

HV MFG

THE COUNCIL OF INDUSTRY MAGAZINE

SPRING 2024

CUSTOMER FOCUSED INNOVATION

COMPANY PROFILE

James L. Taylor Manufacturing

LEADER PROFILE

Lee Galperin
Smith & Warren

DUTCHESS COMMUNITY COLLEGE

MECHATRONICS LAB

ERP IMPLEMENTATION

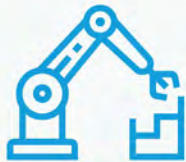
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LEADER PROFILE



Lee Galperin, second generation owner of Smith & Warren.

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ON THE COVER

James L. Taylor Manufacturing is a second generation designer and manufacturer of equipment for the woodworking industry based in Poughkeepsie, NY.

Cover photo by Tom LaBarbera
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"It's my great pleasure to be part of the Allendale Team and especially involved with the Education Division at Allendale. I worked with Allendale as a teacher for twenty years, and they were always a great asset to my program. Now, I hope to help Allendale's educational outreach further." *Mark Harris, Allendale Educational Specialist*



"My Grandfather, Thomas McGill, always supported technical education. A well-trained workforce is critical for our industry and the country's future." *Neil McGill, Director of Operations, Allendale Machinery*



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DEAR READER

Welcome to the Spring 2024 Edition of HV Mfg, the Council of Industry's magazine by, for and about Hudson Valley manufacturers.

Regular readers of this magazine know we write quite a bit about innovation and adaptation being hallmarks of successful Hudson Valley manufacturing firms. Those that thrive here are likely to have developed company cultures that are open to opportunity, focus on customers, anticipate change and embrace technology.

Our Spring edition highlights two such firms and also delves into some of the topics that they need to understand to be successful. We start with a profile of Poughkeepsie's James L. Taylor Manufacturing. A maker of woodworking equipment, the company has a deep rooted focus on customer satisfaction that has kept them innovating and adapting for more than a century.

Our leader Q&A is with Lee Galperin, President of Smith & Warren, a designer and manufacturer of custom badges for police and fire departments, security firms, the military and other agencies. Also more than a century old, Lee talks about Smith & Warren's commitment to quality and customer focus as well as his and his family's passion, perseverance and dedication.

Of course, developing and maintaining a culture that is innovative, open, nimble and customer focused doesn't happen without effort and hard work. Leaders need to be consistent yet open to change and they always need to be employing the latest most effective tools to grow their business. They need to be following industry and global economic and political trends and they need to ensure they are operating not just within the law, but 'beyond compliance,' as we like to say.

With that in mind this edition includes several articles to support manufacturing industry leaders. Steve Howell, Partner with RBT CPAs, writes on Enterprise Resource Planning (ERP) systems. He outlines the capabilities of such systems, how to select the right one for your manufacturing business and shares case studies in effective (and not so effective) implementation. Gus Scacco, CEO and Chief Investment Advisor at Hudson Valley Investment Advisors writes on current trends in globalization. Gus asks and answers why much of American manufacturing moved overseas during the past 20 years and why these firms seem to be moving back to the United States. Further he writes on the implications for New York State and Hudson Valley manufacturers.

People, or course, are the key to a firm's innovation and adaptation. Compensating and training them properly and effectively is essential to any firm's success. Josh Adams and Robert Guidotti, Principals at Jackson Lewis P.C., a Law firm specializing in labor and employment law, provide a valuable compliance checklist for US and New York State Wage and Hour laws. These laws are numerous and can be confusing – especially in a factory setting. Their article provides insights to help employers navigate the maze and ensure employees are paid properly. We also get a look behind the scenes at Dutchess Community College's Mechatronics Lab at the College's Center of Excellence for Industry and Innovation at Fishkill. The lab is the culmination of many years of planning and hard work and now – roughly 6 months into its operation, helping students and incumbent workers alike build skills needed in advanced manufacturing operations across the region.

Of course, we have our regular Spring edition features including news briefs, and our Member and Associate Member Directories.

Please also note the many and varied organizations who placed advertisements in HV Mfg. The Hudson Valley manufacturing sector ecosystem is strong and diverse including not only manufacturers, but banks and engineering firms, accounting firms and labor attorneys, educational institutions and equipment suppliers and so much more. Many of these organizations have placed ads in this magazine. I thank each of them for their generous support of the Council of Industry, this publication and manufacturers throughout the region. I hope you enjoy this edition and thank you for reading.

Sincerely,

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THE MANUFACTURING ECONOMY

J.P.Morgan Global Manufacturing PMI™: Factory Activity Stays Weak

Global manufacturing activity remained weak on soft demand, surveys showed in March, as euro zone factory activity kept contracting, while there were mixed signs on the strength of China's economy. In the 20-member euro zone, Hamburg Commercial Bank's final manufacturing Purchasing Managers' Index (PMI), compiled by S&P Global, was firmly below the 50 mark dividing contraction from expansion in a broad based downturn. Still, it did rise to 44.2 in November from October's 43.1, above a 43.8 preliminary estimate.

China's private Caixin/S&P Global manufacturing PMI unexpectedly rose to 50.7. Japan's final au Jibun Bank manufacturing PMI fell to 48.3, shrinking at the fastest pace in nine months. South Korea's PMI stood at 50.0, rising slightly. Manufacturing activity also shrank in Taiwan, Vietnam and Malaysia, but expanded in India, Indonesia and the Philippines, the surveys showed.

Conference Board's Leading Indicators Index Rises for First Time in 2 Years Led By Hours Worked in Manufacturing Component

The Conference Board said its Leading Economic Index rose in February for the first time in two years on the strength of hours worked at U.S. factories and the surging stock market, among other factors, but the gauge of future activity still signals some headwinds to growth remain. The business research group's index rose 0.1% in February to 102.8. It was the first increase in the index since February 2022 and comes a month after the organization abandoned its prediction that the economy would fall into a recession.

Digging into the report's components, average weekly hours worked by production workers in the manufacturing sector led the rise by adding 0.18 percentage points (pp) to the LEI in February. The positive contribution corroborates with anecdotal evidence of producers across the country preparing for a ramp up in production once the Fed starts to ease borrowing costs and the recent firming in durable goods orders. Stock prices continued to gain over the month (adding 0.17pp), while loosened financial conditions supported a solid 0.08pp contribution from the Leading Credit Index. The usual negative contributions, the new orders component of the ISM manufacturing index, consumer expectations and the interest rate spread, continued to weigh on the LEI.

NAM Survey: Manufacturers' Outlook Still Dim

The National Association of Manufacturers Q4 2023 Manufacturers' Outlook Survey shows that small companies with fewer than 50 employees and medium-sized firms with between 50 and 499 employees, which make up a vast majority of the sector, continued to have historically lower levels of optimism with 65.9% and 63.0% positivity rates in Q4, respectively. The NAM conducted the survey from November 14 to December 1, 2023.

Among the Key Findings:

- 89% of respondents said higher tax burdens on manufacturing activities would make it more difficult to expand their workforce, invest in new equipment or expand facilities.
- Workforce challenges also continue to dominate the sector, with more than 71% of manufacturers citing the inability to attract and retain employees as their top primary challenge.
- A weaker domestic economy and sales for manufactured products (63.7%), an unfavorable business climate (61.1%) and rising healthcare and insurance costs (59.8%) are also impacting manufacturing optimism.

IMF Raises 2024 Economic Growth Outlook, Says Global 'Soft Landing' in Sight

Earlier this year the International Monetary Fund (IMF) edged its forecast for global economic growth higher, upgrading the outlook for both the United States and China - the world's two largest economies - and citing faster-than-expected easing of inflation. The IMF forecast global growth of 3.1% in 2024, up two-tenths of a percentage point from its October forecast, and said it expected unchanged growth of 3.2% in 2025. The historical average for the 2000-2019 period was 3.8%. It forecasts global trade growth of 3.3% in 2024 and 3.6% in 2025, well below the historical average of 4.9%, with gains weighed down by some 3,000 trade restrictions that were imposed in 2023.

- The United States got one of the biggest upgrades in the January update of the IMF outlook, with its GDP now forecast to expand by 2.1% in 2024 versus the 1.5% forecast in October. Growth was expected to ease to 1.7% in 2025.
- The euro area got a downgrade, and was now expected to grow just 0.9% in 2024 and 1.7% in 2025, with the biggest European economy - Germany - expected to see minimal GDP growth of 0.5% in 2024 instead of the 0.9% forecast in October.
- China's GDP was expected to grow by 4.6% in 2024, an upward revision of four-tenths of a percentage point from October, and 4.1% in 2025.
- Growth in emerging market and developing economies overall was expected to come in at 4.1% in 2024, with emerging

and developing Europe getting an upgrade due to stronger than expected growth in Russia on the back of high military spending related to the ongoing war in Ukraine.

- Russia's GDP was expected to grow 2.6% in 2024, 1.5 percentage points more than expected in October, with growth seen easing to 1.1% in 2025. The IMF said there could be further revisions since the numbers were preliminary and there were questions about the extent of Russia's fiscal stimulus.
- Negative growth in Argentina dragged the forecast for the Latin America and Caribbean region lower, with growth likely to decline to 1.9% in 2024, four-tenths of a percentage point lower than in October. Growth should edge higher to 2.5% in 2025, the IMF said.

Activity Little Changed in September Empire State Manufacturing Survey

Manufacturing activity held steady in New York State, according to the September survey. After dropping sharply last month, the general business conditions index reversed course and climbed twenty-one points to 1.9.

- The new orders index shot up twenty-five points to 5.1, and the shipments index also rose twenty-five points to 12.4, pointing to an increase in orders and shipments.
- The unfilled orders index remained below zero at -5.2, a sign that unfilled orders continued to decline. Similarly, the inventories index came in at -6.2, indicating that inventories contracted again. The delivery times index ticked up to 2.1, suggesting little change in delivery times.
- The index for number of employees came in at -2.7, indicating a slight decline in employment levels.
- The prices paid index held steady at 25.8, pointing to little change in the pace of input price increases, while the prices received index rose seven points to 19.6, signaling a modest pickup in the pace of selling price increases.
- New orders and shipments are expected to increase significantly in the months ahead, and employment is expected to grow.

CLIMATE, ENVIRONMENT, SAFETY AND HEALTH

Ørsted Powers Up All Turbines at First U.S. Commercial-Scale Offshore Wind Farm

Ørsted has installed and powered up all 12 turbines at the landmark South Fork project, and the first utility-scale U.S. offshore wind farm has started delivering power to Long Island and the Rockaways, offshore New York. The commissioning of the wind farm is in its final stage, and when at full capacity of 130 MW, it will generate enough renewable energy to power approximately 70,000 homes. The renewable energy is generated roughly 35 miles off the coast of Montauk, and will eliminate up to six million tons of carbon emissions over the life of the project, the equivalent of taking 60,000 cars off the road for the next twenty years.

The South Fork Wind began construction in February 2022, beginning with the onshore export cable system that links the project to the Long Island electric grid. The wind farm reached

its 'steel in the water' milestone in June 2023 with the installation of the project's first monopile foundation, and its final Siemens Gamesa-supplied turbine was installed in February 2024.

Gas - Not Renewables - Fills Gap in Power Generation from Indian Point Shuttering

When New York's deteriorating and unloved Indian Point nuclear plant finally shuttered in 2021, its demise was met with delight from environmentalists who had long demanded it be scrapped. But there has been a sting in the tail – since the closure, New York's greenhouse gas emissions have gone up. Castigated for its impact upon the surrounding environment and feared for its potential to unleash disaster close to the heart of New York City, Indian Point nevertheless supplied a large chunk of the state's carbon-free electricity.

Since the plant's closure, it has been gas, rather than clean energy such as solar and wind, that has filled the void, leaving New York City seeing its planet-heating emissions jump in recent years to the point its power grid is now dirtier than Texas's, as well as the U.S. average. "From a climate change point of view it's been a real step backwards and made it harder for New York City to decarbonize its electricity supply than it could've been," said Ben Furnas, a climate and energy policy expert at Cornell University. "This has been a cautionary tale that has left New York in a really challenging spot."

State Funds Hydrogen and Clean Fuel Program

The state has made \$16 million available to advance innovation in clean hydrogen through the Hydrogen and Clean Fuel Program. This funding will be directed to support research, development, and demonstration projects as well as leverage federal hydrogen funding opportunities.

The grants will be administered by the New York State Energy Research and Development Authority. The funding is being made available through two competitive grants, one under the state's Hydrogen and Clean Fuel Program, and the other to help entities applying for federal hydrogen funding for New York-based projects.

EPA Gives Automakers More Leeway to Phase Out Gas-Engine Cars

The Biden administration enacted the strictest-ever rules for tailpipe emissions but also gave the auto industry more time to comply. The new rules apply to light-duty vehicles—cars, sport-utility vehicles and most pickup trucks—for model years 2027 through 2032. It governs how much heat-trapping carbon dioxide new vehicles can emit, as well as pollutants such as nitrogen oxides, which cause smog and lead to respiratory illnesses.

The concession to auto makers amounts to a recognition that the transition to electric cars will take longer than hoped. The EPA rules released in March ratchet up more gradually than regulators originally proposed, pushing the car industry toward majority EV sales by early next decade. That decision is to allow time for Americans to warm to EVs, as more chargers get installed and car companies develop more-affordable electric models.

EPA Bans Last Form of Asbestos

On March 18 the EPA announced a final rule to prohibit ongoing uses of chrysotile asbestos, the only known form of asbestos currently used in or imported to the United States. Chrysotile asbestos is found in products including asbestos diaphragms, sheet gaskets, brake blocks, aftermarket automotive brakes/linings, other vehicle friction products, and other gaskets. The use of asbestos in the United States has been declining for decades, and its use is already banned in over 50 countries.

Although there are several known types of asbestos, the only form known to be imported, processed, or distributed for use in the United States is chrysotile. Raw chrysotile asbestos was imported into the United States as recently as 2022 for use by the chlor-alkali industry. Most consumer products that historically contained chrysotile asbestos have been discontinued. The chlor-alkali sector uses asbestos diaphragms to make sodium hydroxide and chlorine, a critical use of which is to disinfect drinking water and wastewater. There are other ways to disinfect water and other ways to produce chlorine; in fact, two-thirds of the chlorine produced in the U.S. is produced without using asbestos.

OSHA Says Safety Helmets Provide Better Protection Than Hard Hats

On December 11, 2023, OSHA announced that the agency is replacing traditional hard hats used by its employees with more modern safety helmets to protect them better when they are on inspection sites. In 2020, the Bureau of Labor Statistics reports head injuries accounted for nearly 6 % of non-fatal occupational injuries involving days away from work. Almost half of those injuries occurred when workers came in contact with an object or equipment while about 20% were caused by slips, trips and falls.

Dating back to the 1960s, traditional hard hats protect the top of a worker's head but have minimal side impact protection and also lack chin straps. Without the straps, traditional hard hats can fall off a worker's head if they slip or trip, leaving them unprotected. In addition, traditional hard hats lacked vents and trapped heat inside. The agency recommends safety helmets be used by people working at construction industry and the oil and gas industry; in high-temperature, specialized work and low-risk environments; performing tasks involving electrical work and working from heights; and when required by regulations or industry standards.

LABOR, EMPLOYMENT AND WORKFORCE DEVELOPMENT

Federal Judge Voids NLRB's New Joint Employer Rule

A federal judge in Texas has blocked a new rule by the National Labor Relations Board that would have made it easier for millions of workers to form unions at big companies. The rule, which was due to go into effect March 11th, would have set new standards for determining when two companies should be considered "joint employers" in labor negotiations. Under the current NLRB rule, which was passed by a Republican-dominated board in 2020, a company like McDonald's isn't considered a joint employer of most of its workers since they are directly employed by franchisees.

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The new rule would have expanded that definition to say companies may be considered joint employers if they have the ability to control — directly or indirectly — at least one condition of employment. Conditions include wages and benefits, hours and scheduling, the assignment of duties, work rules and hiring. The U.S. Chamber of Commerce, which filed the successful legal action against the rule in November along with other organizations, argued the regulation would have made it too easy for the NLRB to declare joint-employer status, potentially leading to companies facing liability for workers not on their payroll and work establishments they don't truly control.

Independent Contractor Rule Takes Effect

On March 11th a new rule from the U.S. DOL took effect governing the designation of Independent Contractors. The DOL rule restores a “multifactor economic reality test” for determining if an employee is an independent contractor. Businesses must take into account a number of factors when analyzing an employer-employee relationship, including “opportunity for profit or loss,” and the degree of control an employer has over the work. No one factor should take precedence over another. The new policy rescinds a previous rule that was instituted under President Donald Trump in 2021. It could result in millions of gig workers being reclassified as full-time employees.

The fate of the rule is uncertain, however, as it faces several legal challenges that could disrupt its implementation. According to the complaints, the DOL rulemaking was arbitrary and capricious, was an abuse of discretion, and exceeded the agency's statutory authority because Congress did not empower DOL to issue legislative rules defining the employment relationship under the FLSA. The lawsuits uniformly seek a preliminary and permanent injunction barring DOL from enforcing the 2024 rule and an order invalidating the rule. The industry plaintiffs also want the court to declare unlawful and set aside the DOL's rescission of the 2021 rule and a declaration that the 2021 rule remains in effect.

New Year Employment Law Developments: Key Changes for New York Employers

Ring in the new year means a host of new employment laws that are now effective and on the horizon for New York employers. With the state very busy at year-end, employers should take note of new laws impacting the workforce in 2024, including certain key developments summarized below.

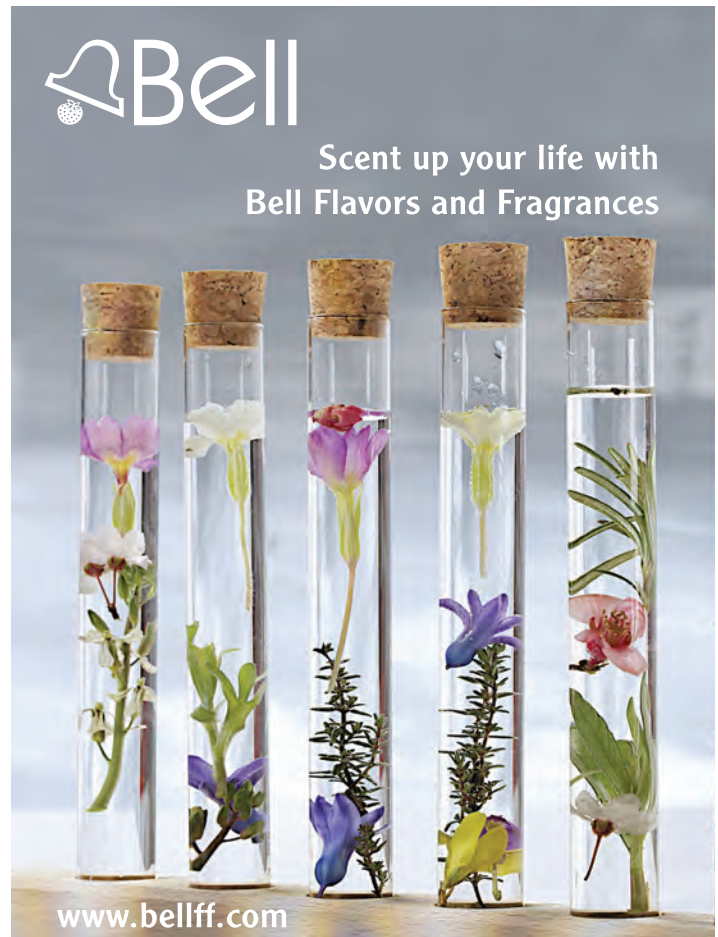
- **Wage and Hour Updates:** The state has increased the minimum salary thresholds for the “executive” and “administrative” minimum wage and overtime exemptions under New York Labor Law. As of January 1, 2024 in New York City, Long Island and Westchester County. The new threshold is \$1,200 per week (\$62,400 annualized.) For the remainder of the State it's \$1,124.20 per week (\$58,458.40 annualized). The threshold will increase in 2025 and 2026 as well.
- **Minimum Wage:** Effective January 1, 2024, the minimum wage increased to \$16 in New York City, Long Island, and Westchester County and \$15 in the rest of the state. It is the first of a series of annual increases slated for the Empire State.
- **Social Media:** Effective March 12, 2024, New York law will prohibit an employer from requesting or requiring an employee or applicant to disclose information for accessing their personal social media accounts and from taking related actions.

- **Freelancers:** Effective May 20, 2024, New York State's Freelance Isn't Free Act will require certain protections for independent contractors who are hired to provide services for \$800 or more, including, among other things, a written contract with certain detailed information.
- **Release agreements:** New York expanded its #MeToo statute in January to bar some of the most common terms for which employers bargain in settlement agreements involving claims of discrimination, harassment or retaliation.

NAM: Regulatory Onslaught Disproportionately Hits Small Manufacturers

NAM Vice President of Domestic Policy, Brandon Farris, told the House Committee on Small Business that the majority of manufacturing firms in the U.S. are small, and “...are the backbone of the manufacturing supply chain, often producing key components for larger firms ... [but] manufacturing faces significant headwinds in the form of the cost, complexity and uncertainty associated with overreaching and burdensome federal regulations.” He cited NAM data finding that: The federal cost of regulations for manufacturers in 2022 was roughly \$350 billion, a 25% increase from 2012; and The average manufacturer in the U.S. pays \$29,100 per employee per year to comply with federal rules, while for the average small manufacturer, that price is \$50,100.

Farris cited other recent examples of onerous federal rulemaking, including: The Environmental Protection Agency's recently finalized update to the National Ambient Air Quality Standard from 12 micrograms per cubic meter of air to 9 micrograms, a level approaching naturally occurring levels in many parts of





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the U.S.; The Department of Energy’s recent freeze of liquefied natural gas export permits, which, risks “leav[ing] our allies [and] our manufacturers in the cold”; and The Securities and Exchange Commission’s proposed climate disclosure rule, which “would increase manufacturers’ compliance costs dramatically, reveal proprietary and confidential information and ensnare wide swaths of the manufacturing supply chain.”

Employee Happiness Hits 4-Year Low

A report from BambooHR found that the overall average employee satisfaction score, which in part accounts for how likely employees are to recommend the organization as a place to work, in December 2023 dropped to the lowest overall average score since 2019. The report is based on data collected from more than 1,600 companies nationwide, representing more than 57,000 employees.

The satisfaction drop is driven by factors including inflation and financial woes, inconsistent return-to-office policies, evolving employee expectations, and layoffs, said Anita Grantham, head of HR at BambooHR. The lattermost factor is a likely contributor to the fact that tech workers are among the least satisfied employees. The bulk of recent layoffs have been in the tech industry, with firms including LinkedIn, Google and eBay announcing layoffs in the first quarter of 2024. Meanwhile, a growing focus on artificial intelligence is also sparking competition and uncertainty, employees told BambooHR.

Survey: PTO Trends at U.S. Companies Are Changing

New data about U.S. workers provided by the International Foundation of Employee Benefit Plans shows that paid time off (PTO) trends in U.S. workplaces are changing. The Paid Leave in the Workplace 2024 Survey Report reveals what organizations are offering their employees for vacation, sick leave, parental leave and bereavement leave. The report also highlights the types of paid leave employees are seeking most adamantly.

Although federal law does not require employers to offer vacation time to their workers, nearly all (99%) organizations surveyed offer this benefit. For most organizations, the number of paid vacation days increases with service. Only 12% offer a flat number of vacation days regardless of service. While most companies offer paid leave, many employees are simply not taking the time off. Heavy workload (44%) and lack of adequate staffing (23%) are the two most common reasons workers do not use their paid vacation time. That being said, roughly three quarters of employers (74%) encourage employees to take paid vacation days.

Employers Should Expect Higher Health Care Costs in 2024, Outpacing Inflation

The 45th National Healthcare Trend Survey by Buck, a Gallagher Company, is a longstanding effort to track the trends in health care costs. The report, which surveyed nearly 100 insurers and health plan administrators, found that the overall medical trend reported was averaging 6.8% to 7.3%, up 50 to 100 basis points from the trends reported in the prior survey—although the report noted a wide range of variation.

“As the price of gas, food, and other goods and services increases due to inflation, medical trend factors used by insurers to set premium rates have clearly been incrementally affected as well,” said Kelly Conlin, managing director and chief actuary, U.S. Health Financial & Actuarial Consulting at Gallagher. “But we’re also

seeing greater use of diagnostic tests and increased spending on research and development. While this investment may ultimately be the key to containing health care cost increases and improving patient outcomes, these advances tend to result in higher upfront development costs.” Other factors emerged from the report as well; mergers and consolidations have given provider systems more bargaining power to negotiate higher prices, and drug costs continue to play a big role in increasing health care costs.

2024 Manufacturing Champions Named. Presentations to Occur April 26th at Awards Breakfast And Workforce Developer Expo

The Council of Industry’s Manufacturing Champions Award is presented annually to individuals and/or organizations that “Through vision, dedication and tireless involvement have worked to overcome some of the many obstacles faced by manufacturers in the Hudson Valley and in so doing they have made it possible for manufacturers and their employees to prosper.”

The Council of Industry Board of Directors is pleased to announce this year’s Champions:

Barbara Reer - Assistant Dean for Workforce, Career Development, and Apprenticeship Initiatives at SUNY Ulster. Barbara has patiently and persistently built SUNY Ulster’s Advanced manufacturing training programs over the past decade in support of manufacturing businesses across the region, not just Ulster County. The programs she has built have been key to the growth of the MIAP apprentice program.

Ron Hicks - Dutchess County Assistant County Executive for Strategic Planning and Economic Development. Ron has been a fixture in the world of economic development for more than 2 decades. His recent commitment to see the Mechatronics Lab built at Dutchess Community College’s Fishkill campus is but one example of his vision and commitment to Dutchess County and Hudson Valley manufacturing.

Frank Falatyn - President, Fala Technologies and STEP’s Industry Pre-apprenticeship – Founder / Executive Director. Frank’s commitment to workforce development in the Hudson Valley is unmatched. He helped launch the Hudson Valley Pathways Academy P-TECH School. His support of apprenticeships and pre-apprenticeship programs was instrumental to the success of the MIAP program and has helped countless individuals find meaningful careers in manufacturing at his firm, Fala Technologies, and in many others throughout the region. His championing of manufacturing opportunities for neurodiverse individuals has been inspirational and transformative.

This year’s awards will be presented at the **Champion’s Breakfast and Workforce Developers Expo April 26th at The Villa in Middletown**. Sponsors are key to this event’s success. Please join with JP Morgan Chase, Allendale Machinery Systems, Rhinebeck Bank, Central Hudson, Ulster Savings Bank and Ashworth Creative.

To support this or other Council events email info@councilofindustry.org

The Council of Industry names Barbara Reer, Ron Hicks and Frank Falatyn as the 2024 Manufacturing Champions. Congratulations and Thank you for your tireless dedication!

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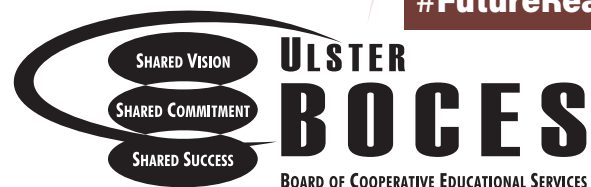
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Questions?

Amy Storenski, Principal of Career & Technical Education
astorens@ulsterboces.org

Peter Harris, Director of Learning & Design for the Career Pathways
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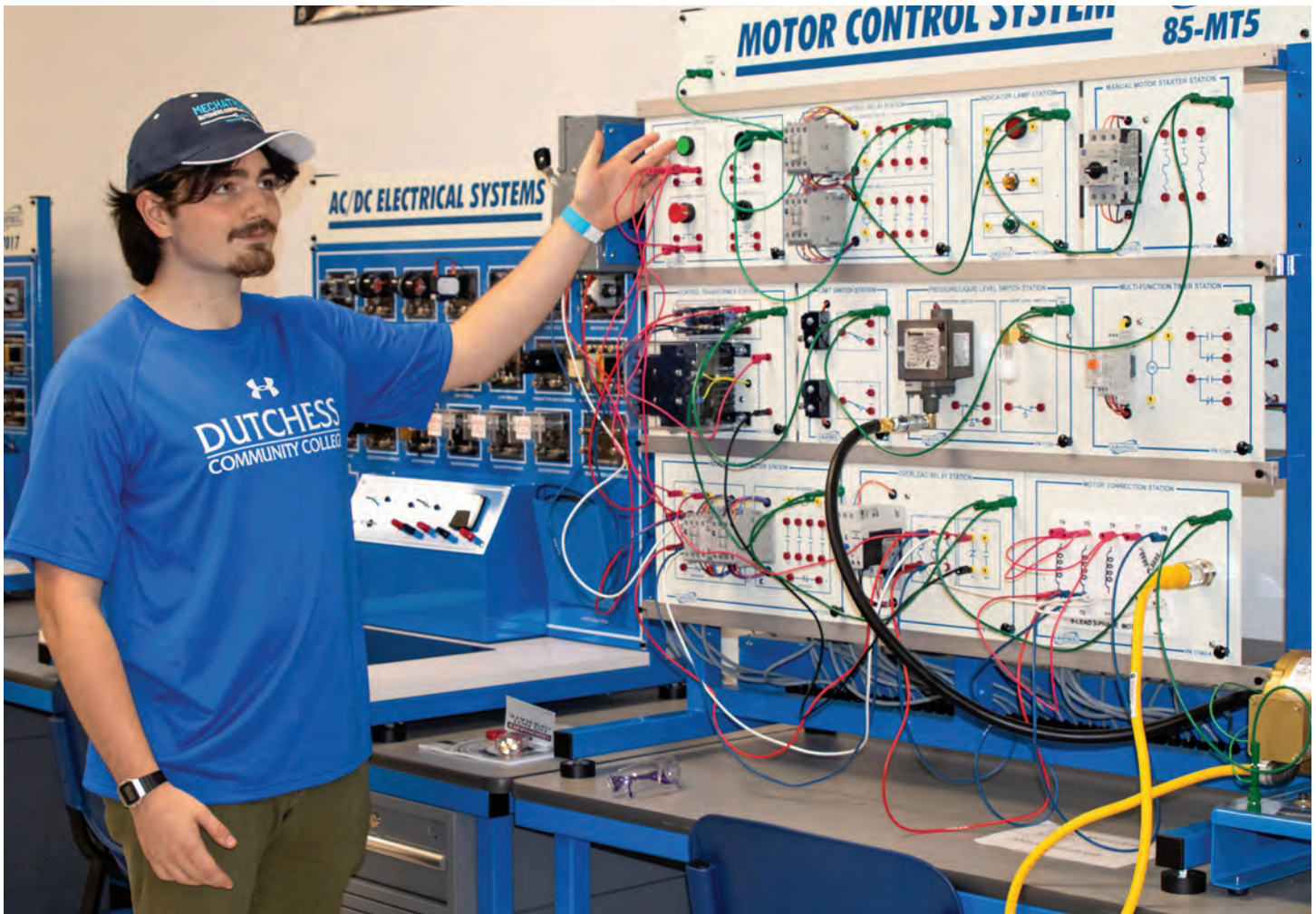
WITH DUTCHESS COMMUNITY COLLEGE STAFF

DCC MECHATRONICS LAB MANUFACTURES A STRONGER WORKFORCE

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Industry & Innovation



For years, industries across the Hudson Valley have operated at a disadvantage. They work hard to stay on top of the latest manufacturing trends and offer best-in-class capabilities — but to do so, they must send their employees out of the region for training. Realizing the costs associated with this — not to mention the risk of losing some of that talent to those regions — members of the Hudson Valley Council of Industry sought better answers. They didn't have to look far. As luck would have it, Dutchess Community College had the perfect opportunity. At the time, its new Fishkill location, designed to extend the College's southern reach, had some unexpected capacity.



Electrical Technology student Robert Bohl shows off the Motor Control panel during the October 6 ribbon-cutting. Robert introduced the First Lady at the event.

“When we designed [what was first known as] DCC @ Fishkill — just steps from the Interstate 84 and Route 9 interchange — we thought people would be interested in attending traditional, in-person classes on their way home from work, due to its convenience,” said Chief of Staff and Vice President for Institutional Effectiveness Dr. Susan Rogers. “However, the surge in online learning fueled by the pandemic changed that somewhat.” Fortunately, DCC has a long-standing collaboration with the Council of Industry and various economic development entities across the county. They began conversations and quickly identified a win-win scenario.

“They were telling us they wanted more of the education and training that’s required in today’s advanced manufacturing world — sometimes referred to as Manufacturing 4.0,” Dr. Rogers added. “So together, we’re creating the talent pipeline and maintaining the workforce we need right here.” Starting in fall 2023, the Center of Excellence for Industry and Innovation at Fishkill became home to the region’s first mechatronics training facility.

The Fishkill facility offers an array of programs designed to serve a broad student population. Those already in the field have the chance to gain new skills and credentials, often with flexible training hours, while students without prior experience can acquire the technical proficiency needed to launch their careers. Students can pursue DCC’s certificate program in air conditioning/refrigeration and associate degree in electrical technology, in addition to short-term, industry-recognized credentials in topics ranging from pneumatics to robotics. Mechatronics Programming Coordinator Freddy Santiago said, “Cultivating a talented and technically advanced workforce within our community ensures that DCC is committed to the growth and sustainability of automation and advanced manufacturing in the Mid-Hudson region.” Santiago has been organizing tours and trainings for industry groups and students.

The curriculum side of the project is led by DCC’s Electrical Technology Program Chair Dan Barbuto. The lab has three main

In fall 2023, the Center of Excellence for Industry and Innovation at Fishkill became home to the region’s first mechatronics training facility.

“Cultivating a talented and technically advanced workforce within our community ensures that DCC is committed to the growth and sustainability of automation and advanced manufacturing in the Mid-Hudson region.”



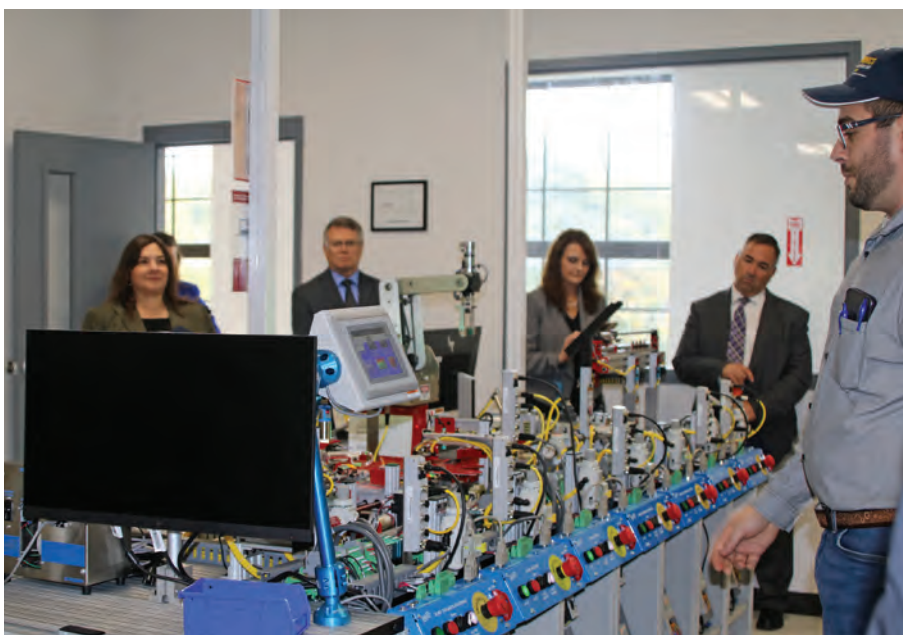
Professor Dan Barbuto works with a student in the new Mechatronics Lab.

technology focuses: mechanical; electrical and automation; and HVAC. “I’ve been here 20 years, and this is the biggest project I’ve been involved with,” said Barbuto, who has trained Verizon, IBM and Phillips semiconductor technicians during his career. “The hiring in this area has been just tremendous. I’ve had more openings than I’ve had students.” This demand is urgent, a point driven home by many area employers and economic development leaders. GlobalFoundries, which operated a microchip fabrication plant in Fishkill until the company was sold to OnSemi in 2022, was one of the biggest collaborators to provide input. Its leaders helped DCC identify the necessary equipment and skill sets, including an emphasis on multi-talented personnel and the need for flexible training hours that fit around students’ work shifts. The New York State Department of Labor also helped inform the process, and the county stepped in with critical funding for the lab equipment.

Another important feature of the new Mechatronics lab is the type of student it will attract. “At the individual level, one of the populations this is intended to serve is those coming out of high school who may not feel drawn to a traditional college pathway,” Dr. Rogers said. “It will also appeal to slightly older students — say, 25 and up — who are re-evaluating their career paths.” The program will provide individuals who aren’t looking for a four-year liberal arts education right now with valuable options for credentials in industries that need skilled workers and will pay them a living wage — and much higher in just a few years.

“This can really help them advance in their careers or shift into something with far greater earning potential, personal satisfaction and longevity,” Dr. Rogers added.

DCC will also offer credit and credit-free courses to area high schools and BOCES programs, following its cradle-to-career philosophy of serving the community. “We can’t wait to show middle and high school students that this is a viable career path,” Barbuto said.



VIPs tour the Lab following the October ribbon cutting. The Mechatronics Lab is quickly becoming a vital training resource for manufacturers across the Hudson Valley.

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First Lady Jill Biden, herself a community college educator, delivered the keynote and cut the ribbon to open the lab last Fall.

“We’re creating the talent pipeline and maintaining the workforce we need right here.”

As high as the anticipated demand is, DCC’s leaders believe it will continue to grow as mechatronics becomes more widely known among the region’s vernacular. Barbuto stated that the knowledge should be easier to share once the facility exists and people can see it firsthand. “One of the equipment pieces has seven stations and includes sensors, actuators and a robot,” he added. “Each has its own logic controller, and each station completes a piece. It’s essentially an assembly line.”

In fall 2023, people did begin to see the mechatronics lab firsthand, followed by an official grand opening on October 6, with a very special guest in attendance. Dr. Jill Biden, our nation’s First Lady and a longtime educator and advocate for community colleges, joined dozens of college and State University of New York (SUNY) officials, along with numerous business, government and community leaders at the ribbon-cutting ceremony at The Center of Excellence for Industry and Innovation in Fishkill.

“This will help students get the skills they need for the growing businesses here — preparing them for careers making everything from display screens to jet engines to semiconductors,” said Dr. Biden, who was accompanied by U.S. Secretary of Education

Miguel Cardona. “As a community college professor, I’m so excited to see how this work changes people’s lives.”

The mechatronics program checks numerous boxes that will strengthen the long-term health and viability of the College, county and community, roles which DCC leaders are thrilled to play.

“We learned from the pandemic that online learning is a wonderful complement, but it will never fully replace in-person learning, especially in some fields,” Dr. Rogers asserted. “In the mechatronics fields, hands-on training is critical, and we’re positioned perfectly to give these businesses the competitive advantage they seek.”

But the October launch of the mechatronics lab was just the beginning of the industry partnerships that could be so beneficial to the Hudson Valley’s workforce. DCC is now working on a significant expansion of the Center of Excellence for Industry and Innovation at Fishkill to include a training facility in HVAC and Building Technologies. To get this going, on February 15, 2024, DCC convened an advisory committee of local businesses including Central Hudson, as well as P-12 partners, labor unions, the Council

of Industry, and members of the Dutchess County's Economic Development Advisory Council. This newly formed council will provide ongoing input and direction on curriculum, training equipment, and space needed for the expanded programming. They plan to meet every 4-6 weeks through the duration of the project. Funds have already been secured through SUNY for this project, and local industry partners are interested in contributing additional funds and equipment. DCC is excited to embark on this next phase in the full development of the Center of Excellence for Industry and Innovation!

To learn more about the Mechatronics Lab's programs and trainings, contact Freddy Santiago, DCC's Coordinator of Mechatronics Programming, at (845) 790-3645, or visit sunydutchess.edu/mechatronics.



Coordinator of Mechatronics Programming Freddy Santiago provides a tour for industry professionals..

"In the mechatronics fields, hands-on training is critical, and we're positioned perfectly to give these businesses the competitive advantage they seek."



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LEADER PROFILE

LEE GALPERIN SMITH & WARREN, INC | WITH HV MFG STAFF

ELEVATING THE BADGE



Smith & Warren's President, Lee Galperin, center, with factory managers and employees who have been with the company for over 25 years.

HVMfg sat down with Lee Galperin, President of Smith & Warren, Inc. The White Plains company designs and manufactures custom badges for police and fire departments, security firms, the military, and other agencies. We learned about the science (and art) of badge making, the integration of technology into that process, the vital role of quality and service in the business's success, the challenges and responsibilities of leading a second-generation family business, and maintaining a positive company culture.

HV Mfg: Thank you for making the time to speak with us. Tell us about Smith & Warren.

LG: Thank you for thinking of me for this interview.

Smith & Warren designs and manufactures badges that are worn by public safety professionals. We have been doing it now for 99 years. When I talk about the business, I like to start with our mission statement because I think it really sums up who we are. At Smith & Warren, our mission is 'to provide a positive buying experience for our customers and to produce the highest quality badges and insignia for departments and agencies across the world.'

We make badges for police departments, sheriff departments, fire/EMS departments, the federal government, the military, private security companies, and more. We make the official duty badges worn on the uniforms as well as the flat badges carried in the wallets/ID cases. In addition to the traditional duty badge, we also make commemorative badges and awareness badges. We make medals and nameplates, insignia pins, collar letters and pins, tie bars, and service award/commendation bars. All of them are made in the USA, in fact, they are all made right here in White Plains.

HV Mfg: I'm going to venture to guess that most of our readers have not given much thought to badge-making. Take us through the process – from design to delivery.

LG: I guess that's probably true. It is a bit of a niche business, but I suspect most people will be familiar with the different processes we employ. Let's start with the customer. Say your hometown police department is looking to design a new badge. They will reach out to us and together with one of our designers we will discuss design options. They may opt to start with a standard design. On our website, we have a program called "VisualBadge" that allows a user to select from over 1,500 badge design templates. They can then design the entire badge on the screen with different lettering, metal

finishes, attachments, and other options. If they want something truly unique we can work with them on a full custom design using our "BadgeStudio" program. With BadgeStudio, we can incorporate their town seal, landmarks, landscapes, core values, and other features that represent their department or community. Once a design is agreed on, our production team will lay out the steps needed to manufacture the product.

HV Mfg: Do those steps vary?

LG: They can, depending on what is featured in the design. All badges will start in the stamping department where the raw stamping is made in a 650-ton coining press. We have dies and tools for our standard designs, but for use BadgeStudio for full custom designs, and start by cutting the dies and tools. For that, we employ the use of 3D CAD, CNC milling, laser die-cutting, and wire EDM. We have an incredibly talented team of digital 3D designers, die-cutters, tool-makers, and machinists on our team that make these badge designs come to life. All badges will then be individually engraved. We have over 125 rotary engraving machines operating daily. To staff this operation we provide in-house training for graphic layout and machining jobs.

After engraving the next step is referred to as "assembly". Here is where our skilled handcraft artisans get involved. Each badge design will have some combination of soldering, enameling, and polishing. The colored enamel can be applied using paint, but the majority of Smith & Warren badges utilize an enamel method called Cloisonné Hard Enamel. This is a process by which glass is fused to metal. It is an ancient art that has mostly been lost, but our company continues to train people how to do it and is keeping the tradition alive. Glass has largely been replaced by epoxy resin in our industry, but we know glass is way better so we have committed ourselves to continuing to offer it.

One of the final stages of production is the metal finishing. We have a state-of-the-art electroplating facility that uses the latest equipment to finish badges with a uniformly thick and durable precious metal coating.

Once the metal finishing is complete each badge goes through a quality inspection and, once that is done, the badge is boxed to be shipped and delivered to the customer.

HV Mfg: Quality must be a major priority for you.

LG: The top priority. Badges pass through numerous rigorous quality control stations throughout production. Prior to shipping, each order is carefully inspected by hand for quality, accuracy, and completeness.

While this is the end of our process - our time with the badge - we like to remember that for many of our clients, receiving this badge is going to be one of the most important events of their lives. I know that can sound a bit dramatic but in many cases, the new badge means the start of a new career in public safety, new responsibilities,



A solderer inspects their work before the next step in production.



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a promotion, or even an honorable retirement. Chances are the presentation of the badge is a special moment and we want that moment to be perfect.

It is something that I think makes our company special, the fact that our employees 'elevate the badge' they feel great pride and the responsibility that goes with making something very significant to the people who will wear what they made.

HV Mfg: We can see where that can be a powerful motivation for the right people. We will come back to that, but for now, talk about how you came into the business. You are second generation, correct?

LG: That is correct and there is a bit of a story, not only about my coming into the business but about how my parents acquired it. My father immigrated to this country from Romania in 1967. He came here with a degree in petroleum engineering but went on to get a master's in mechanical engineering from Columbia University and eventually his Professional Engineering (PE) license. He worked for engineering firms, but by the late 1970s he knew he wanted to do something more entrepreneurial. In 1982 he bought into an electroplating business, Electroplating Service, Inc. The business was successful until the late 1980s when manufacturers in the region started closing up facilities and moving them to lower-cost regions. Even though their quality and service were good, he saw the handwriting on the wall and started looking to diversify. He wanted something where he could still apply his engineering talents but also would be less likely to be threatened by offshore competition. He also wanted to make a complete product and not be a subcontractor.

In 1989 my father saw an advertisement in the New York Times for a small badge manufacturing company in NYC for sale. He and my mother decided to buy it. The company was very small, but he felt confident with his technical expertise and experience in metal finishing that it represented a great opportunity. That company was Smith & Warren.

He and my mother were running both businesses, but within a short time started to realize that the badge business had great potential. They started to put all their efforts behind it.

HV Mfg: Were you involved at all in any of this transition?

LG: Not really. I mean I was in high school and college during this time. Frankly, the business was very small and my parents did not really present it as an option. They wanted my sister and I to pursue professional careers.

HV Mfg: Where did you go to school?

LG: Lehigh. I graduated in 1997 with a degree in Finance and Accounting and took a job with Arthur Anderson in financial audit. Meanwhile, Smith & Warren was starting to do well and was steadily growing. The business was still small, but my parents were figuring out some things that would eventually become our competitive advantage. My opportunity to join the business came in 1999. A competitor came up for sale. This business was about 2x our size and represented an opportunity for us to go from servicing primarily a regional market to a national market because they had a national network of dealers and a broader product line.



“The industry standard was to manufacture badges in 4 to 6 weeks my father decided in 1990 that he would make them in 2 weeks. The big players at the time scoffed at the idea, but he figured it out.”

A worker carefully checks badges following the application of an electroplating mask

While working at Arthur Andersen I started to take an interest in the business and helped with some of the financial documents needed to complete the transaction. I wanted to join immediately after the acquisition in June 1999, but my parents encouraged me to remain in public accounting to get my CPA license. In January 2000, after getting the CPA license, I left public accounting and joined Smith & Warren with my parents. My sister joined us a year later.

HV Mfg: And your parents stayed on?

LG: Yes. We all worked together for 12 years. My parents had great chemistry at work. My father had the vision and a relentless work ethic. He moved fast...really fast on his ideas. My mother was a great administrator. As fast as my father moved she was able to keep everything straight. Employees got paid, bills got paid, orders were processed and the lights stayed on. The first few years I worked inside the factory learning the operations and improving my technical skills. After I got a handle on operations and with my father leading our manufacturing operations, I saw a big opportunity to develop our sales and marketing operations. While my father continued to build our manufacturing capabilities I spent a lot of time working on growing our dealer network and bringing in new business. Eventually, I had to turn my attention back to operations as it became clear that this business had a big future and I would eventually need to lead it. We worked together until the end of 2012 when my parents sold the business to me and my sister.

HV Mfg: If your father built and improved the process side of things as a trained engineer, are you focused on the operations and financial side as a CPA and former consultant?

LG: Yes, that is fair to say for the 12 years we worked together. My father is an excellent engineer and has great business instincts. While not an expert in marketing, he understood what customers wanted. While the industry standard was to manufacture badges in 4 to 6 weeks my father decided in 1990 that he would make

them in 2 weeks. The big players at the time scoffed at the idea, but he figured it out. My father and I definitely think differently, but that was probably an advantage. We came to every project from a different angle. That probably allowed us to get them done even better.

HV Mfg: How did you cut manufacturing time in half? Did Technology play a role?

LG: A lot had to come together to cut manufacturing time in half, but our effective use of information technology launched us to the next level. Our business is very unique in that we manufacture a highly customized product in relatively high volume. We average about 40,000 SKUs in process at any one time – sometimes it gets as high as 70,000 SKUs. My father and I realized we needed to get a better handle on our operations to scale.

Our ERP system, known as VBadge, is completely customized and truly appreciated by our entire company. In 1992, my father had the idea of hiring a programmer and building customized software to manage orders and production. As the company grew so did the software and eventually, we decided to make it a full custom ERP and it has worked out well.

We have so many customers and dies and raw materials, that none of the off-the-shelf systems were ideal. Each felt like we were trying to fit our round peg into their square hole. VBadge gave us the ability to accurately move products through the factory faster without sacrificing quality because of enhanced operations management tools. Because we developed the ERP, we can adapt it to our evolving needs, and in 2023 we began work on the next version of VBadge.

HV Mfg: Let's circle back to something you said earlier –“elevate the badge.” What do you mean by that? It sounds almost like a rallying cry.

LG: It's more of a philosophy or a way to remind us of the importance of what we do for our customers and to keep our

Because a quality product and the buying experience are our priorities, each process, each step, and each person is critical to our success.

focus on quality and service. If our mission is to provide a positive buying experience and make the highest quality product, then prioritizing – or “elevating” – each and every badge keeps us focused on that mission.

HV Mfg: We walked through the factory not long ago and were impressed by the engagement of the people on the floor. From what we saw they clearly are committed to their tasks and understand how and where they are contributing to the finished product.



Ensuring all the important badge details emerge after being squeezed by a 650 ton hydraulic press.

LG: I appreciate hearing that and I agree. I think we have a great group of people here. We have a little more than 150 team members now, most live near the plant right here in White Plains and every one of them is important. That is more than a cliché. As we discussed earlier, we have so many steps in our process and so many SKUs winding their way through the plant it means that everyone is dependent on someone else - and everyone is responsible to someone else - if we are to get the job done. And because a quality product and the buying experience are our priorities, each process, each step, and each person is critical to our success.

Having people working with us who understand that and who embrace that is what differentiates us from our competition. I'll tell you a quick story. A few years ago we had a new hire who did not show up to work one morning and didn't call or touch base in any way. The next day he came in and I went to see him and I said: "Hey, we missed you yesterday, if you are sick or can't get here give us a call." He said something like: "Okay, I didn't know, I figured I'm only paid when I work so it didn't matter."

I told him he did matter – I explained that – for one thing, we were worried about him – and for another thing his not being there left a hole in production. Other people had to cover, production schedules got disrupted and we might not have been able to deliver some products on time. He did not realize his value to the business and seemed to respond positively to the conversation. He was not just a number, he was part of a team and his contribution was valued.

I learned from that experience that I have to keep reminding people of where they fit in and the important role each of them plays at Smith & Warren. We are a team and when on the shop floor we need to operate at our very best.

HV Mfg: Describe your leadership style.

LG: I guess fundamentally it is to lead by example and to listen.

I believe it is important to be present and to work hard, which sets a good example. I think good leaders seek feedback and listen because people need to feel heard, and frankly some great things come from listening to the people touching the badges every day. I want to make sure our folks believe that they are part of something important – because they are.

With that said I also think it is important to be decisive without being stubborn.

HV Mfg: What are some of the challenges you see in the near future? What are some of the opportunities?

LG: I guess one challenge would be competition from low-cost offshore competitors. For the most part 'Made in the USA' is still important for our customers, however, that can change as the cost model changes.

We always need to look to be more efficient in making our products so we remain competitive. But efficiency can never come at the cost of quality because that is our highest priority. Our website, for example, has proved to be highly effective and efficient and the quality of the customer experience has only improved.

We are also always looking to acquire complementary businesses so we can grow and build economies of scale. Not aggressively looking, but over the years we have acquired some companies, including two in 2023, and we will continue to be open to acquisitions.

HV Mfg: Thank you for your time – we learned a lot and will never look at any badge quite the same way again.

LG: Thank you. I enjoyed speaking with you and I appreciate the work the Council of Industry does for manufacturers like us.

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GLOBAL TRENDS ARE DRIVING MANUFACTURING BACK TO AMERICAN SHORES CAN IT LAST?



“America innovates, China replicates and Europe Regulates”

~ Greg Ip, The Wall Street Journal

This statement could not be more true for the current state of American manufacturing but this dynamic appears to be changing. The real question to be asked is why, over the last twenty plus years, have U.S. companies moved the bulk of their manufacturing operations overseas and why do these manufacturing operations now seem to be returning to America?

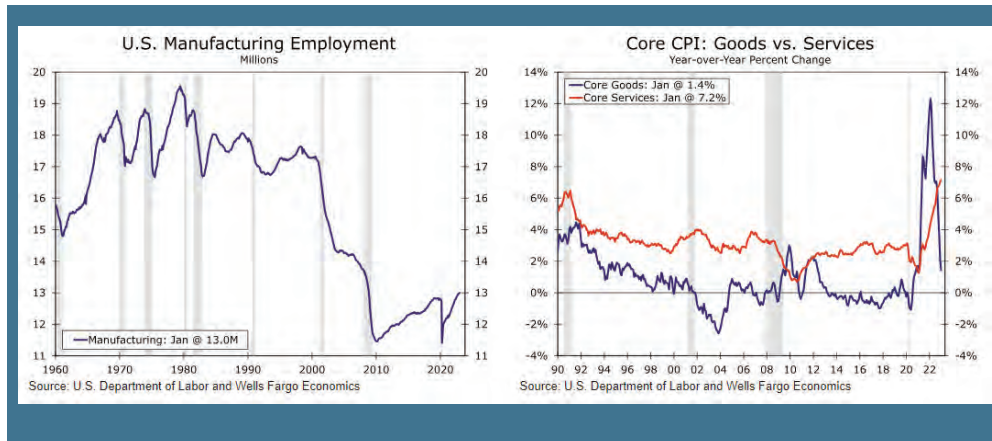
"U.S. companies are better innovators and allocators of capital. The rise in construction of manufacturing facilities and the state of the art equipment added to those facilities has helped generate higher productivity levels and made U.S. manufacturing competitive with most other countries."

The answer is multifaceted but the offshoring trend coincided, in part, with the admission of China into the World Trade Organization ("WTO"). China was approved to enter the WTO in 2001 and the prevailing notion was that China would become more tightly integrated into the global economy and, open its markets to the world.

What happened? The entry of China to the WTO enabled the U.S. and other nations to gain access to lower cost labor which changed the economics of manufacturing. In other words, because of the lower labor costs in China, U.S.

consumers paid lower prices for certain goods. The downside,

however, was that the U.S. domestic manufacturing base began to crumble and experienced further dislocation to Asia. The chart below on the left highlights the drop in U.S. Manufacturing Employment from this shift.



Fast forward to 2024 and we are seeing a rebound in American manufacturing. The "reshoring" movement initially began after the "Great Financial Crisis", gained steam post COVID-19 as global supply chains were disrupted and

remains strong today. The reshoring shift is partly responsible for the

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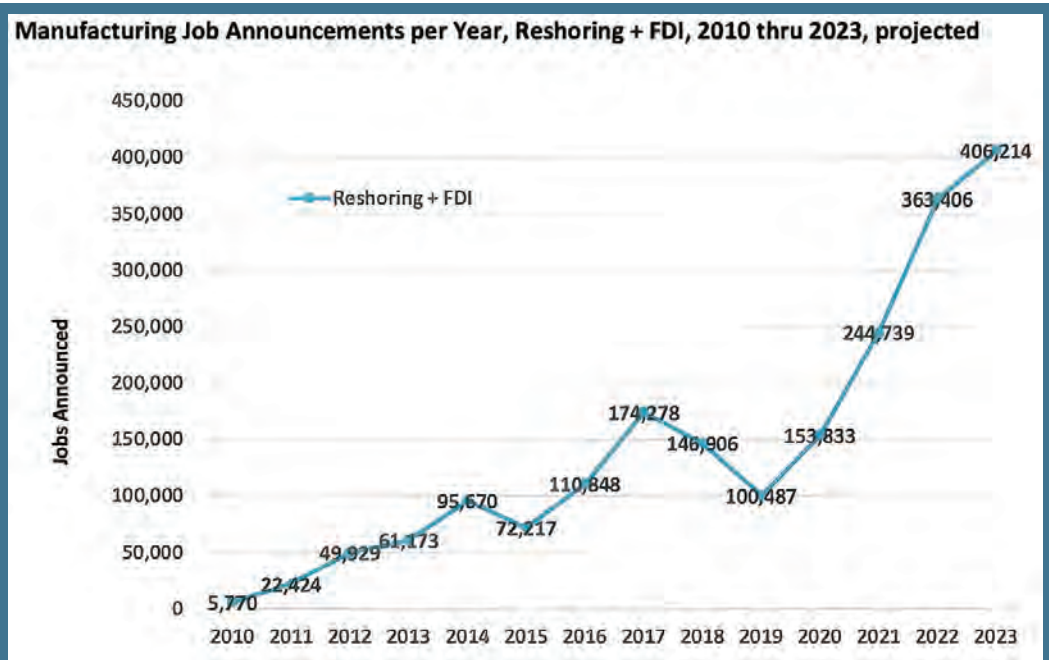
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strong U.S. employment metrics and has become a tailwind for domestic GDP. Over the past decade it is estimated that we've added close to 1.5mm new jobs with no discernible signs this trend ending any time soon.

Recent strides in U.S. manufacturing capabilities have helped to close the cost gap versus goods produced in China. In fact, a survey conducted by the Boston Consulting Group estimated that it is 2% to 3% cheaper today to make goods in the U.S. than in China. A major factor in this analysis is the narrowing wage gap between the U.S. and China. Chinese manufacturing wages have risen over 187% in the last decade while U.S. manufacturing wages increased only 27% over the same time period.

Other factors contributing to this dynamic include (1) the increased automation in U.S. manufacturing facilities which has led to productivity gains, (2) shorter supply chains (and therefore, lower shipping costs) and (3) increased Innovation (R&D budgets have increased across all sectors as a direct result of tax breaks and other incentives provided by the U.S. government and engineers and manufacturers are working more closely). The passage by Congress of the Jobs Act in 2021, the CHIPS and Science Act in 2022 could infuse up to \$550 billion into the domestic economy in the coming years.

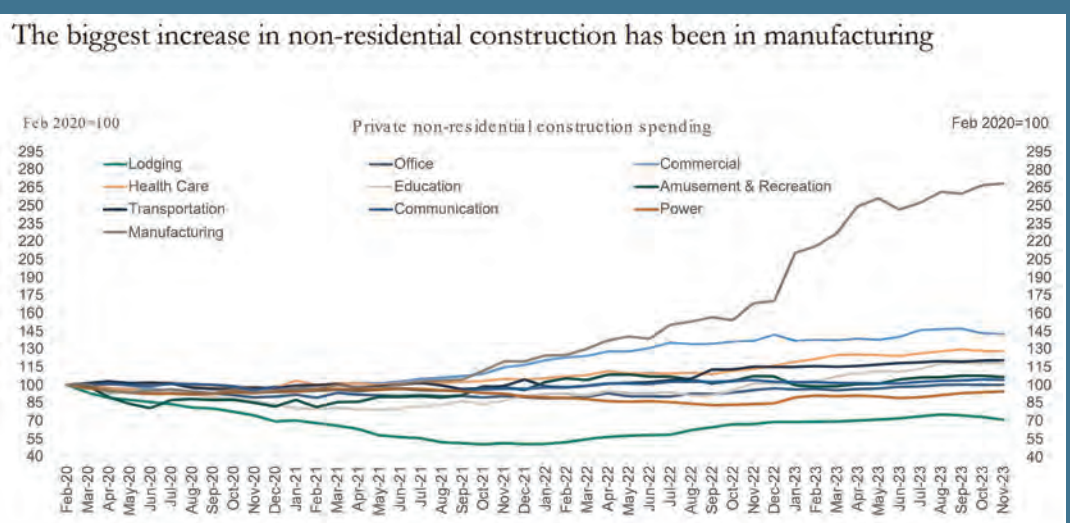
The last point on innovation and capital allocation is greatly under appreciated. If we were to use the capital markets as a proxy for the health of the economy, we have seen an average annual return for the S&P 500 over the last 15 years of 9.76% vs. the 2.31% average annual return for the ACWI (i.e. rest of the world ex-USA). The disparity in these return metrics is explained, in part, by the fact that U.S. companies are better innovators and allocators of capital. The rise in construction of manufacturing facilities and the state of the art equipment added to those facilities has helped generate higher productivity levels and made U.S. manufacturing competitive with most other countries. In fact, U.S. productivity growth was 3.9% in 2019, 2.4% in 2020, 1.9% in 2021 and 4.7% for the first 3 quarters of 2023.



Source: Reshoring Initiative Library Data

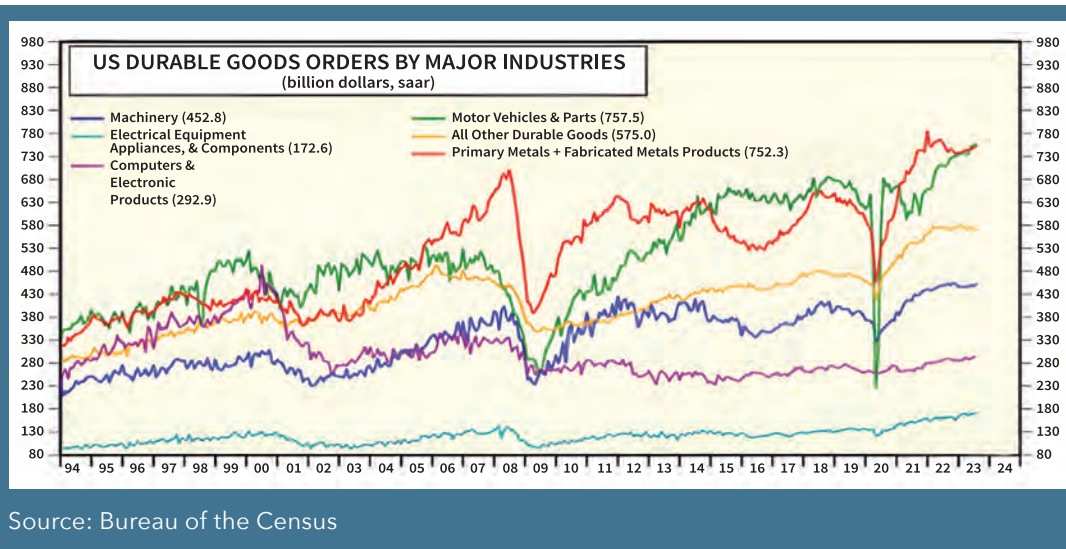
American manufacturing now compares favorably to places like China and it's worth noting that China could face a major demographic issue in the coming years as it could lose ~100mm workers as a result of the government's "One Child" policy. The loss of this labor pool could drastically impact China's ability to compete economically. Conversely, India and Africa, have increasing populations and inexpensive labor but have substandard infrastructure and institutional challenges.

A last wrinkle to consider in the U.S. reshoring trend is the trade barriers put in place during the Trump Administration and maintained by President Biden. Part of the rationale for these trade barriers was to level the proverbial economic playing field as it was alleged that China dumped products into the U.S. markets at prices that made it unprofitable for U.S. companies to compete. U.S. tariffs combined with the re-shoring trend has enabled the U.S. to level the economic landscape.



Source: UN, Haver Analytics, Apollo Chief Economist

The “reshoring” movement initially began after the “Great Financial Crisis”, gained steam post COVID-19 as global supply chains were disrupted and remains strong today.



the goods and products it needed which kick started our spiraling inflation. In its recent survey, the consulting firm, Kearney, indicated that 47% of manufacturing executives said they had re-shored operations to the U.S. with an additional 29% acknowledging that they had decided to bring back some operations within a few years. Another consulting firm, McKinsey, announced in a survey from April of 2022, that 44% of the respondents were “regionalizing” their supply chains. These moves by domestic manufacturers are a

Covid-19 also helped to accelerate many of the reshoring trends. When China shut down, the U.S. was not able to procure

direct result of China’s increased adversarial actions.



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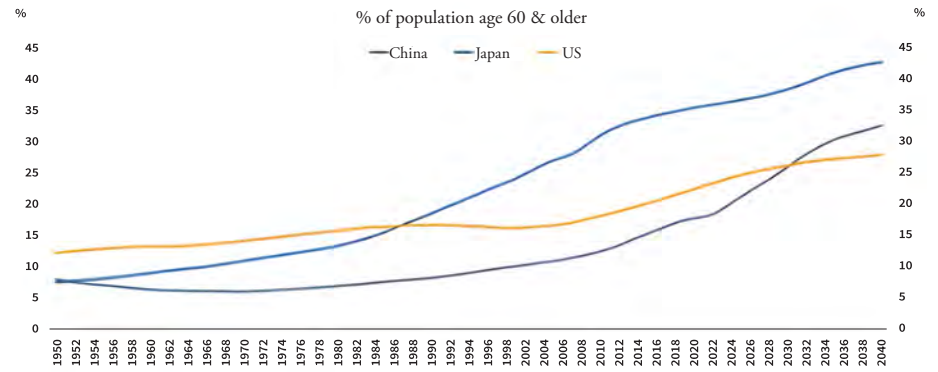
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"Our local economy has benefitted from recent "reshoring" trends as distribution facilities have sprouted up in and around the Route 84 NYS Thruway corridor."

China aging faster than the US



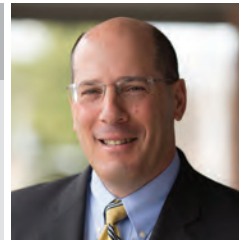
Source: UN, Haver Analytics, Apollo Chief Economist

It is worth noting that our local economy has benefitted from these recent "reshoring" trends as distribution facilities have sprouted up in and around the Route 84 NYS Thruway corridor. Anecdotally, an Orange County based corrugated box manufacturer recently began to upgrade and expand its manufacturing capacity by over 40%. The expansion will add roughly 50 new jobs and help support distributors in the region.

In closing, we should not forget that the U.S. has the rule of law, limited government regulation, and low-cost transportation and is protected by the largest military in the world. It is for these reasons

that significant investments have been made to rebalance costs and increase productivity which should enable the recent uptrend in manufacturing and employment to continue.

Gus Scacco President and CIO of Hudson Valley Investment Advisors.



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COMPANY PROFILE

JAMES L. TAYLOR MANUFACTURING | BY JOHNNIEANNE HANSEN

MORE THAN A CENTURY OF QUALITY AND CUSTOMER FOCUSED INNOVATION IN POUGHKEEPSIE



Josh Renner (Left), Jake Greenfield (Center), Gordon Burdis (Right) are continuing James L. Taylor's long tradition of customer focused innovation.

The Council of Industry has been supporting manufacturing firms in the Hudson Valley since 1910. That is 114 years. For 113 of those years, Poughkeepsie-based James L. Taylor Manufacturing has been a member of our association. Its 43 employees design and manufacture equipment for the woodworking industry. From simple clamp, gluing and laminating machines to highly automated chop and vision scanning systems, James L. Taylor's products set the standard for the industry and are used by furniture and cabinet makers across the globe. In many ways, in fact, James L. Taylor typifies Hudson Valley manufacturing – innovative, creative, global, high tech in both products and process, and – perhaps most important, resilient.



Long time employee Karim uses a vacuum gripper to load sheet metal into a CNC Laser. The CNC Laser is one of the cornerstones of the Taylor factory.

■ THE INDUSTRY

To best understand the company today it is important to know its founding and evolution. It is also necessary to understand the key role glue plays in the manufacture of furniture, cabinets, doors and other wood products. Any time you want two pieces of wood to join together glue is necessary. A quality wood table-top, for example, is not made from a single plank of wood but from several joined together. The planks are selected for their quality, cut to size and joined together using a variety of techniques – all of which require clamping and gluing. Different glues require different curing times.

James L. Taylor makes the equipment woodworkers use to complete this process. The company makes machines that are used in small woodworking shops as well as machines used in high volume cabinet, furniture and flooring operations. While clamping and gluing machines are the core of the company's products, they have, through the years, branched out to make equipment that assists in other parts of the process, including vision systems and rip systems to maximize board yield.

■ MORE THAN A CENTURY OF INNOVATION

In 1911 James L. Taylor established the James L. Taylor Manufacturing Company in a small factory building on Parker Avenue in the City of Poughkeepsie. There, the company produced his quick-adjusting, self-locking bar clamp. This patented clamp was a significant step forward in the edge gluing of lumber and was a commercial success.

In the 1920s, in response to technological advances in adhesives, the company developed and patented "The Taylor" revolving clamp carrier. This innovative machine was a major first step toward mass production in the U.S. furniture industry.

In 1940 Taylor engineers developed the Panel Flo, a continuous feed edge gluing machine. From the very beginning, the Panel Flo was acclaimed as the answer to mass production gluing. In 1950 Taylor introduced the Panel Mint, a batch type semiautomatic edge gluer which filled a manufacturing need in the industry between the Clamp Carrier and the fully automated Panel Flo.

During the 1950s and 1960s, Taylor designed new accessories to complement the Panel Flo and Panel Mint that helped customers improve efficiency and cut costs. These included the ConveyORIZED Glue Applicator, Mix-Mizer and Automatic Cut Off Saw. Also, in the 1960s, Taylor revived the Clamp Carrier from the 1920s. Revamping its design with the introduction of the pneumatic Clamp Tightener and Panel Flattener.

During the 1970s, the Taylor Panel-Mint was the machine of choice. This Steam-Heated Batch Press matched with low-cost urea resin glue. The well-designed machine was used by many furniture manufacturers to produce hardwood and softwood panels.

Midway through the 1980s, Taylor designed and produced the first automated clamp carrier. This changed the direction of the clamp carrier line and made it the industry standard for edge gluing machines. The company introduced increasingly advanced automated products throughout the 1990s and 2000s, including rip systems, vision scanning systems, panel layout and color matching machines.

Taylor Manufacturing remained at the Parker Avenue factory until August of 2014. Through the years that building had been expanded and updated to accommodate the new technologies and product lines necessary to provide their customers with quality machines. Eventually, however, the company needed more room to expand and improve their manufacturing processes and in 2014 they relocated just a few miles away to Salt Point Turnpike in the Town of Poughkeepsie.

■ ONE COMPANY, THREE PRODUCT LINES

Today the Salt Point Turnpike facility is home to the company's three product lines - JLT Clamps, Taylor Products and Cameron Automation.

JLT Clamps is a world leader in door and panel clamping machinery for small and large custom woodworking shops. These products include: face frame tables, stile and rails squaring clamps, miter squaring clamps, entry door clamps and drawer clamps.

The Taylor Products line is the Industry Leader in room temperature gluing and laminating equipment. Products in this line include clamp carriers for panels, doors, furniture components, flooring, molding blanks, and more. Clamp carriers are machines that enable multiple panels to be assembled at one time using room temperature gluing without giving up valuable shop floor space. Room temperature gluing is the most forgiving and versatile way to glue up panels, treads, molding blanks, furniture components, flooring, railing stock, posts, and beams. Other products in the Taylor line include: conveyor systems and glue mixing, and application system.

As the name implies, the Cameron Automation line is machinery for automating and improving common rough mill processes. This line, named for former company owner and president Steele Cameron, was first introduced in 2002. The Cameron Line has helped revolutionize the woodworking industry with products that automate repetitive processes, maximize raw material yield, improve accuracy and consistency, and improve shop safety. Products in this line include: rip systems, chop optimizers, vision and scanning systems and panel layup and color matching machines.

■ A FOCUS ON THE CUSTOMER

How does a small manufacturer in Poughkeepsie not only last for 113 years but advance to be an industry leader? We put that question to Taylor's leadership team of Gordon Burdis, President; Michael Burdis, CEO; Jake Greenfield Vice President of Manufacturing; and Josh Renner Vice President of Engineering. The response, almost in unison, was "We listen to the customer."

"The woodworking Industry has always been changing and continues to change," Gordon Burdis says. "We are able to keep up with it, hopefully stay ahead of it, by maintaining close relationships with our customers. If we know what their opportunities are, what their pain points are, what their competition is doing – then we can develop products that they want and need, that provide value."

Indeed, customer satisfaction permeates the company culture at Taylor Manufacturing from top to bottom. (Our interview was slightly delayed while the team solved a problem for a customer.)

"From the day I started it was drilled into my head that we are going to take care of our customers. It is the focus of every employee here." Jake Greenfield said. "I know Mr. Burdis (Michael) had a lot to do with that but I assume it goes back even further than him because 'focus on the customer' is ingrained into everything every employee does every day."

That customer focus has led to strong long-term relationships with clients, which in turn has driven much of the innovation in Taylor Manufacturing's product lines through the decades.

Greenfield offers an example. "We make a product for the flooring industry that I was heavily involved in," he says. "The product has proven to be very successful in large part because of customer input. We have a lot of competitors in the flooring industry, but we're the easiest to work with so they are always pitching us new ideas. Sometimes it's a modification to one of our existing machines, sometimes it's a request for an entirely new machine."

Michael Burdis adds. "It happens all the time. Hardly a week goes by where one of our customers, in their efforts to improve efficiencies, hasn't come to us with a request to make something for them."

■ VERTICAL INTEGRATION

Key to Taylor Manufacturing's ability to maintain strong relations with their customers and meet and exceed expectations is a decision the company made decades ago. They would control as much of their process as possible by doing all they can "in-house." From design and engineering to sheet metal work to fabrication to powder coating to



Taylor relies on a skilled group of employees to assemble their machinery. Scott, shown above, is assembling I-Beams for a Clamp Carrier. These I-Beams hold the clamp arms that glue the panels.



Many of the machines have welded components and frames. Gino, shown above, and his 45+ years of experience is one of the (3) employees who focus on this area of the manufacturing process.

programming, Taylor employees design every machine, make nearly every part, install every component, program every controller and test and, when necessary, service every machine they sell.

“We want to be able to control the quality and the availability of all the key parts of the products we make,” Josh Renner says. “It helps us control our process and scheduling better which leads to faster turnaround for orders, better reliability and higher quality.”

It is worth noting that this integration proved advantageous during the pandemic, a time when supply chain challenges were

wreaking havoc on manufacturers everywhere. With fewer suppliers to depend on the company faced fewer bottlenecks and was able to continue to deliver to its customers. “I wouldn’t say there were no disruptions,” Gordon Burdis says. “But we were able to meet demand and maintain our quality and reliability.”

■ A SKILLED AND DEPENDABLE WORKFORCE

For a small company to keep all manufacturing processes in-house requires a skilled and versatile workforce, and the team at Taylor fits that bill. “We have a great team in place here,” Renner says. “We have a good mix of older skilled workers and younger employees. We have pretty low turnover because people really like to work here.”

“It’s challenging and rewarding, It’s a little different every day. People get to dig into their work and see the finished products shipped to customers.” Greenfield adds.

“For the right person, and we seem to have a whole lot of the ‘right people,’ this is a great place to work,” Renner says. “But it’s not for everyone. For example, we expect a lot from our engineers. We expect them to be programmers, to build machines, to talk to customers, even sometimes to go on the road and fix machines. Not everyone wants to do that, some people just want to design. But for the person who likes a variety of challenges and wants to be a part of

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Taylor annually manufactures hundreds of JLT Drawer Clamps, pictured above, as well as many other models of assembly clamps to be shipped throughout North America.

solutions – we are a wonderful place to work.”

Key to finding the right people has been the company’s reputation and referrals from employees, suppliers, customers, or even just people in the community familiar with the company. “Nearly all of our people are recommended to us, either by a current employee, or someone who knows us well. We don’t really find them on big online job boards,” Renner says. “We don’t take that for granted though, we work to build and keep relationships with places like Dutchess Community College to keep a pipeline in place.”

“I want to add that these skilled and versatile employees, whether we’re talking engineers or folks on the floor, don’t just show up knowing everything and start cranking out work overnight. “We invest a lot of time developing people,” Gordon Burdis says. But, like Josh said, if they have the right attitude and aptitude, we are happy to spend that time and it usually pays off in a good, long-term employee.”

■ CAUTIOUS OPTIMISM ABOUT THE FUTURE

The woodworking industry was a sector of the economy that grew during the pandemic as lockdowns drove home renovations that included new kitchens and furniture. James L. Taylor products were very much in demand and the company was at or near capacity for several years. In late 2023 and now in 2024 things have slowed a bit – a change that is welcomed by the leadership team.

“We are happy with the pause,” says Gordon Burdis. We welcome the chance to settle down and regroup, get ready for what we see as sustained growth going forward.”

Michael Burdis thinks the company is in a good position to be successful moving forward because it can build on its past. “I tell the young guys all the time – and they listen and agree – to be successful we have to have three things working together at the same time. We

need the tried-and-true products that got us where we are. We need a ‘center section’ – the products that we recently developed that are profitable and have a life cycle of 15-25 years. And we need to always have new products in development that will be ready in 3-5 years.”

Customer feedback largely determines what the next generation equipment from James L. Taylor will be, but it is not the only factor. The company’s evolving capabilities and expertise is also a factor.

“Josh mentioned earlier a machine we developed for the flooring industry that he worked on. The customer had a need, and there was a solution out there a competitor has a machine to do the job that costs \$750,000. We developed a solution that costs a small fraction of that and does the same job. It’s a great example of us using our experience and expertise, applying some lessons learned years ago, to develop a new, lower cost solution for our customers and a profitable machine for us,” Renner says.

That is the same model of success and innovation that has worked for James L. Taylor for more than a century and is likely to carry it forward for the foreseeable future. So next time you are in your kitchen, take a look around and think about the machines used to assemble your cabinets, the table where you are sitting, the floor it rests on, or the door to the dining room. Chances are pretty good that one or more of these were made with James L. Taylor equipment, manufactured in Poughkeepsie, New York.



Johnnieanne Hansen is the Vice President of the Council of Industry.

MANAGEMENT STRATEGIES

RBT CPAs | BY STEVEN E. HOWELL, CPA, DABFA

ERP IMPLEMENTATION: INSIGHTS FROM PEOPLE WHO HAVE BEEN THERE



If you're considering adopting an Enterprise Resource Planning (ERP) system, it likely means your business is doing well and has reached a point where getting to the next level requires systems that will promote efficiency and effectiveness, or you're getting systems in place to support big growth over a long period of time. Congratulations either way!

My goal in writing this is to provide insights to maximize what an ERP can offer, and pitfalls to avoid, by sharing my own experiences and two case studies from local manufacturing businesses.

To start, what is an ERP? It's a business software solution designed to manage data, resources, and operations. In lieu of separate systems for different functions, an ERP integrates and automates a variety of processes in one system, providing one source of "truth"; the ability to use data in ways that separate systems unable to communicate with each other can't; and eliminating one-offs, work arounds, and fixes that cost time, money, and business.

With an ERP, you can have one system for accounting, customer relationship management, e-commerce, finance, human resources, inventory management, manufacturing, marketing, procurement, productivity, sales, supply chain, time systems, scheduling and more, depending on the modules you choose. An ERP is scalable, so you can add new capabilities as your business grows or needs change.

In the past, ERPs were used primarily by very large, complex organizations. The cloud has made it more accessible, prompting businesses of all sizes to consider one as part of their digital strategy.



So, what can an ERP do? Depending on the system and modules you purchase, as well as the work your team puts into it, an ERP can boost competitiveness by helping your business operate more efficiently and effectively.

You can use data to schedule projects and production more effectively; make more informed decisions in real-time; more accurately estimate and track costs; automate tasks so staff can focus on value-added activities; improve customer service; reduce lead times; maximize production and profitability; and use data for predictive modeling.

ERPs can also help improve internal controls for accounting, financial reporting, and compliance; set the stage for growth, a new

line of business, or a new business model; and support remote and distributed workers.

If you are losing time tracking down data...if your systems don't "talk" to each other, limiting what you can do...if you've lost business, profits, or productivity due to data issues...if regulatory compliance keeps you up at night...or if you're ready to move to the next level, it may be time for an ERP.

Beware! An ERP is not a silver bullet. You get out of it what you put into it. Moving to an ERP is a major undertaking requiring collaboration, teamwork, time, and commitment. Interested in learning more? Two leaders of local manufacturing companies generously agreed to share their ERP experiences.

Case Study: PTI

PTI manufactures equipment for leak detection in high-risk industries. Today, it has 65 employees working in New York and Switzerland. The company was having challenges managing forecasting and inventories. More people were required to help manage back-office work and data entry, increasing costs due to

the need for manual processes, interventions required, and time spent trying to catch problems and fix them before they escalated.

CEO Oliver Stauffer explains, "Because of the unique nature of our business, we needed more than what basic systems could provide. We saw the potential for gains in linking material and financial information effectively, and we knew we needed something that would cover the full enterprise to get the most long-term value in terms of cost savings.

About a year ago, we decided to explore an ERP. One of the best decisions we made was to hire a firm to help us select the right ERP for our business. We had a team of about 10 people representing key parts of the business provide input. The search firm evaluated more than 50 different systems based on our requirements and identified three that could work. We conducted a rigorous selection process and chose the vendor and system we wanted to move ahead with in September. Implementation started at year-end.

Originally, implementation was going to take three months. We didn't want to rush and were more concerned about getting it right, so we extended the implementation period. We found a system that does most of what we wanted,

with some customization and upstream infrastructure required.

I think choosing the right ERP is the most critical part of the process. Hiring a firm to help you understand which system will best serve your needs is so important, as is gaining input and buy-in from all departments.

Be prepared to address what happens when the system may not be exactly what every department wants. Not everyone may end up happy, so you must find a way to navigate to a place that everyone can live with. In PTI's case, that meant agreeing to additional sales infrastructure. Finally, you need a champion – someone who is going to oversee the entire process and maintain momentum and buy-in from start to finish."

If you're considering an ERP system, Start by doing some research.
Ultimately, you'll get out of it what you put into it.

Case Study: MPI, Inc.

MPI is the world leader in wax-room and ceramic core injection, assembly, and automation equipment, with operations in Poughkeepsie, NY, and sales worldwide. MPI previously had an ERP, but the company that created it stopped providing maintenance and was sold. With each piece of MPI equipment having about 2,000 part numbers adding up to over 65,000 parts across the product line, MPI leadership knew it was time to change.

A large internal team was involved with the planning. They hired a company to help value stream processes and select the final ERP solution. They also chose an implementation company with a solid background in project management.

According to MPI President Aaron Phipps, "The client manager at the implementation company knew what he was doing and everything was going fine, but he decided to leave his firm. We ended up moving to another implementation company, but we found they lacked project management skills and most of the responsibility shifted to us. Two weeks before go-live we were told the project was on time and in budget. By go live, we found we were two months behind and \$100,000 over budget. We didn't stay with them.

When it comes to choosing software, you have to be careful. Some vendors are so focused on the sale that they make promises that they can't keep. We chose an ERP that's well-known in the industry and has been around a while. Still, if I knew then what I know now, I would have gone a different route. We gave up a lot. Our business doesn't fit with the system's out-of-the-box solution.

That said, we are using the system and getting some benefits from it. We have better data and can make better decisions. My Engineering Department would say there are benefits from consistency through the entire company. The software helped unify and align operations across the company."

What advice does Aaron give based on his experiences?

- "Be aware that certain things can exist outside the system and be more accurate and less expensive.
- With the new ERP, it is more expensive to run our business and certain tasks involve more work. You have to be prepared to dedicate staff to maximize what it can do.
- Up front, define what the completed project includes and do not allow additional charges until completion is reached. For example, up front we confirmed how one link should work, but it didn't. After a lot of effort, they agreed we were right and said they would update it during the next upgrade six months later, or we could pay to expedite it. We just threw it out. Having a definition of project completion would have helped address issues like that.
- When evaluating a system, look at procedures everyone does like clocking in and out, and count the number of clicks it takes to complete a task. You may find an ERP adds work.
- Everyone in the company needs to understand how their actions



affect others. For some people, the new system is better but for others it's harder.

- An ERP implementation is harder and more expensive than you think. We went with a number of modules and then decided to pull back and drop a few. The cost is far more expensive when you take into account the software, implementation, and service fees.
- Vet all of the subcontractors as best you can and be prepared with contingencies."

Make no mistake about it, this is a huge time, cost, and personnel commitment. As the case studies show, you can do everything right and still face significant challenges that you need to muscle through. Still, it is a game-changer for many and can set the stage for operational efficiencies, cost effectiveness, and more.

If you're considering an ERP system, start by doing some research. Talk to colleagues about their experiences. Do a cost-benefit analysis to ensure it's the right time to move ahead. Be prepared for what it will take – your staff will be shouldering extra responsibilities for several months and possibly even years – as you make the transition. Training and upskilling will be required. You may need full-time resources to maximize ROI once a system is in place. Ultimately, you'll get out of it what you put into it.

*Steven E. Howell, CPA, DABFA
Director of the manufacturing,
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WAGE AND HOUR CHECKLIST FOR NEW YORK MANUFACTURING EMPLOYERS



Wage and hour issues continue to challenge most employers, especially those in the manufacturing industry. The manufacturing industry tends to be more process- and systems-oriented and generally employ many hourly workers who are not exempt from overtime pay under the Fair Labor Standards Act (FLSA) or the New York Labor Law (NYLL).

Manufacturers must ensure they are legally compliant. Indeed, non-compliance can trigger audits, investigations, and litigation — all of which can be disruptive, time-consuming, and costly for manufacturers. The U.S. Department of Labor (USDOL), which is charged with investigating alleged violations under the FLSA, and the New York Department of Labor (NYSDOL), which administers the NYLL, assess hundreds of millions of dollars each year in penalties to employers.

The following is a short (but by no means exhaustive) checklist of common pay issues in the manufacturing industry.

1 DONNING AND DOFFING

The law requires employers to compensate non-exempt employees for all time worked, as well as pay the minimum wage and overtime compensation. Whether pre-shift (donning) and post-shift (doffing) activities are included as compensable time is not always clear. Activities including putting on or taking off protective gear, work clothes, or equipment could be compensable time depending on the unique facts of the situation. Generally, to be compensable, such activities must be found to be integral and indispensable to the “principal activity” of the employer’s work under the FLSA and the Portal-to-Portal Act of 1947.

Courts differ on whether time spent donning and doffing is compensable because these issues often implicate mixed questions of law and fact. Moreover, collective bargaining agreements can affect whether time spent changing clothes and washing is compensable for the purposes of determining hours worked for minimum wage and overtime calculations under the law. Employers should carefully review their policies to ensure the compensability of pre-shift or post-shift activities being performed by non-exempt employees.

2 ROUNDING TIME

Accurately keeping up with time worked by non-exempt employees is critical to compliance. Employees forgetting to clock-in and clock-out timely is a persistent issue, as well. While the FLSA and NYLL allow employers to round employees’ clock-in and clock-out times rather than pay by the minute, it is generally unnecessary (and not recommended)



with today’s sophisticated time clocking systems. If employers choose to round time, they must ensure that any rounding policy is neutral on its face and neutral in practice. In other words, the policy must round both in the favor of the employer and the employee at roughly an equal weight. For employers engaging in rounding, audits are crucial as even a facially neutral rounding

policy that, in practice, has disproportionately benefited the employer and cumulatively underpays the employees can be found to violate the FLSA and NYLL.

3 MEAL BREAKS

Under the FLSA and NYLL, employers must compensate for short rest breaks that last 20 minutes or less. However, employers do not have to compensate employees for a bona fide meal break, which ordinarily lasts at least 30 minutes. Importantly, an employee must be completely relieved from work duties during this uncompensated time and cannot be interrupted by work (even for a short time). Indeed, some courts have held that, where a meal break has been interrupted by work, the entire meal break (not just the time when work was performed) becomes compensable.

Section 162 of the NYLL goes further to specify when breaks must be given and for how long they must last. These requirements are based on the length and timing of the employee’s shift, and can be summarized as follows:

Shift Length/Times	Length of Break	Timing of Break
6 or more hours that extends over the “noonday meal period” (i.e., 11am to 2pm)	60 minutes for “factory workers”; 30 minutes for other workers	During the “noonday meal period” (i.e., between 11am and 2pm)
Beginning before 11am and continuing past 7pm	Additional break of 20 minutes	Between 5pm and 7pm
6 or more hours between 1pm and 6am	“60 minutes for factory workers”; 30 minutes for other workers	Midway between the beginning and end of the shift

Per the NYLL, a factory includes “mill, workshop, or other manufacturing establishment and includes all buildings, sheds, structures or other places used for or in connection with these establishments.” An employee will be considered a “factory worker” if their primary duties involve the maintenance and/or operation of a factory; administrative employees generally do not meet this definition.

Guidance from the NYSDOL states that, for factory workers, employers may lawfully offer “a shorter meal period of not less than 30 minutes as a matter of course . . . so long as there is no indication of hardship to employees.” Hardship may be found if it would be difficult for an employee to take a full meal break in 30 minutes because of donning and doffing requirements, the length of time to get from the manufacturing floor to the lunch room, or other issue that infringes on an employee’s break time.

To ensure compliance under these rules, employers should have policies and practices in place so that employees can take uninterrupted meal breaks. Employers should also have a well-communicated reporting system in place for employees to record any interrupted meal break to ensure the employee is compensated for the meal break or, when possible, a new meal break is scheduled.

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4 MINIMUM WAGE

Although the minimum wage under the FLSA has not changed in several years, New York’s minimum wage increased again this year with more scheduled increases to come. For manufacturers, minimum wage will depend on where the employee works as follows:

Location	2023	2024	2025	2026
NYC/Westchester/Long Island	\$15	\$16	\$16.50	\$17
Rest of NY State	\$14.20	\$15	\$15.50	\$16

Failure to pay minimum wage could lead to back pay, liquidated damages, and other penalties.

5 REGULAR RATE

A common and incorrect assumption many employers make is that overtime pay under the FLSA and NYLL is calculated at one-and-a-half times a non-exempt employee’s hourly rate when they work more than 40 hours in a workweek. In fact, the law states overtime is calculated based on the non-exempt employee’s “regular rate” of pay. The law requires that all payments to employees for hours worked, services rendered, or performance be included in the “regular rate” unless the payment is specifically excluded in the law. Thus, any non-discretionary bonuses, shift differential pay, and other incentive payments such as commissions should be included in the regular rate of pay calculation for purposes of calculating overtime under the FLSA and NYLL.

This is relatively easy when a bonus is paid during a week where the non-exempt employees work more than 40 hours, but it can become complicated when the additional pay is paid on a yearly, monthly or quarterly basis. In this scenario, the payment must be averaged out over that longer time period to determine the regular rate such that overtime can be properly calculated. Thus, employers should review their payment processes on the front end to ensure compliance before any small errors or omissions multiply out of control.

6 NEW YORK STATE SICK LEAVE LAW COMPLIANCE

Although not necessarily a wage and hour issue, it is important for New York employers to confirm they are providing sick time to all employees in accordance with the New York State Sick Leave Law (NYSLL) implemented in 2020. Prior to this law, New York employers had complete discretion regarding whether to offer sick time, to whom to offer it, how much sick time to offer, what such time could be used for, etc.

Now, the law specifies, among other things: all employees be permitted to start accruing time immediately upon hire; the minimum accrual rate (i.e., 1 hour for every 30 hours worked); the number of hours employees must be able to accrue and use (i.e., up to 40 hours for employers with less than 100 employees, 56 hours for employers with 100 or more employees); the reasons for which use must be allowed (e.g., the employee’s sickness, a family illness, to seek help for domestic abuse issues); minimum increment for use (i.e., 4 hours); unused time must be carried over into the following year; and rules regarding when and what type of documentation may be required from the employee.

Failure to comply with these NYSLL requirements may lead to damages and monetary penalties.

Robert J. Guidotti
Jackson Lewis Principal, White Plains Office.



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Harmon Printing is a Poughkeepsie based printing and mailing company servicing the Hudson Valley since 1937. We specialize in client growth with high quality printed products and / or customized mailing services. We can handle any job large or small, they are all important to us. Our professional service is 2nd to none, please call us or send us a quick e-mail to ask a question or get a quote.

Our clients include businesses large and small, not for profit organizations, associations, professionals, schools and universities, and hospitals.

HOWMET AEROSPACE

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

HUDSON VALLEY PLASTICS

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

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

HV SHRED, INC. DBA LEGAL SHRED

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

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

IBM CORPORATION

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

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



JAMES L. TAYLOR MANUFACTURING COMPANY

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

James L. Taylor Mfg. has been manufacturing woodworking equipment in Poughkeepsie, NY since 1911. With three distinct product lines we aim to help our customers improve their processes with American made, well built, efficient and safe machinery. JLT Clamps is our custom shop clamping line that focuses on door, drawer, edge, and face gluing applications. Taylor Clamps which includes Clamp Carriers, Door Pros, conveyerized applicators, and return conveyors. Cameron Automation is the third product line and is focused on computer controlled optimizing equipment. Ripping, cross cutting, panel sizing, color matching of panels, and automated nesting of flooring bundles has been our focus for the past 25 years.

JBT CORPORATION

134 Flatbush Avenue, Kingston, NY 12401

www.jbtc.com

PHONE: (845) 340-9727

Manufacturer & distributor of equipment for the food processing industry.

K

KNOWLES CAZENOVA, INC.

2777 U.S. 20 Cazenovia, NY 13035-8444

www.knowlescapacitors.com

PHONE: (315) 655-8710

Knowles is a market leader and global provider of advanced micro-acoustic microphones and speakers, audio processing, and precision device solutions, serving the consumer electronics, communications, medtech, defense, electric vehicle, and industrial markets. We use our leading position in SiSonic™ MEMS microphones, balanced armature speakers, and strong capabilities in audio processing technologies to optimize audio systems and improve the user experience in mobile, ear, IoT, computing, and medtech applications. We are also a leader in high-performance capacitors and RF solutions for a diverse set of markets.

KONICA MINOLTA SUPPLIES MANUFACTURING USA, INC.

51 Hatfield Lane, Goshen, NY 10924

www.konicaminolta.com/us-en/index.html

PHONE: (845) 294-8400

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

KOSHII MAXELUM AMERICA

12 Van Keeck Drive, Poughkeepsie, NY 12602

www.kmamax.com

PHONE: (845) 471-0500

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

L

LAMOTHERMIC

391 Route 312, Brewster, NY 10509

www.lamothermic.com

PHONE: (845) 278-6118

Lamothermic Precision Investment Casting Foundry was born from our founders' passion for engineering complex investment castings. Founded in 1975 by brothers Amos and Gideon Noach, we have grown from that 2-person operation into a corporation employing over 75 people in a 50,000 square foot manufacturing facility. We remain owner-operated, and our commitment to quality and customer service is part of everything we do.

Quality + Best-In-Class Engineering = Satisfied Customers: Lamothermic is your premier supplier of precision investment castings - quality first, every time. Our commitment to superior quality combined with our best in class engineering and advanced automation means that our customers get the best castings for their needs.

LODOLCE MACHINE COMPANY, INC.

196 Malden Turnpike, Saugerties, NY 12477

www.LoDolce.com

PHONE: (845) 246-7017

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

M

MAAR PRINTING SERVICE, INC.

49 Oakley Street, Poughkeepsie, NY 12601

www.maarprinting.com

PHONE: (845) 454-6860

Full service commercial printer.

MAGNETIC ANALYSIS CORP.

103 Fairview Park Drive, Elmsford, NY 10523

www.mac-ndt.com

PHONE: (914) 530-2000

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

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

MARCO BOARDHOUSE INC.

PO Box 3733, 55 Page Park Drive, Poughkeepsie, NY 12603

www.marcomanf.com

PHONE: (845) 485-1571

Electronics manufacturing services (Printed circuit board assembly.)

MCKESSON CORPORATION DISTRIBUTION CENTER

10 Hudson Crossing Drive, Montgomery, NY 12549

www.mckesson.com

PHONE: (845) 769-4127

McKesson is the oldest and largest healthcare company in the nation. We deliver one-third of all medications used daily in North America with operations in more than 16 countries. We work with health care organizations of all types to strengthen the health of their business, helping them control costs, develop efficiencies and improve quality.

MECHANICAL RUBBER PRODUCTS

PO Box 593, 77 Forester Avenue, Warwick, NY 10990

www.mechanicalrubber.com

PHONE: (845) 986-2271

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

METALLIZED CARBON CORPORATION

19 South Water Street, Ossining, NY 10562

www.metcar.com

PHONE: (914) 941-3738

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

METRIX TECHNOLOGY CORPORATION

8 Nancy Court, Wappingers Falls, NY 12590

www.metrix.com

PHONE: (845) 221-4800

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

MICROMOLD PRODUCTS, INC.

7 Odell Plaza #133, Yonkers NY 10701

www.micromold.com

PHONE: (914) 969-2850

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

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

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

MID-HUDSON WORKS

188 Washington Street Poughkeepsie, NY 12601

www.midhudsonworks.org

PHONE: (845) 471-3820

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

MILLROCK TECHNOLOGY, INC.

39 Kieffer Lane, Kingston, NY 12401

www.millrocktech.com

PHONE: (845) 339-5700

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

MONROE STAIR PRODUCTS

1 Stair Way Suite 1, Monroe, NY 10950

www.bgstair.com

PHONE: (845) 783-4245

Manufacturer of wood stairs and railing.

MOTION LABORATORIES, INC.

520 Furnace Dock Road, Cortlandt, NY 10567

www.motionlabs.com

PHONE: (800) 227-6784

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

MPI, INC.

165 Smith Street, Poughkeepsie, NY 12601

www.mpi-systems.com

PHONE: (845) 471-7630

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

N

NERAK SYSTEMS

4 Stagedoor Road, Fishkill, NY 12524

www.nerak-systems.com

PHONE: (914) 763-8259

NERAK designs and builds material handling equipment since 1987 and since 1997 in USA. NERAK is specialized in vertical conveyors for a wide range of bulk and unit goods, including powders & chemicals, food & pet-food, bags & boxes, barrels & kegs, totes & trays, and airport baggage.

NERAK equipment features a unique rubber block chain that allows quiet and lubrication free operation, as well as durability even in the harshest environments.

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

NICHE MODERN

PO Box 311, Beacon, NY 12508

www.nichemodern.com

PHONE: (212) 777-2101

Modern lighting that is "Made" not manufactured. Niche glass is hand-blown in NY and joined together with contrasting elements, simple lines, and gorgeous color. Authentic and original lighting designs.

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www.nonnis.com

From Lucca, Italy, to the world. We're Nonni's Bakery. When you carry on a recipe handed down from your Italian grandmother, you can't let her down. We wouldn't want it any other way. Being held to a higher standard is a good thing, especially when it results in something as perfectly sweet and crunchy as our biscotti. Manufactured in Sullivan County, New York.

O

OCS INDUSTRIES, INC.

327 Mill Street, Poughkeepsie, NY 12601

www.ocsindustries.com

PHONE: (845) 692-8450

OCS Industries, Inc. is a New York State and Federally-Certified Service-Disabled Veteran-Owned Small Business firm. We offer several services and supply chain solutions to meet your project needs. OCS Industries, Inc. stands apart from other SDVOSB companies in that we have the ability to self-perform our own work from heavy civil, concrete, steel, architectural, and mechanical, to rigging and design build applications. We also offer steel and pipe fabrication from our shop in Middletown, NY and can supply a variety of materials and rental equipment, including piping, plumbing supply, rebar, and more.

ONSEMI

Development Drive, Hopewell Junction, NY 12533

www.onsemi.com

PHONE: (512) 457-3900

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

OPTIMUM WINDOW MANUFACTURING CORP.

28 Canal Street, Ellenville, NY 12428

<https://optimumwindow.com>

PHONE: (845) 647-1900

Since 1985 Optimum Window has made its mark in the Steel Window industry as the largest and most diversified manufacturer of Steel Windows and Doors in the United States. Competitiveness being the drive for all entrepreneurs, Optimum has continued its growth with a series of custom high-tech metal window and door systems designed for commercial, high-end residential, and landmark applications.

ORANGE DIE CUTTING CORP.

(DBA ORANGE PACKAGING) AND ORANGE VAC INC. THERMOFORMING

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www.orangepkg.com

PHONE: (845) 562-0900

Family owned and operated by the Esposito family since 1950. Protective Packaging. POP Displays Temporary & High End Permanent. Thermoforming. Specialty Die Cuts. Product Packaging & Fulfillment & Shrink Wrapping. Acrylic Fabrication.

P

PACKAGE PAVEMENT COMPANY, INC.

PO Box 408, 3530 Route 52, Stormville, NY 12582

www.packagepavement.com

PHONE: (845) 221-2224

QUIKRETE® cement products, SPECMIX® bulk mortar system and Package Pavement Blacktop Repair products.

PAWLING CORPORATION

PO Box 200, 32 Nelson Hill Road, Wassaic, NY 12592

www.pawling.com

PHONE: (845) 373-9300

Impact Protection Systems, Entrance Matting Systems, Athletic Flooring, Parking and Traffic Safety Products.

PAWLING ENGINEERED PRODUCTS, INC.

157 Charles Colman Blvd, Pawling, NY 12564

www.pawlingep.com

PHONE: (845) 855-1000

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

PK-30 SYSTEM, INC.

2452 Lucas Turnpike, High Falls, NY 12440

www.pk30system.com

PHONE: (845) 687-9774

PK-30 System is a meticulously designed and engineered aluminum glazing framework system providing a flexible, beautiful, environmentally friendly and cost effective way to divide interior space. It is suitable for both residential and professional interiors and can be used in widely varying configurations including sliding doors, hinged doors, pocket doors, folding walls and fixed panels.

POST MATERIAL HANDLING, INC.

21 Stone Castle Road, Rock Tavern, NY 12575

www.posthoist.com

PHONE: (845) 238-1200

We know that maintaining a safe and sterile manufacturing environment is as important to you as it is to us. That's why at Post, we're experts in the creation of stainless steel pharmaceutical grade material handling equipment that will withstand corrosion, rust, and harsh environments. From bin lifts to industrial control systems, our products are the epitome of excellence, so yours will be too.

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60 Turner Drive, Middletown, NY 10941

www.pw.utc.com

PHONE: (845) 692-6613

Thermal Barrier Coatings

PRESIDENT CONTAINER GROUP

290 Ballard Road, Middletown, NY 10941

www.presidentcontainergroup.com

PHONE: (845) 516-1600

President Container is a leading manufacturer of Corrugated Shipping Containers and Point of Purchase Displays In North America. We use sustainable materials and produce over 2.2 billion square feet of corrugated products annually. We specialize in items for the Food & Beverage, Cosmetic, Garment and other commercial industries. Our stock carton division offers one of the nation's largest selections of stock boxes. To see a selection of our stock cartons please visit President Industrial Products.

PRODUCTO ELECTRIC CORP (PECO)

11 Kings Highway, Orangeburg, NY 10962

www.peco-electric.com

PHONE: (845) 359-4900

Producto Electric Corporation (PECO) was founded in 1935. We are an electrical manufacturing company based in Rockland County.

PECO is a source of world-class electrical conduit fittings and accessories for thousands of electricians, contractors, and distributors across the United States and Canada. We have several product series that we manufacture at our New York facility (customization and wire configuration) to meet the specialty needs of our customers for high-rise buildings and hazardous locations. This includes our Cable Supports for vertical risers and Flexible Couplings (Hazardous Locations/Explosion-proof).

PTI (PACKAGING TECHNOLOGIES & INSPECTION)

8 Skyline Drive, Hawthorne, NY 10532

www.ptiusa.com

PHONE: (914) 337-2005

PTI is the leading manufacturer of non-destructive package inspection technologies for the pharmaceutical, medical device and food industries. We offer inspection systems for package integrity testing, seal integrity, leak testing and container closure integrity testing (CCIT). Our technologies exclude subjectivity from package testing, and use test methods that conform to ASTM standards. PTI's inspection technologies are deterministic test methods that produce quantitative test result data. Our technologies conform to ASTM and other regulatory standards. We specialize in offering our customers the entire solution including test method development and equipment validation. PTI installations have been successful in globally transferrable and validated test methods around the world.

PUTNAM PRECISION

PO Box 409, 3859 Danbury Road, Brewster, NY 10509

www.putnamprecision.info

PHONE: (845) 207-7229

Putnam Precision, established in 1967, is a modern contract manufacturing facility. We employ over 200 people utilizing the latest multiple axis Swiss CNC lathes, three, four and five axis milling machining centers, stamping, laser welding and assembly services. We foster a strong partnership with our customers by our early involvement in the design cycle straight through to full production capacity. This is accomplished by a strong commitment to continuous improvement, reinvesting in our personnel and equipment and lead by an excellent management team with a high level of adherence to quality.

R

RALPH W. EARL

5930 East Molloy Road, Syracuse, NY 13211

www.rwearl.com

PHONE: (315) 454-4431

Ralph W. Earl is a distributor of components and systems primarily for industrial automation. We provide our customers with motion control solutions utilizing pneumatic, hydraulic, and electronic technologies. In addition to industrial automation, we handle process and structural applications, as well as mobile equipment for the construction and agriculture industries. With approximately 55 employees, we service Upstate New York and Northern Pennsylvania, representing over 60 suppliers and providing value-add services such as assembly, fabrication, repair, and engineering.

ROGERS HIGH FIDELITY

10 Holden Street, Suite 3, North Adams, MA 01247

www.rogershighfidelity.com

PHONE: (845) 987-7744

For more than 20 years, Roger Gibboni has led highly effective engineering and manufacturing teams that deliver results. Roger has spent his professional career designing and manufacturing high tech communications and radar equipment for the Department of Defense, NASA and several other agencies with demanding communications and engineering requirements.

Roger brings this high quality engineering and manufacturing expertise to the home audio market when he founded Rogers High Fidelity in 2009.



SABO INDUSTRIAL CORP.

2 Little Britain Road, Newburgh, NY 12550

www.saboindustrial.com

PHONE: (845) 562-5751

Sabo Industrial offers space saving industrial wastewater treatment equipment along with the Cleartreat® line of separating agents. Wastewaters containing a wide range of contaminants can be treated with the Cleartreat® products rendering them safe for discharge or reuse. Sabo Industrial is the largest stocking distributor of Cleartreat® in the US. Sabo also manufactures standard bag filters for use in a bag filter housing as well as our specially designed bag filters for use in our wastewater treatment equipment. These bag filters are specifically designed to meet the requirements of open head discharge filtering.

SCHATZ BEARING CORP.

10 Fairview Avenue, Poughkeepsie, NY 12601

www.schatzbearing.com

PHONE: (845) 452-6000

Manufacturer of ball bearings for aircraft control, space, semiconductor, medical, thin section, custom-designed and other general purpose applications.

SCHREINER GROUP LP

300 Corporate Drive, Suite 10, Blauvelt, NY 10913

www.schreiner-medipharm.com

PHONE: (845) 848-9110

Pharmaceutical label printing.

SELUX CORPORATION

PO Box 1060, 5 Lumen Lane, Highland, NY 12528

www.selux.us

PHONE: (845) 834-1400

Architectural lighting; luminaires.

SIG GLOBAL SOURCING

95 Ann Street, Newburgh, NY 12550-5523

www.sigsourcing.com

PHONE: (845) 562-5546

SIG Global Sourcing, established in 1989, is a Newburgh, NY-based offshore contract manufacturing service for North American original equipment and contract manufacturers to outsource their custom, high-labor-content, low-value-add assemblies (e.g. box build assemblies, PCBAs, wire harnesses, power cables). We have decades-long Asian factory relationships and handle everything from component consignment to quality control to USA inventory management to customer shipments and returns. We are a turnkey sourcing service that eliminates the frustrations and risks that manufacturers encounter when handling overseas assembly

manufacturing and global logistics themselves. Our mission is to help North American manufacturers focus on their high-value-add activities, improve margins, and enjoy a more stable supply chain. For more information, please visit our website.

SMITH & WARREN

127 Oakley Avenue, White Plains, NY 10601-3903

www.smithwarren.com

PHONE: (914) 391-9204

Smith & Warren produces the finest quality Police Badges, Fire Badges, EMS Badges, Sheriff Badges, and Military Badges. In addition, Smith & Warren also creates the best quality uniform insignia, commendation bars, medals, and leather accessories. Trust Smith & Warren for the best quality badges, insignia, and accessories, and don't forget that all Smith & Warren badges are backed by our exclusive Full Lifetime Warranty. No other badge is covered by such an extensive guarantee. We manufacture each badge in our highly efficient 27,000 square foot facility in White Plains, New York. USA manufacturing is the surest way to maintain the quality of our product and service.

SONO-TEK CORP.

2012 Route 9W, Milton, NY 12547

www.sono-tek.com

PHONE: (845) 795-2020

Sono-Tek Corporation has been a leader in ultrasonic coating solutions for over 35 years, supplying equipment to a myriad of industries worldwide, including medical, textiles, glass, electronics and food processing. Using high frequency sound vibrations, our precision ultrasonic atomization technology creates nano to micron thickness coatings across any width substrate. Controllable drop sizes, tight drop distributions, highly uniform thin films, excellent transfer efficiency, minimal waste and non-clogging performance are just some of the benefits achieved with our unique precision technologies. Systems range from small scale R&D to 24/7 high volume production line solutions.

STAR KAY WHITE INC.

151 Wells Avenue, Congers, NY 10920

www.starkaywhite.com

PHONE: (845) 268-2600

Star Kay White is a well-known and trusted ingredient supplier with a company culture of legacy, responsibility, and appreciation for the many esteemed employees, families, and organizations who have helped us through this journey.

SUN CHEMICAL

1057 Lower South Street, Peekskill, NY 10566

www.basf.com

PHONE: (914) 737-2554

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



TOWER PRODUCTS INCORPORATED

1 Tower Drive, Saugerties, NY 12477
www.towerpower.com
PHONE: (845) 246-2357

Tower Products Incorporated is a 100% Employee Owned company solely based in Saugerties. The Tower mission is to provide the very best broadcast video production and audio recording solutions to a worldwide marketplace via our manufacturing capabilities as well as our distribution & retail channels. Tower has two sales channel brands: Markertek and TecNec Distributing. Markertek sells to broadcast television, sports & live event franchises, houses of worship, government and educational institutions. TecNec's customers are engaged in reselling products, installing products or integrating them into other manufactured goods. Innovation through collaboration, Tower's manufacturing brands specialize in custom value-added products and services when conventional off-the-shelf solutions simply are not enough. Tower has 6 brands which manufacture products in our Saugerties facility. These brands are known as Complex, Sescom, Laird Digital Cinema, Ocean Matrix, Delvcam and My Custom Shop. Our primary manufacturing capabilities are fiber optic cable assemblies, copper cable assemblies, AV rack panels, AV wall boxes, light manufacturing (board assembly) and custom services via CNC, laser engraving and UV printing.

TURBOFIL PACKAGING

30 Beach Street, Mount Vernon, NY 10550
www.turbofil.com
PHONE: (914) 239-3878

Since 1999, TurboFil has consistently established new benchmarks by creating durable and creative solutions for some of the toughest applications in the industry. At TurboFil, liquid filling and assembly machines are our only business. Although we have a broad range of standard equipment, we also focus on custom, built-to-spec and specialized machines. In order to meet the demand for systems that fit seamlessly into existing operations, we have developed a range of packaging equipment that is unmatched in reliability, efficiency and cost effectiveness. And, because we understand that every line has its own unique requirements, each of our machines is customized to the individual needs of our customers.



ULTRA SEAL CORPORATION

521 Main Street, New Paltz, NY 12561
www.ultra-seal.com
PHONE: (845) 255-2490

Contract packager providing unique solutions for packaging solid dose, powders, granulars, liquids, creams, ointments and gels into unit-of-dose packets, blisters, bottles, and tubes. Full service manufacturer of tablets, caplets, capsules, powders, lotions, ointments, and creams for pharmaceutical, nutraceutical, and health and beauty companies.

UNILOCK

51 International Blvd, Brewster, NY 10509
www.unilock.com
PHONE: (845) 230-4500

Unilock, North America's leader in the manufacturing and distribution of high quality concrete landscape paving stones and retaining wall products.

UNIVERSAL THIN FILM LAB CORP.

232 North Plank Road, Newburgh, NY 12550
www.universalthinfilmlab.com
PHONE: (845) 562-0601

Universal Thin Film Lab Corp. (UTFL) is a leader in the design and manufacturing of Thin Film Optical Coatings and has proudly served the Photonics Industry for over 20 years. Started in 1997 by Carmelo Comito, UTFL supplies quality Thin Film Coatings to a multitude of industries, including Aerospace / Aviation, Medical / Biomedical, Military / Tactical, and Semiconductor Processing. We manufacture both standard and custom coatings ranging from UV to far infrared wavelengths. UTFL provides Thin-Film Optical Coatings, including: * Metal and Dielectric for Antireflective * Beam Splitters * Reflectors * Polarizers * Long- and Short-Wave Pass Filters. We also provide Substrates, including: * Optical Glasses * IR Materials * Nonlinear and Birefringent Crystals * Fiber Optics * Precision Metal Mirrors.

UNSHATTERED

1064 Route 82, Hopewell Junction, NY 12533
www.unshattered.org
PHONE: (845) 471-5010

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

This combination of community, employment, and personal development ultimately gives our women the opportunity to find their purpose and live an addiction-free life.

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

USHECO, INC.

138 Maple Hill Road, Kingston, NY 12401
www.usheco.com
PHONE: (914) 658-9200

Usheco, Inc. is a manufacturer of custom molded plastic parts. Through the processes of injection molding, thermoforming, line bending, and CNC routing, Usheco, Inc. provides a wide variety of parts to customers in various industries such as handicapped equipment, medical equipment, refrigeration systems, laboratory equipment, the aeronautics industry, and the gaming industry.



VIKING INDUSTRIES, INC.

PO Box 249, 89 S. Ohioville Road, New Paltz, NY 12561
www.vikingindustries.net
PHONE: (845) 883-6325

We are very serious about making sure your product arrives safely and securely to your customers. We make packaging with as much care as the products that go in them. We can design the right packaging solution for you so your customers know you care as much about their order getting to them, as you do about the product itself.

Regardless of what industry you are in, we are here to help you find the most effective packaging solution for all of your products.

VITS INTERNATIONAL INC.

200 Corporate Drive, Blauvelt, NY 10913
www.vitsinternational.com
PHONE: (845) 353-5000

A world leading supplier of variable servo sheeters and finishing systems for printing, packaging and converting.



WINERACKS.COM

819 Route 32, Tillson, NY 12486
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EMERGENCY ONE

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

Emergency One Urgent Care and Occupational Health Center, located in Kingston, Hyde Park, New Windsor, Newburgh and Poughkeepsie, continues to deliver an unprecedented level of

service to companies, businesses, and municipalities throughout the Hudson Valley. Our team of Nationally Certified Medical Examiners and PLHCP providers offer convenient hours from 8:00 a.m. to 8:00 p.m. weekdays and 8:00 a.m. to 4:00 p.m. on weekends. Services offered include: DOT physicals, 19-A physicals, MRO Drug Screening Program, Breath Alcohol Testing, Audiometric Testing, PPD Pre-employment/Pre-placement Physicals, FIT testing, Workers Comp Drug Screen collections, Silica and Asbestos Surveillance, Employee Assistance Program.

STAUFFER GLOVE AND SAFETY

117 Granite Road, Cortlandt, NY 10567
www.stauffersafety.com
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REGIONAL PLANNING & BUSINESS ORGANIZATIONS

CONSTRUCTION CONTRACTORS, SMRCA, FABRICATORS ERECTORS & REINFORCING CONTRACTORS

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

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

DUTCHESS COUNTY WORKFORCE INVESTMENT BOARD

3 Neptune Road, Poughkeepsie, NY 12601
www.dcwib.org/
PHONE: (845) 463-0247

Our mission is to foster a skilled and competitive workforce by promoting an understanding of workforce trends and issues in a dynamic economy and to facilitate lifelong learning for individuals and businesses.

EMPIRE CENTER FOR NEW YORK STATE POLICY

30 South Pearl Street Albany, NY 12207

www.empirecenter.org

PHONE: (518) 434-3100

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

HUDSON VALLEY ECONOMIC DEVELOPMENT CORPORATION (HVEDC)

10 Matthews Street, Goshen, NY 10924

www.hvedc.com

PHONE: (845) 220-2244

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

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

PATTERN FOR PROGRESS

PO Box 425, Newburgh, NY 12551

www.pattern-for-progress.org

PHONE: (845) 565-4900

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

ORANGE COUNTY CHAMBER OF COMMERCE

40 Matthews Street, Suite 104, Goshen, NY 10924

www.orangenyc.com

PHONE: (845) 457-9700

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

ORANGE COUNTY PARTNERSHIP

40 Matthews Street, Suite 108, Goshen, NY 10924

<https://www.ocpartnership.org/>

PHONE: (845) 294-2323

Center of Economic Development Orange County New York The Orange County Partnership is your resource for development opportunities in Orange County. Free Business Development Resources From site selection assistance, financing options, and employment training to marketing, the Orange County Partnership is your premier (no-cost) resource for economic development support. The Orange County Partnership's team of economic development professionals works with commercial real estate brokers, developers, site selection firms and regional and statewide economic development agencies to find the most advantageous and cost-effective locations for corporate attractions and expansions.

ULSTER COUNTY REGIONAL CHAMBER OF COMMERCE

214 Fair Street, Kingston, NY 12401

www.ulsterchamber.org

PHONE: (845) 338-5100

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

TECHNOLOGY SOLUTIONS

ITC COMMUNICATIONS

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

www.itc-communications.com

PHONE: (845) 561-4440

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

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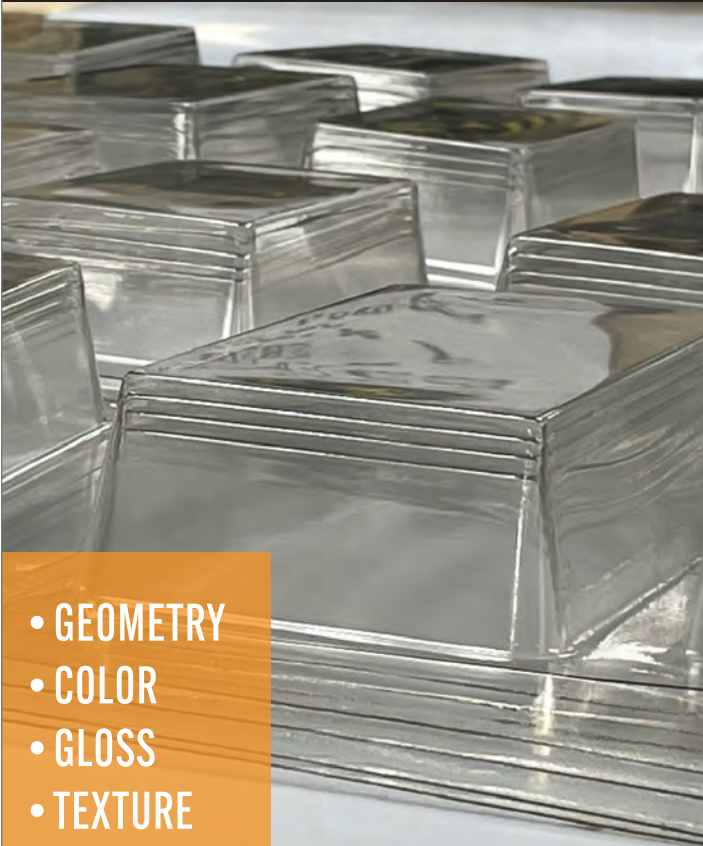
67 Prospect Avenue, Suite 202, Hartford, CT 06106

<https://compassmsp.com/>

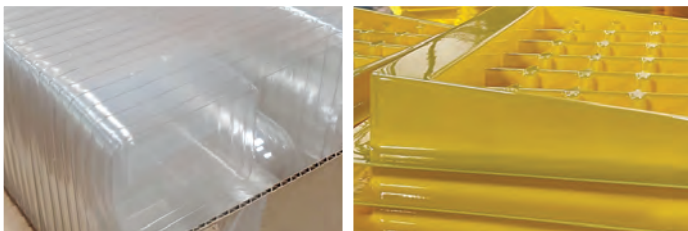
PHONE: (914) 432-3056

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