committee of interested manufacturing members with the college’s Community Education program. Together, the college, led by Associate Dean Andy Sillin, and the Council mapped out a set of skills that emerging manufacturing leaders would need to be successful and organized them into six days of training, including Fundamentals of Leadership, Making a Profit, Effective Business Communication, and Fundamentals of Safety and Health.

To organize and promote the program to members, the Council of Industry hired a part-time training coordinator. State Senator Stephen Saland, a longtime supporter of both Dutchess Community College and manufacturing, secured a small amount of state funding to help launch the training. The program was designed so that each course stood on its own, though individuals who took five of the six courses would receive a certificate from both the College and the Council of Industry.

The program was launched officially in 1997 with six individuals completing the requirements to receive the Certificate in Manufacturing Leadership. One of those first graduates was Christine Pompa—currently Vice President of Quality at food-tech startup Wonder, but at the time, a young supervisor at Council member Chemprene in Beacon—believes the training had a lasting effect on her career.



“To be honest, I didn’t think much of it at the time,” Pompa recalls. “But reflecting back on it, the course content and training that I received helped to shape my successes in both manufacturing and quality. I have had a unique position of being able to experience both facets of the business and the practical skills obtained through the program were paramount. These are things they do not teach you in college and make all the difference when leading dynamic teams. Manufacturing in the U.S. is a tough win but having the proper training helps create success.”

Since 1997, more than 300 people have received the Certificate of Manufacturing Leadership at dozens of programs with multiple community college partners.

One great strength of the program is the quality of the instructors who deliver the training. Throughout the years, all of the instructors come to the program with deep experience in the private sector. In fact, most are practicing in their field as attorneys, CPAs, engineers, and consultants. This gives them credibility with the participants and helps them build rapport. Whether its labor law from attorneys from Jackson Lewis, safety and health from a risk management expert from The Reis Group, or financial management from a CPA from RBT, the courses are delivered by actual practitioners.

Steve Howell, CPA and Partner at RBT CPAs appreciates the opportunity to present to these emerging manufacturing leaders



Christine Pompa receives her certificate in manufacturing leadership in 2017 at Wiltwyck Country Club - Presented by DCC Dean Elliot Rudoy

and share his financial expertise. “In addition to helping out the Council of Industry by teaching these classes, I really enjoy explaining this important material,” Howell says. “Making a profit is what manufacturing firms are in business to do and helping participants understand where they fit in and contribute to that profit making is rewarding to me.”

The program is continuously improving based on the feedback of participants and the member firms that send them. Whole courses have been added and some eliminated. Fundamentals of Leadership, for example, now includes the DiSC assessment and Best Practices and Continuous Improvement replaced Train the Trainer.

“The fact that the program is constantly being evaluated and is evolving to meet the current needs of manufacturers keeps it relevant,” said

Ken Breitman, VP of Human Resources at Zumtobel in Highland. “I know that the people we send will have the most up-to-date information and skills they need to be successful. Our people come back with a better understanding of how businesses operate and why.”

In March of 2020, 16 people were enrolled in a session of the program being held at Dutchess Community College when news of the COVID lockdown came. The Council of Industry and DCC scrambled to put first one course online... then a second... then a third... then the remainder. While the instructors were willing to try, and the enrollees logged in, there is no doubt that the quality of



Manufacturing Leadership Class of 2013.

the program suffered.

Once it became clear that on-site instruction was not going to be an option for at least a year, Council of Industry Vice President of Workforce Development, Johnnieanne Hansen, stepped up to re-format and re-invent the program to work for remote learners. Drawing on her experience as a trainer and adjunct instructor, she worked with CML instructors to help them tweak their lessons and activities and master the remote meeting platform (we use Zoom).

The resulting program maintained its high-quality instruction while allowing greater accessibility. Members were able to enroll individuals who otherwise could not have attended due to the travel distance. Attendees have logged in from their desks from as far away as New Jersey and Ohio.



SUNY Chancellor, Nancy Zimpher presents Aki Owens, Zumtobel employee with the Manufacturing Leadership Certificate in 2015.

One aspect of the in-person training that has been difficult to recreate online is the networking and cross pollination of ideas that occur when attendees in similar roles and situations get together in one place and are exposed to new concepts and ideas.

“Individuals in the training learn from each other almost as much as from the instructors—I’m pretty sure even the instructors would agree with that,” says Johnnieanne Hansen. “We get some of that online, with break out groups and exercises, but there really is no substitute for the side conversations over coffee or during breaks. That’s why we are looking forward to offering both in person and remote options.”

Over the past 25 years, manufacturing has changed tremendously and the Council of Industry’s Certificate in Manufacturing Leadership has changed right along with it to grow the knowledge and skills needed to develop the sector’s most important resource: its people. In the years to come, the CML will continue to evolve to meet this dynamic sector’s growing needs.



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SUNY Dutchess

Overlooked all too often are the hyper-local workhorse community colleges. There are over 900 public comprehensive community colleges in the U.S. By definition, each of these colleges grants two-year degrees as its primary degree mission, and almost all do so in fields that transfer to four-year colleges, as well as in fields designed for direct entry into the workforce. The vast majority of these 900 colleges also work directly with local employers to create timely, specialized workforce training opportunities. This definition certainly befits the six SUNY community colleges in the following Mid-Hudson counties: Dutchess, Orange, Rockland, Sullivan, Ulster, and Westchester.

Community colleges serving the specific communities in which they are located have worked well for the 120 years we've been around as a sector. Even in the Mid-Hudson, it's not hard to argue that Yonkers is different in some ways than West Hurley! But this time-honored model has challenged community colleges to be responsive as certain skilled businesses and industries have become both increasingly specialized and distributed. Without a critical mass of students to prepare in any specific area, how can a community college responsibly create a program using taxpayer dollars? And if a modest number of students are found all across a region and not exclusively in one college's district, does that college have a responsibility to respond to another area's needs?

Your Mid-Hudson community colleges figured it out!

A REGIONAL WORKFORCE STRATEGY

Drawing on the heritage of the Hudson Valley Educational Consortium which was formed in the wake of September 11, 2001, to cooperatively create and deliver emergency services education in the community colleges of the Mid-Hudson, the six SUNY community colleges of the Mid-Hudson recently reestablished our collaborative ties as HVEWC, Hudson Valley Education Workforce Consortium. Recognizing that each college has different strengths in its faculty, facilities, equipment, curriculum, and relationships that it can bring to bear on regional workforce issues, we determined that our sum could be greater than our parts. Sometimes, HVEWC could be a solution to seemingly difficult workforce development problems.



FOCUS ON ADVANCED MANUFACTURING

The first major proof of concept for HVEWC's Regional approach was winning a \$1.2 million SUNY Future of Work Center grant. Through this grant the HVEWC will, in collaboration with the Council of Industry and its members, strengthen its training offerings for Hudson Valley manufacturers. Dutchess, Orange, Rockland, Ulster, and Westchester Community Colleges are all participating. Ulster Community College, with its strong advanced manufacturing program is the grant lead. Over the three year life of the grant, advanced manufacturing employers will benefit from educational training in Certified Manufacturing Associate (CMfgA), Certified Production Technician (CPT/CPT+), Computer Numerical Control (CNC), Metrology, and NIMS Certification in the region.

HVEWC and the Council of Industry will convene interested manufacturers in the region to provide input on course offerings. The Future of Work grant to HVEWC is a key component of a region manufacturing sector workforce development strategy.

"... my intellectual delight and professional heart have been stolen by what community colleges can do for individuals and communities."



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As president of Orange County Community College, I am thrilled to have a solution to bring all of these trainings to constituents in Orange County, but I only need to ask my team at Orange County Community College to create and deliver in their area of expertise (CMfgA).

THE CANNABIS OPPORTUNITY

Just this summer, Governor Kathy Hochul announced that HVEWC was selected to receive \$1 million to support the launch of cannabis accreditation programs. The timing of HVEWC's emergence as a regional force could not have been better. As Rockland Community College's Vice President of Economic Mobility and Workforce Innovation

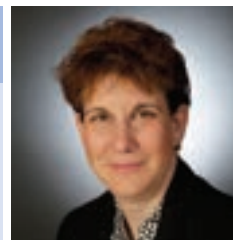
Kevin Stump puts it, "It's a rare opportunity to get to shape the workforce strategy for an entire region with an emerging industry sector." With all HVEWC colleges participating and Orange County CC serving as the lead, the work will support the emerging cannabis industry by providing project management,

industry/business development, curriculum development, education and training, student support services, and outreach and marketing. The project will focus on developing and implementing an employer-driven sector strategy and provide preference to serve populations who have been disproportionately impacted by the war on drugs. As President of Orange County CC, I am enjoying observing our workforce training department driving the grant as the lead college, and I celebrate the contributions that our outstanding horticulture faculty will make to the eventual curriculum, just as I know faculty at our sister colleges will contribute mightily to the other areas to be identified by employers.

I hold other sectors of higher education in high regard, but my intellectual delight and professional heart have been stolen by what community colleges can do for individuals and communities. The collaborative spirit and transformative potential of HVEWC is yet another reason why we should be looking at community colleges instead of overlooking them.



Dr Kristine Young is the President at Orange County Community College.



MANUFACTURERS UNVEIL COMPETITIVENESS AGENDA AHEAD OF MIDTERM ELECTIONS

Ahead of the midterm elections, the National Association of Manufacturers released its policy roadmap, **"Competing to Win,"** a comprehensive blueprint featuring immediate solutions for bolstering manufacturers' competitiveness. It is also a roadmap for policymakers on the laws and regulations needed to strengthen the manufacturing industry in the months and years ahead.

With the country facing rising prices, snarled supply chains and geopolitical turmoil, manufacturers are outlining an actionable competitiveness agenda that Americans across the political spectrum can support. "Competing to Win" includes the policies manufacturers in America will need in place to continue driving the country forward.

"Competing to Win" offers a path for bringing our country together around policies, shared values and a unified purpose," said NAM President and CEO Jay Timmons. "The NAM is putting

forward a plan filled with ideas that policymakers could pursue immediately, including solutions to urgent problems, such as energy security, immigration reform, supply chain disruptions, the ongoing workforce shortage, and more. Manufacturers have shown incredible resilience through difficult times, employing more workers now than before the pandemic, but continued resilience is not guaranteed without the policies that are critical to the state of manufacturing in America."

The NAM and its members will leverage "Competing to Win" to shape policy debates ahead of the midterm elections, in the

Values that have made America exceptional and keep manufacturing strong: free enterprise, competitiveness, individual liberty, and equal opportunity.



remainder of the 117th Congress and at the start of the 118th Congress—including in direct engagement with lawmakers, for grassroots activity, across traditional and digital media and through events in key states and districts as we did following the initial rollout of the roadmap in 2016.

The document focuses on 12 areas of action, and all policies are rooted in the values that have made America exceptional and keep manufacturing strong: *free enterprise, competitiveness, individual liberty, and equal opportunity.*

TAX: BUILDING ON THE PROMISE OF TAX REFORM

Manufacturers asked, and Congress delivered with the passage of tax reform. As a result, manufacturers have been paying forward the benefits. With a commitment to federal policies that build on those advances rather than roll them back, the industry will continue leading our workers, communities and country toward prosperity.

TRADE: SUPPORTING MANUFACTURING JOBS AND GROWTH; REMOVING UNCERTAINTY AND UNFAIR BARRIERS

Manufacturers of all sizes compete in a global economy, selling to U.S. customers and to the billions of consumers around the world. Pursuing policies that improve manufacturers' competitiveness and ability to reach new customers abroad will allow manufacturers in the United States to compete—and win—in the global market.

ENVIRONMENT AND SUSTAINABILITY: CREATING CLEANER, SAFER AND MORE INCLUSIVE ECONOMIES

Everyone wants clean water and clean air. Everyone wants a good job and a strong economy. With federal policies that balance these goals, manufacturers can continue leading the way the world addresses climate change and other environmental issues.

ENERGY AND NATURAL RESOURCES: STRENGTHENING MANUFACTURING BY CAPITALIZING ON U.S. ENERGY LEADERSHIP

Manufacturers utilize and benefit from all forms of energy, while making smart investments to become more energy efficient and protect the environment. The future of the manufacturing industry and our country's resource security rely on clarity and certainty from policymakers that strengthens our competitiveness.

TRANSPORTATION AND INFRASTRUCTURE: CATCHING UP AND BUILDING FOR TOMORROW

The 2021 bipartisan infrastructure law represents historic investment.

For too long, the structures that support the movement of free enterprise and families have been frail and failing. As we work to ensure the law is implemented successfully, we also have to ensure that we take all necessary actions to keep supply chains running. As national and international supply chain disruptions have made painfully clear, maintaining and modernizing our infrastructure is essential to keeping products moving and manufacturers operating.

WORKFORCE AND EDUCATION: EQUIPPING THE WORKFORCE FOR REWARDING CAREERS

One of the key competitiveness challenges facing manufacturers is access to a skilled workforce. Workforce policy should prioritize employer leadership and participation in postsecondary education and training programs. And it should enable more individuals to develop the skills needed to begin or advance in their career.

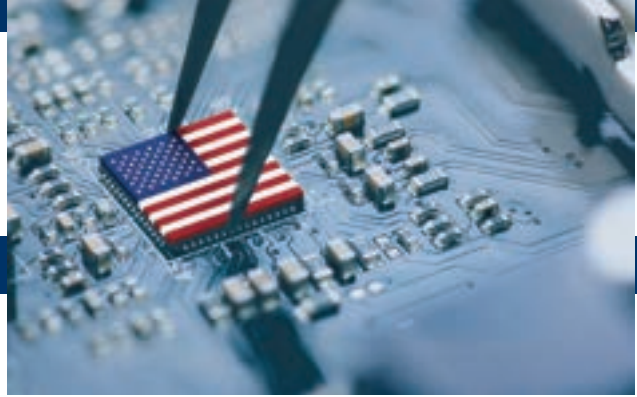
LABOR AND EMPLOYMENT: ADAPTING POLICIES FOR A 21ST-CENTURY WORKFORCE

It's time to modernize labor and employment laws and regulations to fit the needs of today's manufacturing workforce. The manufacturing shop floor has changed. Meanwhile, manufacturers in the United States face government-imposed challenges that are not faced equally by many of our global competitors.

IMMIGRATION: REFORMING THE IMMIGRATION SYSTEM FOR AMERICAN COMPETITIVENESS

America is a nation of immigrants—and a nation with a broken immigration system. If we continue with current immigration practices, we will lose talent, opportunity and economic growth. Manufacturers believe that now is the time to enact immigration reforms that balance compassion and security to create a stronger country and a stronger economy.

Manufacturers have created an innovation engine that has reshaped the world around us.



HEALTH CARE: KEEPING AMERICANS HEALTHY AND PRODUCTIVE; UNLEASHING INNOVATION

Manufacturers of all sizes cite rising health care expenses as one of their top business concerns, and they need certainty to negotiate affordable, best-in-class health plans. Policymakers should allow free enterprise principles to guide health care policy decisions to encourage and protect the health care cures and solutions of tomorrow.

CORPORATE GOVERNANCE: SUPPORTING CAPITAL FORMATION AND PROTECTING INVESTORS

Manufacturers depend on public markets to finance business growth, job creation and economic expansion, and workers rely on the success of publicly traded companies for their savings and retirement. As such, policymakers should rein in unregulated third parties, enable manufacturers to engage effectively with their shareholders and protect middle-class investors.

RESEARCH, INNOVATION AND TECHNOLOGY: POWERING MANUFACTURING 4.0

Manufacturers have created an innovation engine that has reshaped the world around us. As modern manufacturing in the U.S. races toward the new economic era and pursues technologies to lead new operational advances, federal policies must keep up with the industry's needs, prioritizing both investment and innovation.

REGULATORY AND LEGAL REFORM: REDUCING BARRIERS TO ECONOMIC GROWTH

Smart regulation is critical to protecting worker safety, public health and our environment. Overregulation will hold back our country's economic potential and undermine manufacturers' competitiveness. Reforming the nation's broken legal and regulatory systems, ensuring regulations achieve their intended goal without unnecessarily harming competitiveness, will help fully unleash our economic engine.

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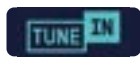
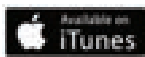
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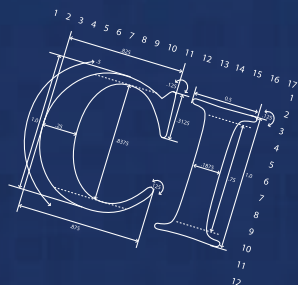
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ASSE	American Society of Safety Engineers Hudson River Valley Chapter hudsonrivervalley.asse.org
HVOPEN	HV Open (previously MHVLUG) Open Technologies hvopen.org
HVP	Hudson Valley Programmers www.meetup.com/hvprogrammers/
IEEE	Mid-Hudson Section of the IEEE webinabox.vtools.ieee.org/wibp_home/index/ R10019

MHCUG	Mid-Hudson Computer User Group, Inc. www.mhcug.org
MHHRA	Mid-Hudson Human Resource Association www.midhudsonhr.org
MHVSHRM	Mid-Hudson Valley Society for Human Resource Management www.mhvshrm.org
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