



HV MFG

THE COUNCIL OF INDUSTRY MAGAZINE

FALL 2024

NAVIGATING UNCERTAINTY

COMPANY PROFILE

Metrix Technology

LEADER PROFILE

Sean Hamilton
Putnam Precision

ELECTION STAKES

MANUFACTURING GRANTS

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RESOURCE GUIDE INSIDE



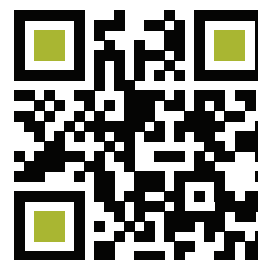
Manufacturing & Distribution 2024 Pulse Survey Report

In Citrin Cooperman's fifth annual Manufacturing and Distribution Pulse Survey Report, we polled over 200 business leaders to measure the performance, challenges, and driving forces shaping future growth for businesses in the industry. Access this insightful and timely report to explore how industry leaders are responding to market volatility and creating value for their businesses.



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COMPANY PROFILE



Oliver and Carlos Pantin in front of Metrix's pick and place machine. The machine is capable of picking and placing as many as 35,000 components per hour.

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ON THE COVER

Putnam Precision, Inc. is located in Brewster, NY. The company has been manufacturing precision components for the aerospace, medical and defense industries since 1967.

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NAVIGATING UNCERTAINTY

DEAR READER

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

National and state elections are happening this Fall and manufacturing is front and center in party platforms, candidate position papers, debates and stump speeches. While the candidates all love our sector they have very different ways of showing that love. Broadly speaking Democrats favor an industrial policy featuring subsidies and tax incentives for industries they consider key to the economic well being of our nation and state. Broadly speaking Republicans favor lower tax rates, fewer regulations, cheaper energy and, at least in the case of the party's presidential candidate, higher tariffsonimported goods.

To decipher what it all means the National Association of Manufacturers (NAM) breaks down the candidate's positions on key issues to manufacturers and plays out various election outcomes and their likely effects on those issues.

Company profile of electronic assembly manufacturer Metrix Technology Corporation. Metrix is located in Wappingers Falls and their commitment to quality and quick turn-around has led to a loyal and growing customer base. Our Leader Q&A is with Putnam Precision Products' Director of Operations Sean Hamilton. Sean has worked hard to build a caring and committed culture at Putnam and he is also passionately working to develop the next generation of manufacturing workers and leaders.

We also have a wide range of other, interesting reads in this edition. Rob Carpenter of LCM Granit highlights the value that building and maintaining a strong digital brand can bring to a company's hiring and retention efforts. David King writes on the promise of quantum computing to the manufacturing sector and its growing presence in the Hudson Valley at RPI in Troy and IBM in Poughkeepsie. The Empire Center's Ken Girardin (who will also keynote our annual lunch on November 22nd) looks at the escalating costs and other challenges facing New York State's Climate Leadership and Community Protection Act (CLCPA). Nancy Proyect Rider, President of NOMO Consulting provides a breakdown of the various economic development grants, loans and tax incentives offered to manufacturing.

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

I would also like to express my sincere appreciation once again to the many organizations who placed advertisements in HV Mfg. Your support of the Hudson Valley manufacturing, Council of Industry and this publication is greatly appreciated.

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

Sincerely,

President



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THE MANUFACTURING ECONOMY

September Roundup of Economic Indicators for U.S. Manufacturers

Economic reports released in September offer a slightly more optimistic view for manufacturing, though employment in the sector remains a concern. Despite a gloomy jobs report for the sector, several key indicators point to a modest improvement, with gains in output, new orders, and positive growth seen across multiple regions.

Here are the Key Numbers from *IndustryNet*:

- Manufacturing output rose 0.9% in August, led by the auto sector, while capacity utilization advanced 0.6%.
- Manufacturing activity improved slightly, inching up 0.4%, yet with a reading of 47.2% remains in its fifth straight month of contraction.
- The Labor Department reports a loss of 24,000 jobs in manufacturing for August.
- Prices for the month of August reflected a modest increase of 0.2% month-over-month.
- In a surprise rebound following two months of declines, new orders for manufactured goods jumped 5.0%, reaching \$592 billion (July data reported in September).

Global Manufacturing PMI Signals Contraction For Third Successive Month In September

At 48.8 in September, the J.P.Morgan Global Manufacturing PMI® signaled a deterioration in overall operating conditions for the third successive month. Albeit remaining modest, the rate of decline was the fastest in almost a year (since October 2023). Four of the five PMI components were at levels consistent with contraction in September, as output, new orders, employment and stocks of purchases all fell. Only the (inverted) suppliers' delivery times index made a positive contribution to the headline PMI.

Manufacturing production decreased for the first time in the year-so-far, as companies scaled back output in response to reduced intakes of new business. New orders fell for the third consecutive month, with the pace of contraction the steepest since December 2022. The trend in international trade also remained weak, as the rate of contraction in new export orders hit an 11-month record.

OECD Sees Global Growth Stabilizing At 3.2% This Year

The world economy was projected to grow 3.2% both this and next year, the Organisation for Economic Cooperation and Development forecast, nudging up its 2024 forecast from 3.1% previously while leaving 2025 unchanged. As the lagged impact of central bank tightening evaporates, interest rate cuts would boost spending going forward while consumer spending benefitted from lower inflation, the OECD said in an update of its latest economic outlook.

- U.S. growth was expected to slow from 2.6% this year to 1.6% in 2025 though interest rate cuts would help cushion the slowdown, the OECD said, trimming its 2025 estimate from a forecast of 1.8% in May.
- The Chinese economy, the world's second-biggest, was seen slowing from 4.9% in 2024 to 4.5% in 2025 as government stimulus spending is offset by flagging consumer demand and a real estate rut.
- The euro zone would help make up for slower growth in the two biggest economies next year with the 20-nation bloc's growth forecast to nearly double from 0.7% growth this year to 1.3% as incomes grow faster than inflation.
- The OECD hiked its outlook for the UK economy amid high wage growth, projecting the UK economy expanding by 1.1% in 2024 and 1.2% in 2025, up from May forecasts for 0.4% this year and 1% next year.

The Conference Board U.S. Leading Economic Index Trends Lower in August

The leading indicators for the U.S. economy sank 0.2% in August, the privately run Conference Board said. That is the sixth straight monthly decline. The index fell 0.6% in July. The leading index is a composite of 10 forward-looking components designed to show whether the economy is in danger of falling into recession and where the economy is headed in the near term. The August index was not as weak as July's because building permits and manufacturing hours turned positive. The drivers of the weakness remained the same – weak factory orders and the interest-rate spread between 10-year Treasury yields and the federal-funds rate, said Eugenio Aleman, chief economist at Raymond James.

Recession fears have picked up over the summer as the labor market has stumbled. "The economy will lose momentum in the second half of this year as higher prices, elevated interest rates and mounting debt erode domestic demand," said Justyna Zabinska-La Monica, senior manager of business-cycle indicators at the Conference Board.

Fed Slashes Interest Rates By A Half Point

The Federal Reserve voted to lower interest rates by a half percentage point, opting for a bolder start in making its first reduction since 2020. The long-anticipated pivot followed an all-out fight against inflation the central bank launched two years ago. Eleven of 12 Fed voters backed the cut, which will bring the benchmark federal-funds rate to a range between 4.75% and 5%. Quarterly projections released Wednesday showed a narrow majority of officials penciled in cuts that would lower rates by at least a quarter point each at meetings in November and December.



In its policy statement, the Fed said the decision reflected “greater confidence that inflation is moving sustainably toward 2%” and that the central bank “judges that the risks to achieving its employment and inflation goals are roughly in balance.” In their projections, all Fed officials thought the unemployment rate would end the year between 4.2% and 4.5%. In June, most saw the unemployment rate settling around 4.0% at year-end. While some Fed officials had argued in recent weeks the economy wasn’t weak enough to necessitate a half-point cut, others had concluded that labor-market cooling this summer warranted a larger reduction because the Fed was, in effect, catching up for lost time.

Empire State Manufacturing Survey: Activity Up for the First Time In a Year

Business activity grew in New York State for the first time in nearly a year, according to firms responding to the September 2024 Empire State Manufacturing Survey. The headline general business conditions index rose sixteen points to 11.5.

- The new orders index climbed seventeen points to 9.4, a multi-year high, pointing to a modest increase in orders.
- The shipments index rose eighteen points to 17.9, its highest level in about a year and a half.
- Unfilled orders were little changed.
- The inventories index rose eleven points to 0.0, indicating that inventories were level after declining for the prior two months.
- The delivery times index rose to -1.1, suggesting that delivery times were little changed, and the supply availability index came in at -2.1, a sign that supply availability was slightly lower.

- The index for number of employees came in at -5.7, pointing to another month of modest employment reductions.
- After a steep drop last month, the average workweek index recovered to 2.9, signaling a slight increase in hours worked.
- Price indexes were little changed: the prices paid index was 23.2, and the prices received index remained low at 7.4.
- The index for future business activity moved up eight points to 30.6, with 45 percent of respondents expecting conditions to improve over the next six months.
- However, the capital spending index fell eleven points to -2.1, dipping below zero for the first time since 2020.

CLIMATE, ENVIRONMENT, SAFETY AND HEALTH

New York State Looks at Nuclear to Fill Clean Energy Gaps At Energy Summit

Gov. Kathy Hochul said nuclear power and next-generation technologies, not fracked natural gas, should be in the state’s energy mix as New York works to speed the transition to a clean-energy grid. “From wind and solar to geothermal and hydrogen or even splitting an atom, this is the possibility that lies before us,” Hochul said September 5th in Syracuse. One major focus of the conference was the subject of nuclear power. Two of the five panel discussions looked at how advanced nuclear power reactors might help the state meet its energy goals.

In recent months, several state agencies said the state would not achieve a 70% reliance on renewable energy — wind, solar and hydropower — by 2030 and net-zero emissions by 2040. Surging amounts of electricity needed to power cars, heating systems and large-scale data centers are expected to increase the strain on the grid in the years to come. The *USA TODAY* Network reported last month that the Hochul administration met with a developer of small nuclear reactors recently to learn more about the current state of the technology.

OSHA Launches Severe Injury Report Dashboard

On September 4, OSHA unveiled an online tool giving users the ability to search its severe injury report database and view trends related to workplace injuries occurring in states covered by federal OSHA. The Severe Injury Report dashboard allows users to search and download data by year, industry, state, establishment name, and Occupational Injury and Illness Classification System codes. The dashboard includes information on all severe injuries reported by employers covered under federal OSHA since 2015.

Federal law requires employers to notify OSHA of a work-related in-patient hospitalization, amputation or loss of an eye within 24 hours of the incident. The agency’s compliance assistance specialists and on-site consultations are available across the country and in U.S. territories to help employers. OSHA encourages workers and employers to use the dashboard to learn how severe injuries happen in their industries and use the agency’s available resources to help prevent workplace injuries.

Travelers Survey: Common Workplace Accidents Result in Costliest Claims

After examining 1.2 million workers compensation claims from 2017 to 2021, a new survey from Travelers found the most frequent causes of injury as follows:

- Overexertion (29%)
- Slips, trips and falls (23%)
- Being struck by an object (12%)
- Motor vehicle accidents (5%)
- Caught-in or caught-between hazards (5%)

“There are tangible consequences to any injury, and many include long-term, sometimes permanent, effects,” said Chris Hayes, assistant vice president of Workers Compensation and Transportation, Risk Control, Travelers, in a statement. “By understanding where the risks were in the past, businesses can better identify what to look for and tailor their risk management and employee safety strategies accordingly to help prevent injuries from happening.”

Supreme Court Overturns Chevron Rule in Blow to Agency Power

The Supreme Court in June significantly weakened the power of federal agencies to approve regulations in a major decision that could have sweeping implications for the environment, public health and the workplace. The 6-3 ruling, overturning a precedent from 1984, will shift the balance of power between the executive and judicial branches and hands an important victory to conservatives who have sought for years to rein in the regulatory authority of the “administrative state.”

The decision overturns the Chevron v. Natural Resources Defense Council precedent that required courts to give deference to federal agencies when creating regulations based on an ambiguous law. Congress routinely enacts open-ended laws that give latitude to agencies to work out — and adjust — the details to new circumstances. Conservatives have long sought to rein in regulatory authority, arguing that Washington has too much control over American industry and individual lives. The justices have been incrementally diminishing federal power for years, but the new case gave the court an opportunity to take a much broader stride.

DEC Releases Draft Freshwater Wetland Regulations

The State Department of Environmental Conservation has released its proposed freshwater wetlands regulations. The draft regulations were available for public comment until September 19. The regulations would add an estimated one million additional acres of wetland habitats in New York State.

New York’s Freshwater Wetlands Act was enacted in 1975 and modernized as part of the 2022-2023 Enacted State Budget. The proposed rule would take effect in January 2025 and clarify jurisdictional status of smaller wetlands of “unusual importance” that meet one of 11 specific criteria contained in the newly amended Freshwater Wetlands Act. In addition, the draft regulations provide a revised wetlands classification system and a process for the public to request and appeal jurisdictional determinations.

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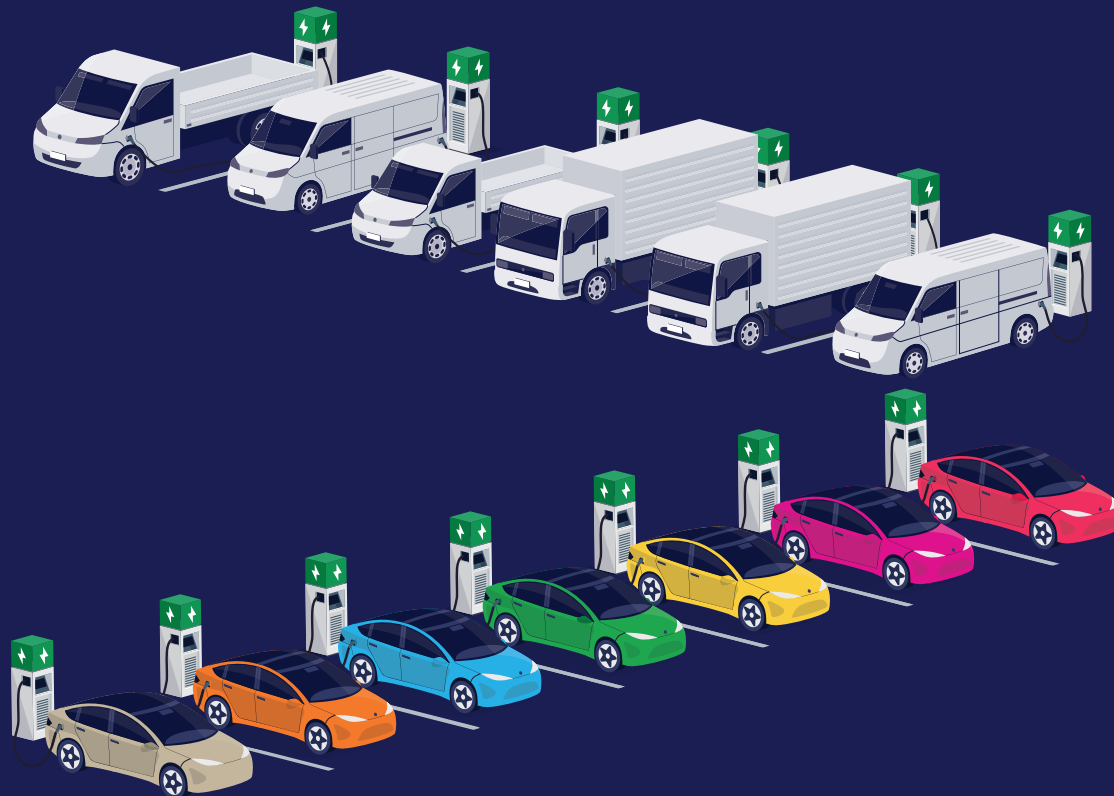


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EPA Finalizes Rule Cutting Hydrofluorocarbons

The EPA announced on September 23 a final rule to establish a new program to manage, recycle, and reuse hydrofluorocarbons (HFCs) under the American Innovation and Manufacturing (AIM) Act. The agency notes that the final rule includes provisions that will reduce wasteful leaks from large refrigeration and air conditioning equipment. The final rule, establishing the Emissions Reduction and Reclamation (ER&R) program,



addresses the third part of the bipartisan AIM Act, and comes less than two years after the U.S. ratification of the Kigali Amendment to the Montreal Protocol, an international

agreement to phase down climate-damaging HFCs and help avoid up to 0.5 degrees Celsius of global warming by 2100.

The final ER&R program includes requirements for repairing leaking equipment, the installation and use of automatic leak detection systems on large refrigeration systems, using reclaimed HFCs to service certain existing equipment, minimizing HFC releases from fire suppression equipment, fire suppression technician training, and removal of HFCs from disposable cylinders before they are discarded. The regulations also establish a standard that limits the amount of new, or virgin, HFCs that can be contained in reclaimed HFC refrigerants. Additionally, the EPA is establishing alternative standards under the Resource Conservation and Recovery Act for ignitable spent refrigerants when recycled for reuse.

LABOR, EMPLOYMENT AND WORKFORCE DEVELOPMENT

Employers Are Bracing For Healthcare Costs To Spike In 2025. Here's Why.

Employers are up against escalating healthcare costs driven by mounting prescription drug expenses, inflation and worsening chronic conditions, a new survey shows. The Business Group on Health released its annual Employer Health Care Strategy Survey on in early September, which examines the trends that large employers are watching and their plans to address the healthcare challenges they may face. The survey projects that healthcare cost trend will jump to 8% in 2025, growing from 6% in 2022. Actual healthcare costs have increased by 50% since 2017, according to the report.

The report found that the median percentage spent on pharmaceuticals grew to 27% in 2023 compared to 21% in 2021. Multiple factors are driving this increase, including the significant demand for GLP-1s as well as greater use of high-priced cell and gene therapies. Cancer also remains the condition driving the highest costs for employers, according to the report. This includes both elevated costs for new therapies as well as a growing prevalence of cancer diagnoses among younger employees.

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Gallop: U.S. Employee Engagement Inches Up Slightly After 11-Year Low

After hitting an 11-year low in the first quarter of 2024, U.S. employee engagement improved slightly in the second quarter, rising from 30% to 32% being fully engaged at work. This uptick translates to an increase of 3.2 million American full- and part-time workers feeling involved in and enthusiastic about their work. While this increase in engaged employees falls short of the 2020 U.S. high of 36%, it mirrors the levels seen throughout most of 2022. Actively disengaged employees decreased slightly from 17% in the first quarter of 2024 to 16% now.

Employee engagement in the U.S. has not returned to pre-pandemic levels, but improvements in quarter two of 2024 are most pronounced in foundational elements: knowing what's expected at work; having materials and equipment to do work right; and having an opportunity to do what employees do best. Each of these elements saw an increase of four points or more in the percentage who strongly agree. Employees' ratings on each of these elements had become vulnerable in the second half of 2021, contributing to a decline in overall employee engagement.

FTC Noncompete Ban Blocked by Texas Judge

On August 20, 2024, the U.S. District Court for the Northern District of Texas in *Ryan, LLC v. FTC*, granted Plaintiff-Intervenors' motion for summary judgment, holding that the FTC's non-compete rule is unlawful, and ordering that the FTC's non-compete rule shall not take effect on September 4, 2024, or thereafter. Unlike the preliminary injunction, which was specific to the Plaintiff-Intervenors, this ruling prevents the FTC from enforcement of the rule against any company nationwide.

The FTC may appeal this decision, which not only sets aside the non-compete rule, but also holds that the FTC lacks any substantive rulemaking authority with respect to unfair methods of competition. Any such appeal, however, would be heard by the U.S. Court of Appeals for the Fifth Circuit and possibly the U.S. Supreme Court, both of which have recently issued decisions curtailing the power of federal agencies.

Ongoing Worker Shortages Highlight An 'Urgent Need' For Upskilling

Despite the labor force participation rate rebounding post-pandemic, a new report finds that worker shortages remain a persistent problem for U.S. employers—and that upskilling may be a key to addressing the challenge. The 2024 Labor Day Report from Littler's Workplace Policy Institute, the employment law firm's government relations and public policy arm, delves into 10 key issues that employers face. Leading the pack is the ongoing worker shortage.

About 1.7 million workers are missing from the post-pandemic workforce, the U.S. Chamber of Commerce reports, while data from the Conference Board shows that 38% of small firms are unable to fill open positions. At the same time, the "skills gap" in the workforce is accelerating as automation and AI create significant shifts in how work is performed. "We continue to see a labor shortage and an urgent need to upskill the current workforce to adapt to the new world of work," says Michael Lotito, Littler shareholder and co-chair of the institute.

What Do Immigrants Do for Government Budgets?

Among the benefits economists often say immigration brings to aging Western countries is a healthier public purse. Having more immigrants expands the supply of young, productive workers to pay the taxes that finance the pensions and healthcare of the elderly, the argument goes. New research shows the fiscal impact of immigration is not that simple. The fiscal benefits are clear for high-skilled immigrants, but less so, and possibly even negative, for the lower skilled, according to some studies.

In aggregate, the recent surge in immigrants will reduce the federal deficit, the Congressional Budget Office found; it indicated this was more so for higher- than lower-skilled migrants, although it said an increase in less-educated workers would also trigger stronger wage growth for the more educated people needed to work with them. Low-skilled immigrants, many claiming asylum, make up an unusually large share of recent arrivals on both sides of the Atlantic. The CBO didn't estimate the impact of the surge on state and local budgets, but said it expected those costs to outweigh revenues.

CHRO Optimism Continues To Fall In Q3, Despite Cooling Labor Market

Chief Human Resource Officers (CHROs) retained their spot as the most pessimistic members of the C-Suite in 2024, with a greater proportion of HR chiefs forecasting declining business conditions in the months ahead compared to CEOs, CFOs and board members. The proportion of CHROs forecasting improvements in business conditions in the U.S. declined double digits in Strategic CHRO360's third-quarter CHRO Confidence Index polling during the week of August 19 – from 39 percent in Q2 to 35 percent in Q3. In contrast, 46 percent of CEOs and 40 percent of CFOs expect the business landscape to improve over the coming months—and 42 percent of board members feel the same.

Slowing demand, increasing wages and political uncertainty are, CHROs report, affecting corporate outlooks. Nearly 20 percent fewer CHROs now expect their respective companies to post higher revenues by this time next year, from 73 percent of CHROs in Q2 to 59 percent in Q3. The only time CHROs have been so few in forecasting increasing revenue was in the third quarter of 2022, amid labor shortages brought about by the Great Resignation, ongoing supply chain delays and mounting inflationary pressures.

WORKFORCE DEVELOPMENT

2024 Annual Luncheon and Expo November 22nd

The Council of Industry Annual Luncheon & Member Expo will be held on Friday, November 22nd at the Grandview in Poughkeepsie. Our keynote speaker is Ken Girardin, Director of Research for the Empire Center for Public Policy, Inc., on election results and the current fiscal climate in New York State. The Empire Center for Public Policy, Inc. is an independent, non-partisan, non-profit think tank based in Albany, New York.

At the Luncheon we will recognize the Fall 2023 and 2024 **Certificate in Manufacturing Leadership** recipients. The **Member Expo** will precede the luncheon from 11:15 to approximately - 12:15.

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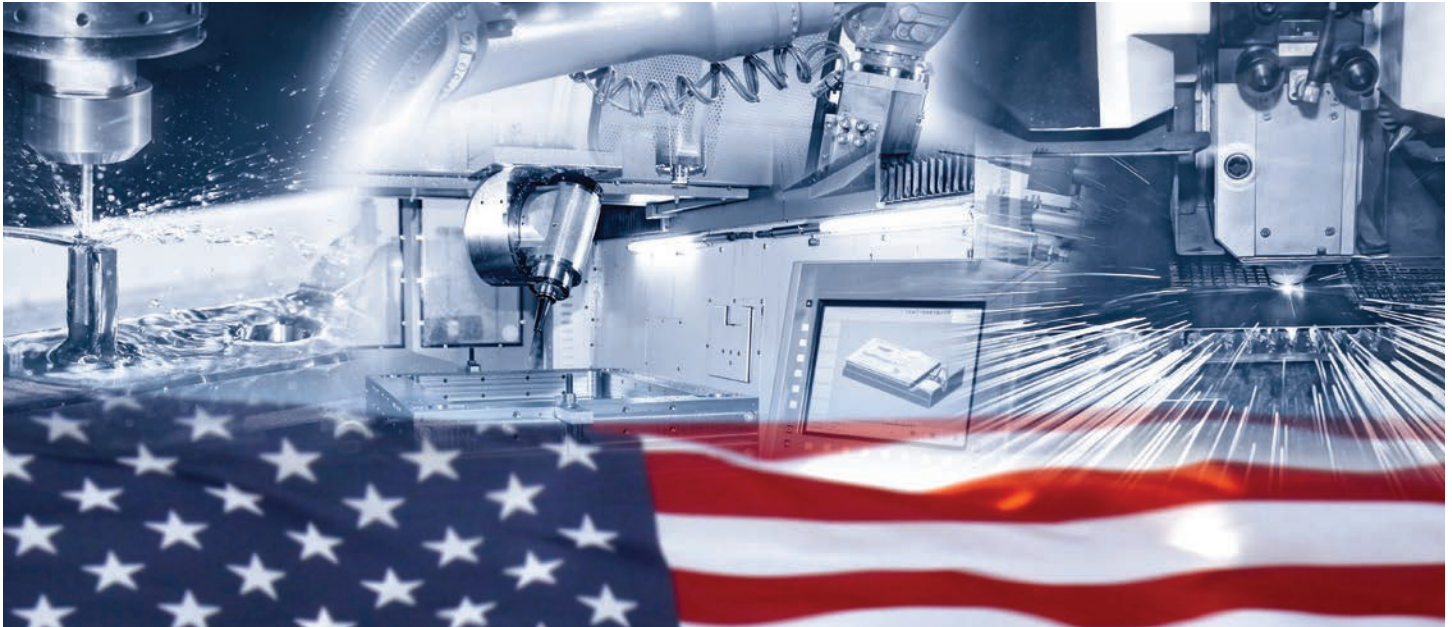
MANUFACTURING AND THE ELECTION

NATIONAL ASSOCIATION OF MANUFACTURERS

A COMPETITIVE FUTURE



October is Manufacturing Month—a time when industry leaders recommit to strengthening the industry and building the workforce of tomorrow. From the Hudson Valley to the West Coast, manufacturers are engaging their communities in important conversations about the opportunities and challenges ahead. Many of these issues have surfaced throughout the countdown to Election Day: issues like the looming tax hikes, the federal regulatory onslaught, trade barriers, workforce shortages and our country’s need for energy security.



Fortunately, our industry's voice is respected and heard in the halls of power, whether that's in Albany, Congress or the White House. Through the Council of Industry's principled efforts to aid the National Association of Manufacturers in building the next-generation manufacturing workforce and advancing our "Competing to Win" policy agenda, manufacturers are making sure key decision-makers in New York and Washington know what must be done to shape a bright future for manufacturing and our country.

The ongoing tax debate, which will reach a fever pitch in 2025, is an existential challenge our industry must tackle. In 2017, the Tax Cuts and Jobs Act provided rocket fuel for manufacturers across the country. In 2018 alone, the industry saw the highest jump in job creation in more than 20 years, enabling manufacturers to increase wages for production workers by 3.4%. This economic boom had ripple effects, spurring more jobs, higher wages, enhanced employee benefits and increased investment in technology, facilities and people. Policymakers need to be reminded about how tax reform supercharged manufacturing in America, and it is critical we face this fight together.

As 2025 looms, essential pro-growth tax provisions have expired or begun phasing out. In particular, the loss of the 20% pass-through deduction at the end of 2025 would be devastating for the Hudson Valley's many small and medium-sized manufacturers. This combination of potential tax hikes threatens all manufacturers. Now more than ever, we must urge Congress and the next administration to protect tax reform and pave the way for a more competitive future.

Manufacturers must also keep making a strong case for market-opening trade agreements and trade policy that bolsters critical supply chains. The business community must speak with a united voice in support of a smooth review process for the United States–Mexico–Canada Agreement. The USMCA is a force multiplier that ensures manufacturers across the Empire State can access

these vital markets—particularly Canada, which is the largest destination for exports from New York.

Addressing the federal regulatory onslaught is also a top priority. The NAM is leading the Manufacturers for Sensible Regulations Coalition to push back against unbalanced and disruptive federal regulations. Regardless of the outcome of the election, manufacturers will face an extremely busy regulatory agenda in the early months of 2025.

Looking ahead, manufacturers, and all Americans, need an all-of-the-above energy strategy to chart our long-term success. The United States has abundant supplies of natural gas, oil, coal, hydropower, minerals and metals, biomass, wind and solar resources. We also have nuclear power assets that produce clean and reliable electricity to the grid, and investments in renewable resources and more energy efficient technologies continue to cut manufacturers' energy costs while also contributing to the U.S.' environmental goals. However, for the U.S. to successfully harness the full potential of this diverse energy portfolio, permitting reform must be priority one, and the NAM is leading efforts in Washington to streamline and improve the permitting process in the near future.

These policy concerns are a source of uncertainty for our industry, and that uncertainty won't fade on Election Day. The good news is that our continued partnership and collective action can uniquely unite our nation around shared goals and outcomes that will create more jobs and more products and build a more resilient, secure and prosperous America.



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DIGITAL BRAND UNLEASHED

How Manufacturing Can Cut Hiring Costs and Increase Employee Retention



In today's highly competitive and unforgiving job market, companies in all industries are constantly seeking ways to reduce hiring costs and retain their best employees. While there are many strategies to achieve this, one often overlooked approach is leveraging digital strategies and brand equity to attract and retain talent. This is particularly relevant for manufacturing companies, which often have a strong history of taking care of their employees but may not be actively promoting their strengths.



DIGITAL ADVANTAGE IN RECRUITMENT AND RETENTION

For the first time in history, businesses have the ability to directly showcase their employer brand to a vast audience of potential and current employees through online channels. This presents a unique opportunity, especially for manufacturers, to enhance their recruitment and retention efforts.

Here are some actionable steps to achieve this:

LEVERAGE SOCIAL MEDIA

Social media has evolved beyond B2C marketing, becoming a powerful tool for employer branding and recruitment. Manufacturing companies can tap into platforms like LinkedIn, Instagram, and even TikTok, where a significant portion of the workforce is active, to showcase their company culture, highlight employee success stories, and advertise career opportunities for growth and development.

Actionable Step: Create a dedicated Careers page on these platforms, showcasing job openings, employee testimonials, and behind-the-scenes glimpses into the workplace.

ESTABLISH A STRONG ONLINE PRESENCE

Your company website serves as the primary point of contact for potential employees, making it crucial to ensure it accurately reflects your culture, values, career opportunities, and employee benefits.

Actionable Step: Consider adding a “Day in the Life” section to your website, showcasing various roles within your organization. This provides candidates with a transparent preview of what it’s like to work for you and helps them make well-informed decisions about their career path.

LEVERAGE EMPLOYEE-GENERATED CONTENT

Employee-generated content provides an authentic and relatable glimpse into your company culture, often resonating more strongly with potential candidates than polished corporate messaging.

Encourage your employees to share their positive workplace experiences and insights on social media and professional networks.

Actionable Step: Create a unique branded hashtag and actively encourage employees to use it when posting about their work experiences. Additionally, establish a formal employee advocacy program to equip your team with shareable content that showcases your company culture, achievements, and values, further amplifying your employer brand’s reach and authenticity.

RUN DIGITAL ONBOARDING AND TRAINING PROGRAMS

Embrace digital onboarding and continuous learning through online platforms. This not only reduces costs but also demonstrates a valuable investment in your employee’s growth.

Actionable Step: Provide training modules, company news access, and recognition platforms amongst staff on a mobile application.

CAPITALIZING ON MANUFACTURING’S HIDDEN STRENGTHS

Manufacturing companies often have a great history of prioritizing employee welfare and providing a stable work environment. These attributes, while often understated, represent valuable assets that can be used to improve the industry’s reputation and attract top talent.

Now, let’s dive into how to bring these strengths into the limelight:

1. HIGHLIGHT YOUR HERITAGE

Most manufacturing companies encompass years of steady progress and expansion. Capitalize on the power of digital storytelling to visually narrate your company’s transformative journey through the years, emphasizing its longstanding commitment to employee well-being.

Actionable Step: Develop an engaging, interactive timeline on your company website that chronicles significant milestones in its history. Be sure to highlight initiatives and programs related to employee health and wellness.

2. ENCOURAGE CAREER LONGEVITY

The manufacturing industry provides plenty of opportunities for long-term career growth and development. Utilize your digital platforms to showcase employees who have successfully built their careers within your organization.

Actionable Step:

- **Career Spotlight:** Introduce a recurring “Career Spotlight” feature on your company blog or social media channels, highlighting the stories of long-tenured employees and their paths of advancement within the company.
- **Interactive Career Mapping Tool:** Develop an interactive career mapping tool on your website, visually illustrating various potential career trajectories available within your organization. This tool will enable potential and current employees to explore different career options and visualize their future growth within the company.

3. STABILITY AND BENEFITS MATTER

In an era when job-hopping is almost expected, manufacturing companies have a unique opportunity to stand out by showcasing the stability they offer and the comprehensive benefits packages they provide to their employees.

Actionable Step: Develop visually appealing infographics that contrast your company’s benefits package and average employee tenure with industry standards, then distribute them across your various digital channels to communicate your value proposition to potential and current employees.

4. HIGHLIGHT TECHNOLOGICAL INNOVATION

Dispel outdated manufacturing myths by actively promoting your company’s cutting-edge technology and innovative practices.

Actionable Step:

- **Virtual Tours:** Provide immersive virtual tours on your website, allowing prospective employees to experience a virtual visit of your advanced manufacturing environment. This will enable them to gain firsthand insights into the high-tech nature of your operations.

- **Virtual “Innovation Days”:** Organize virtual “Innovation Days” to showcase the latest technologies and processes employed in your manufacturing facilities. These events can feature interactive demonstrations, presentations by subject matter experts, and opportunities for Q&A sessions, fostering engagement and interest among potential employees.

MEASURING SUCCESS AND REFINING YOUR STRATEGY

To ensure the effectiveness of these digital strategies, it is essential to consistently track and analyze key performance indicators (KPIs) such as:

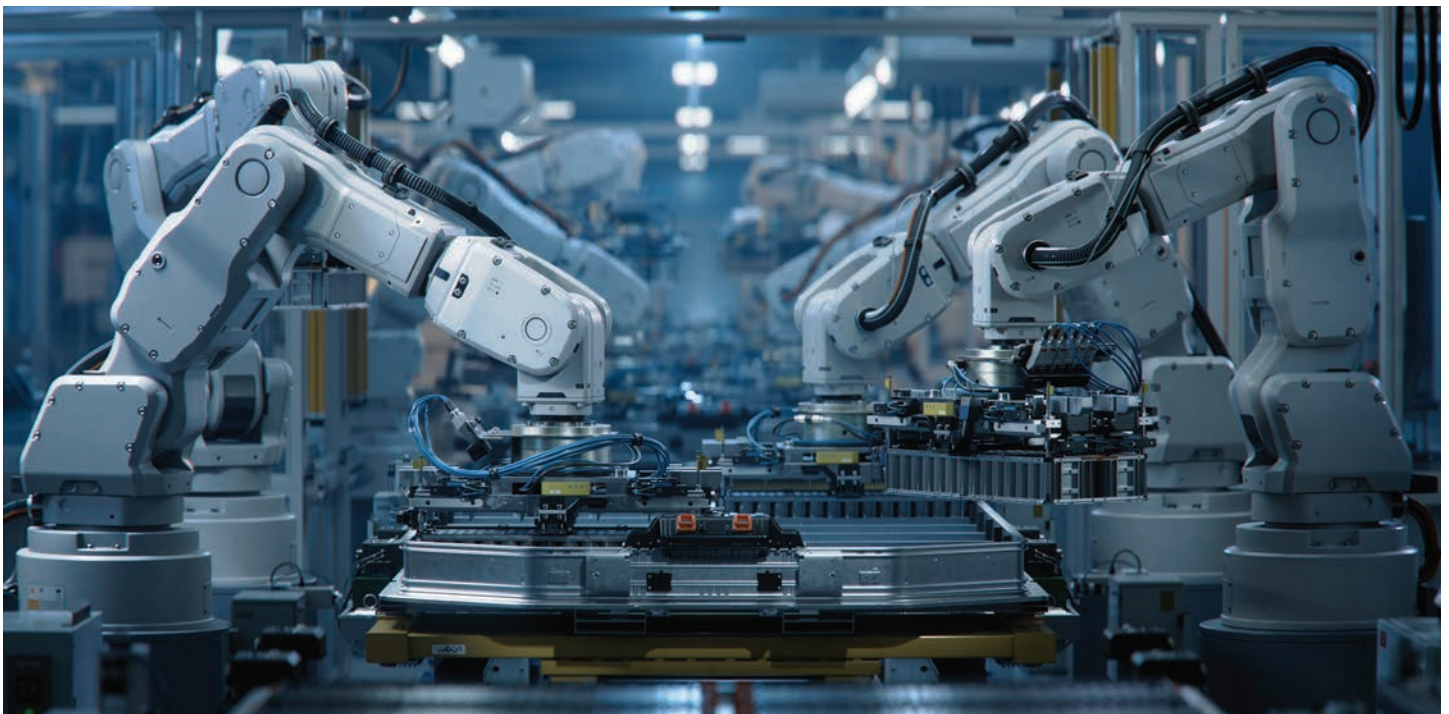
- **Cost per hire:** The average cost incurred to recruit a new employee.
- **Time to fill:** The duration it takes to fill a vacant position.
- **Quality of hire:** An assessment of the overall performance and contribution of new hires.
- **Employee retention rate:** The percentage of employees who remain with the company over a specific period.
- **Engagement across all digital platforms:** The level of interaction and participation from your target audience on your various digital channels.

Continuous monitoring of these metrics will enable you to refine your approach and maximize the positive impact of your digital brand equity on recruitment and retention efforts.

CHALLENGES AND MISCONCEPTIONS TO BE ADDRESSED

While leveraging digital brand equity offers substantial benefits, it’s important to proactively address potential challenges and misconceptions such as:

- **Privacy Concerns:** Maintain open communication about how employee data is used in your digital initiatives. Establish clear guidelines concerning social media usage and employee-generated content.





By proactively addressing these challenges, you can create a more inclusive and effective digital strategy that strengthens your brand and supports your recruitment and retention efforts.

CONCLUSION

With the world going digital at a frenetic pace, manufacturing companies are uniquely positioned to tap into their brand equity and legacy to attract and retain quality talent. By embracing digital strategies and communicating their strengths transparently, manufacturing companies can significantly reduce hiring costs and encourage long-term employee loyalty.

The key lies in authentically showcasing your company's values and culture through digital platforms, and establishing a reputation as a desirable employer. As manufacturing continues to evolve, companies that successfully integrate their rich history with modern digital strategies will gain a competitive edge in the talent acquisition battle.

Authenticity: Ensure your digital presence reflects the true nature of your workplace culture and employee experiences. Misalignment between online portrayals and reality can lead to employee dissatisfaction and turnover.

Generational Divide: Develop tailored digital strategies that cater to the diverse needs and preferences of different generations within your workforce. Recognize that what resonates with Generation Z may not be effective for Baby Boomers.

Skills Gaps: Invest in digital literacy training programs to upskill your existing workforce, particularly long-term employees who may be less familiar with new technologies.

Rob Carpenter, Chief Commercial Officer at LCM Granite.



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LEADER PROFILE

SEAN HAMILTON, PUTNAM PRECISION PRODUCTS, INC. | WITH HV MFG STAFF

PRECISION IN LEADERSHIP

FROM A WORLD CLASS CONTRACT MANUFACTURER



Putnam Precision works within the medical, aerospace and commercial industries producing complex parts on 200 CNC machining centers requiring a high degree of collaboration. Senior team meetings are an integral part of our OpEx strategy. Van Nguyen, Turning Manager, Sean Hamilton, Director of Operations, Steve Granato, Director of Quality Assurance, Francis Devaney, Plant Manager, Rich Winterleitner, Tool Maker, Fred Dibble, Milling Manager.

HV Mfg sat down with Sean Hamilton, Director of Operations for Putnam Precision Products, Inc. in Brewster to talk all things manufacturing. Sean shares his journey from his high school industrial arts program to Engineering school, how he got started in the sector, the evolution of machining and what it takes to lead a company that is a world leading precision contract manufacturer. Sean also shares how his strong commitment to workforce development has influenced his work leading Putnam Precision.

HV Mfg: Thank you for taking the time to share your story. Tell us a little bit about Putnam Precision.

SH: Putnam Precision started in 1967 as a leading provider of high-precision manufacturing solutions. We specialize in custom machining a wide range of precision components and assemblies for the medical, defense, aerospace, and telecommunications industries.

HV Mfg: When did you join the company, and how has it evolved since then?

SH: I joined in 1978, Putnam at that time was producing many precision machined components for IBM, GE, aerospace, military, and the medical industries. For many of us, it was a great incubator for the future organization. Collaborating with these leading firms on new designs, matriculating an R&D project into scalable production has always been a core strength of our team at Putnam. We provide nimble flexible solutions in all phases of a products life, from the initial concept, launch, to full scalable production.

Throughout our history, Putnam continues to invest in a broad range of manufacturing processes. We have many successful collaborations with our customers that have broken new ground both within manufacturing process and generational leaps in new products. From computing advances, aerospace components, evolving traditional surgical procedures into the minimally invasive devices to modern robotic surgery, we continue to deliver manufacturing solutions to match the latest designs that change our lives.

Putnam has evolved over its past 57 years from a job shop to a large-scale contract manufacturer. Our team has grown to three hundred employees, over 200 CNC machining systems utilizing the latest in automation and robotic cells. Having many leading technology firms as clients has provided many of us the opportunity to gain experience and continue mentoring the folks entering our industry.



Trang Doan is running an 11 axis Swiss machining center. These machines produce complex components with high degree of precision for the aerospace, medical and commercial industries.

HV Mfg: That's impressive growth. What drove that transformation?

SH: We have benefitted from the many leaps in technologies through the years. In my time, early Putnam was a traditional manufacturing firm. Many of the machines in that era would be recognizable to the earlier generations. The breakthrough occurred at the inception of what later would become the Computer Numerically Controlled (CNC) machining industry. In a few short years we went from 'tape' to fully capable CNC machines. This allowed more complex parts to be produced in a far shorter time than the previous generation of machining. Fast forward through the next 40 years, parts are now being produced complete in many of these machining cells. The degree of precision and complexity has gone through several generational changes.

The drive behind this continuing transformation was the confluences of strong organizational backing, leadership, and our core values at Putnam. We have been strongly led and financially supported throughout all our growth opportunities to enter new market segments. We identify the synergies of the emerging manufacturing advances within our customers new design requirements. We have developed the relationships, partnerships within our own ecosystem to facilitate flexible solutions to scalable production and inventory controls opportunities.

HV Mfg: How did you manage such rapid scaling?

SH: A big part of our success has been our involvement with the entire manufacturing ecosystem. It starts with a competent workforce. Putnam has a strong commitment to integrating new employees to join our team. It has been a strength of our team to train our workforce to facilitate the production requirements of our clients. In addition to earning a strong reputation for delivering innovation, quality, precision on time assemblies and components to our customers, we have equally developed and fostered long term relationships within our supply chain. And, continue to push best practices within our supply chain.

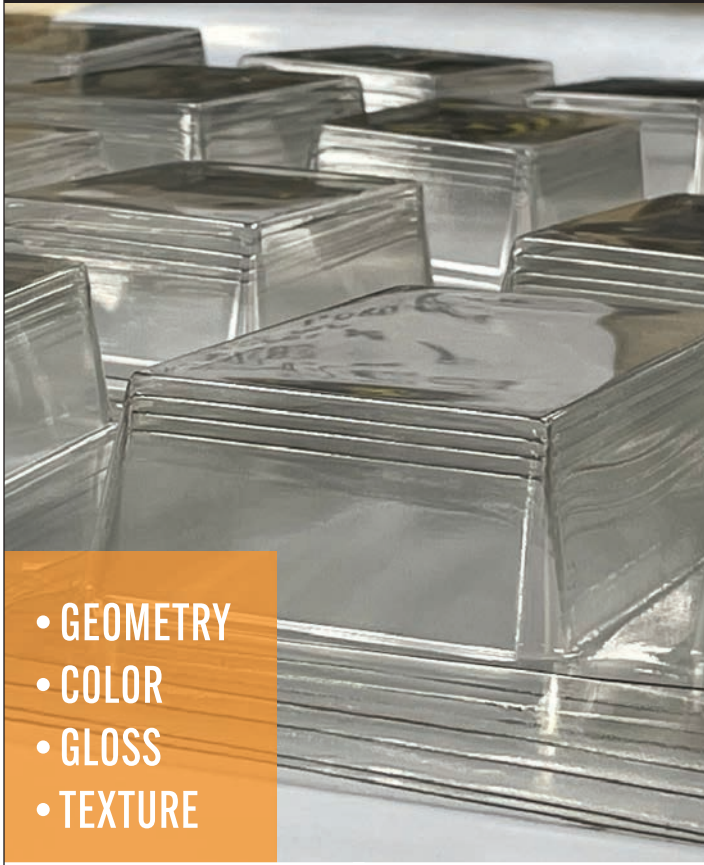
HV Mfg: How would you describe the culture at Putnam Precision? What is the mindset that is driven the company's success?

SH: Throughout these transformations we have relied on our core team to drive these solutions. Our culture is all about fostering an entrepreneurial spirit across the board. We encourage innovation and adaptability, always looking for ways to push the boundaries of what is possible in manufacturing. Investing in cutting-edge technology has been a big part of that—it helps us stay ahead of the curve and deliver real value to our customers. That focus on innovation and continuous improvement is what keeps us competitive and thriving.

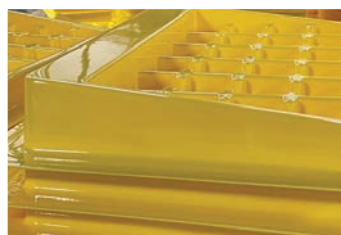
HV Mfg: How did you come to lead this organization, what is your background?

SH: I was fortunate, our high school had an Industrial Arts program. It was state-of-the-art,

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much like what you would see today at the Gene F. Haas Center for Advanced Manufacturing Skills at Hudson Valley Community College. We had access to mills, lathes, welders, castings, and all kinds of equipment. I learned to machine metal, work with wood, castings, and so much more. I enjoyed this work immensely. I literally thought it was industrial arts and nothing more.

During graduation awards, I was chatting with Brenda, who would later become my wife, when they called my name for an award. I had no idea what I had done to deserve it, but it turned out I had been recognized for my work in Industrial Arts. It was an honor being recognized for something you truly enjoyed doing. Later that year I was working in construction, and I met a friend who worked at Putnam. He told me, “It’s just like high school—we make things.” I was shocked he got paid to do what we loved doing in class. I joined Putnam shortly after, and they offered me an apprenticeship. This was before CNC and even NC machines—back then, we had tape machines, and I was learning the trade hands-on.

After two years, the owner approached me and said, “Why don’t you go to college? I will pay for it. All I ask is that for every year you are in school, you give me a year of work.” It was clear to me that having a degree was important to my future. I worked full-time, went back to school for engineering. I graduated with honors from Fairfield University with BSME. From there I continued to move up through the organization as it continued to expand.

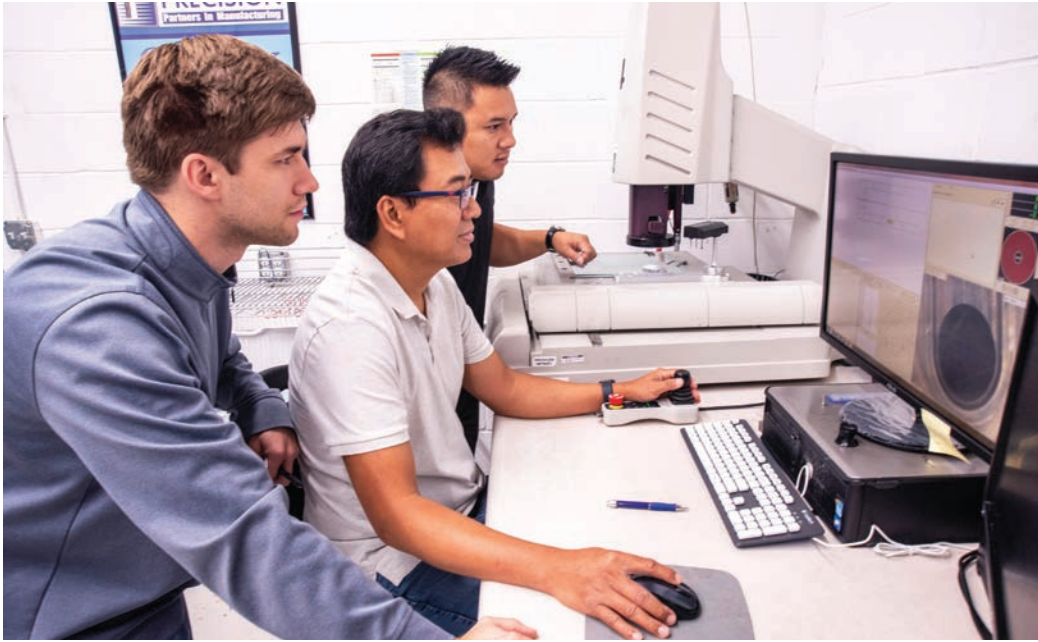
HV Mfg: How did you manage engineering school, a new family, and full-time work?

SH: It was tough, but I enjoyed the challenge. The academic side was rigorous, and I liked that, but managing my time was the real hurdle. I would spend Sunday afternoons in the basement, working on assignments until midnight, then head to work on Monday morning. I would do this all week, sometimes having a Friday lab, and then it was back to work. It was a constant cycle of school and work.

HV Mfg: Who inspired you along the way?

SH: I am constantly inspired by our team—both the newer employees who bring fresh perspectives and friends I have worked with for over 25 years. But if I had to highlight one person from my early years, it would be Gunner Palm, the original owner of Putnam Precision. He treated me like a son and became my first real mentor. I looked up to him because he was a machinist himself and never hesitated to share his knowledge. He let us run with ideas, and if we got stuck, his advice was always, “What would you do if this was your place?” That is a piece of advice I have never forgotten, and it is a philosophy we still use to mentor others today.

My parents were also a big influence. They were Irish immigrants, and I was born just three years after they arrived. Growing up, we did not call anyone to fix things—we did it ourselves. Whether it was the furnace breaking down or something wrong with the car, we would figure it out from scratch. My dad always saw the bigger picture, and he encouraged me to tinker, even if it made a mess. They just let me figure out how it all worked. That curiosity has stayed with me ever since.



Putnam encourages collaboration and continued growth among our young engineers. Reviewing automated vision inspection results for compliance are Konrad Poniatoski, Manufacturing Engineer, Phuc Son, Quality Engineer, Hung Nguyen, Quality Assurance Manager.

At the end of the day, it is about providing opportunities for people in an environment where they can learn and grow. The opportunities always outweigh the challenges.

HV Mfg: Talk to us about your leadership style.

SH: For me, leadership started at home—it is about being of service. Whether it was in my family, school, or community, as the oldest son of Irish immigrants, I felt a strong sense of responsibility, and I took that seriously. At Putnam, I learned that leadership is about sharing—sharing knowledge so others can learn and grow, sharing the glory and celebrating the small wins, and sharing ownership and accountability.

That is paramount here. We never lose sight of the fact that we are developing machinists who are working on medical devices that surgeons will use. Their work is touching patients and impacting their quality of life. That is pride of ownership, and that’s accountability.

Another key part is fostering open dialogue. I encourage everyone to speak up, no matter their position. We frequently confer on opportunities and challenges. We encourage exploring new ideas, dissecting them, taking them in, challenging the status quo. We have embraced this rigor at Putnam for years. We want to catch people doing something right, thank them for their good work, and build an environment where everyone feels accountable to one another.

HV Mfg: How do you think your leadership style has changed over the years?

SH: Oh, it has changed. When I was younger, I had more of a “lead, follow, or get out of the way” mentality. Now, I will bring a small group of the key stake holders to a process or a design, assuring all voices are heard. It also provides a meaningful forum to mentor the younger staff on how to fully vet an idea or respond to a new challenge or opportunity.

I have also become more focused on structured collaboration to be mindful of people’s time. Mentoring has become more deliberate, too—it is not just about passing on skills, but about connectivity. If I can help connect ideas or people, I go out of my way to do

that. We encourage others to tackle the next challenge while opening the door for the next generation to step in. That approach frees people up to grow and take on new responsibilities.

Putnam’s strong commitment to training and showing a path to those entering the workforce is evident to our apprentices by seeing the strong track record of many of our longer-term employees continuing to matriculate rewarding careers within our organization.

HV Mfg: How has the Council of Industry helped your business?

LG: We continue to align ourselves with strong programs within our industry. The Council of Industry continues to be a significant partner in this industry. We have engaged through the council many shared experiences with fellow industries within the manufacturing sectors. This was particularly evident during Covid. Navigating, health, legal and supply chain challenges was invaluable during our weekly zoom’s. The Council has been fantastic at pulling us all together. The networking is extremely helpful. We continue to utilize the Council to facilitate trainings, keeping abreast of the latest laws, opportunities to contribute to the many workforce initiatives across the many schools, BOCES, STEM and college programs. Through the Council, we always feel connected and informed. We always look forward to the Council’s events—they provide real value.

HV Mfg: Your dedication to workforce development and community engagement is well-known. What inspired you to get involved in these efforts?

SH: As workforce development remains an urgent concern for our industry, we have recognized many years ago the need to contribute our support and expertise to this worthy cause.

We have aligned ourselves with strong programs within our industry. The Council of Industry continues to be a significant partner in this industry.

“I recognized the importance of building a strong workforce and spreading the word about manufacturing skills and job opportunities.” “My workforce development commitment has come full circle as we have partnered with Brewster High School to establish an advanced PTEC manufacturing program.”

Early on in our relationship, Allendale’s Marty McGill introduced me to a number of organizations, which prompted me to become more engaged in the workforce development community. This connection opened doors to meeting incredible people at places like Hudson Valley Community College (HVCC) and RPI. I started mentoring students, working on projects with them, and watching them navigate challenges. I recognized the importance of building a strong workforce and spreading the word about manufacturing skills and job opportunities.

HV: What are some of the challenges you are facing right now?

SH: One of the main challenges is keeping up with the latest technology and driving innovation to our customers. We earn their business either by innovating or becoming more efficient behind the scenes. Workforce challenges are always present, but for over 30 years, we welcome the support the Council offers us in providing additional training through leading schools and programs throughout our region. Our team knows they have good jobs, and they are learning marketable skills. Sure, some people learn and move on, but we have had tremendous longevity—many of our employees have been with us for over 25 years, and some for more than forty.

Managing all the components of a modern workforce, from understanding different cultures and generational dynamics to ensuring compliance, can be tough. But at the end of the day, it is about providing opportunities for people in an environment where they can learn and grow. The opportunities always outweigh the challenges.

HV Mfg: What opportunities and trends do you see when you look ahead?

SH: We are in a strong position to support our customers. While some are in a new paradigm of inventory control, or others reshoring, we remain positioned to reconfigure our capabilities and capacities to match these challenges.

I am especially excited about the trend toward reshoring more manufacturing. The Hudson Valley is well-positioned to create value, and we are ready to be part of that resurgence. With our skilled workforce, proven quality, and performance history, we’re confident in our ability to stay competitive and drive innovation. As companies compete for the remaining onshore manufacturing capacity Putnam is well positioned to continuing serving the needs of our current and future customers.

On a personal note, I am looking forward to mentoring the next generation of employees and students and watching them excel. It is a privilege to work with a team that loves what they do and the innovation we continue to deliver

HV Mfg: Thank you for taking some time to speak with us today.

SH: Thank you for the opportunity.



Maria Zhiminaicela is inspecting an automated CNC machining cell. Putnam continues to invest in latest technologies including over 30 robotic cells. These cells are continuously self-adjusting to facilitate tighter CpK’s and providing the ability to run lights out.

Recently, my workforce development commitment has come full circle as we have partnered with Brewster High School to establish an advanced PTEC manufacturing program. It is exciting to see the next generation getting hands-on experience in a field that has so much potential. By giving students the tools and knowledge they need, we are also building a brighter future for our industry and community.

HV Mfg: What advice would you give to someone interested in a career in manufacturing?

SH: Focus on the incremental accumulation of skills. Leverage the opportunity in front of you. Welcome the opportunity to increase your skills and value to the team. Be present and open to new ideas. Seek to understand the skills and master the next level of craftsmanship. That’s how we all grew. It is how we learned our trade. As you build that trust and wealth of skills the next opportunities will be ready and waiting.



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WHAT ARE YOU READING?

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



Chris Shaw –
General Manager SIG
(Sheehan International Group)

The Title: *Bad Blood*

The Authors: John Carreyrou

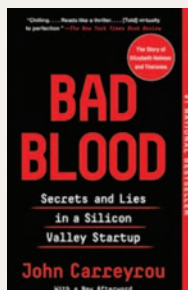
A Brief Summary: The book explores the rise and fall of Theranos, a Silicon Valley-based biotech

company founded by Elizabeth Holmes. The company promised to revolutionize healthcare with a device that could run a wide range of tests from a single drop of blood. However, the technology never worked as claimed, and Holmes, along with her partner Sunny Balwani, engaged in deception to maintain the façade of success. The book details how the truth unraveled, leading to the company’s collapse and criminal charges against its leaders.

In What Ways Did You Find It Valuable or Impactful:

The book was a valuable reminder to be humble no matter how much outward success you achieve. Hubris, self-righteousness, and unrealistically lofty goals can lead business leaders, employees and investors down a slippery slope toward unethical and even illegal behavior.

Elizabeth Holmes did not start Theranos to defraud people, but her ego and unwillingness to countenance setbacks led her to become a toxic leader, lie about her company’s capabilities and ultimately cause great harm the medical patients she set out to help with her technology.



I also found the book to be an engaging study of human susceptibility to charisma, peer pressure and “FOMO”, especially in a Silicon Valley culture that lionizes egotistical risk-takers and diminishes prudence and good-faith dissent as intolerable impediments to progress.



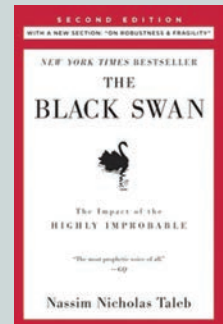
Dylan Haas –
Account Executive, nrg

The Title: *The Black Swan: The Impact of the Highly Improbable*

The Author: Nassim Nicholas Taleb

A Brief Summary: Nassim Nicholas Taleb, a former option trader, risk

analyst, quant, and statistician, details in this book about how our world is dominated by improbable events. He defines a “Black Swan” as an event characterized by extreme rarity, significant impact, and the tendency to be rationalized after the fact. He talks about human psychology and that humans tend to fall short due to confirmation bias, narrative fallacies, and ludic fallacies which are traits that we innately have. With the concept of Black Swans fleshed out and acknowledgment of human cognitive biases, Taleb then criticizes traditional methods of risk assessment and probability. This then leads into the concept where he suggests building systems and businesses that are able to benefit from these shocks and volatility. This is expanded on further in his second book “Antifragile”.



In What Ways Did You Find It Valuable or Impactful:

I work in the energy industry and have helped countless organizations with their gas and power procurement. In case you haven’t noticed, energy tends to be a volatile industry. Thinking about the way Black Swans have impacted this industry over the last two decades, or even just the last 3 years, helping other companies deal with this volatility is where I excel. Considering the potential Black Swans means considering how to have a flexible but strong energy procurement strategy. Personally, I also incorporate these teachings into my investments along with consistent learning so I can be prepared for the unexpected.



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

The Title: *Leadership in Turbulent Times*

The Author:
Doris Kearns Goodwin

A Brief Summary: In this book, Doris Kearns Goodwin explores the lives and careers of four American presidents—Abraham Lincoln, Theodore Roosevelt, Franklin D. Roosevelt, and Lyndon B. Johnson—analyzing how they each developed and demonstrated leadership during pivotal moments in American history. Drawing on her extensive research and storytelling expertise, Goodwin delves into the personal challenges and crises each leader faced, highlighting their ability to navigate complex situations with resilience, vision, and empathy. Through their stories, she identifies common traits and strategies that define effective leadership, offering timeless lessons for today’s leaders.

In What Ways Did You Find It Valuable or Impactful:

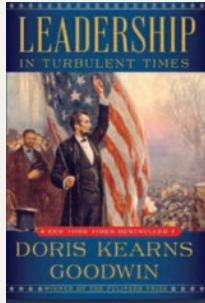
The book underscores the importance of resilience and the ability to adapt in the face of adversity, crucial traits for any leader. Each president’s story illustrates how personal experiences and challenges shape and strengthen one’s leadership style, making their journeys relatable.

What I found particularly valuable was the emphasis on empathy and connection with others. Goodwin’s portrayal of these leaders shows that effective leadership is not just about strategic thinking and decision-making; it also requires a deep commitment to understanding and serving the people you lead.

This is especially relevant today, where leaders at every level face complex and rapidly changing environments.

The book also highlights the importance of surrounding oneself with diverse perspectives. As Goodwin notes, “Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.” This quote resonated with me as it captures the essence of leadership—valuing different viewpoints and fostering an environment where difficult conversations are welcomed.

Overall, Goodwin’s book serves as a powerful reminder that the most impactful leaders are those who not only guide others through challenging times but also build strong, trust-based relationships that endure long after the immediate crisis has passed.



**Joseph Ferraro –
President, Elna Magnetics**

The Title: *Choose Your Enemies Wisely*

The Author: Patrick Bet-David

A Brief Summary:

In *Choose Your Enemies Wisely* the author explores all the right and wrong enemies that you face in starting and running your business. He goes into detail about each one, as well as pointing out that some enemies are not the right ones to attack, while others are.

Patrick Bet-David has a unique definition of the word “enemy”, which took me a while to uncover while reading the book. Initially I took the word in its literal sense and then realized that the enemies are all those people, things or forces that are in the way of your business success.

The book focuses on the idea that your competition is not always your enemy or where you should focus. Identifying your real enemies is key to success.

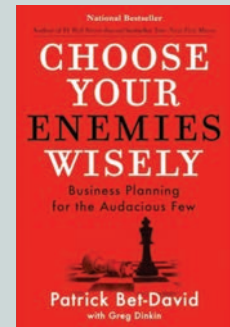
In What Ways Did You Find It Valuable or Impactful:

I found this book very valuable because it forces you to take a totally different look at your business and what forces you need to focus on for success. The twelve building blocks of success—enemy and competition, will and skill, mission and plan, dreams and systems, culture and team, and vision and capital—offer essential elements to focus on, helping one avoid distractions and “less important” things.

I found this book inspiring because it encourages you to take a different, deeper look at your business, even if it’s already successful. It pushes you to reevaluate your focus, identifying areas that may need more attention, while also helping you realize that some aspects you’ve prioritized may not be as important as you once thought.

We ended up providing a copy to all four stockholders of Elna and asked them to read it. We continue to discuss it from time to time and plan on continuing those discussions.

The book is a very easy read that makes you want to keep reading and get to the next chapter which is yet another building block in the process. I recommend it to anyone that owns or runs a business regardless of its size. It applies to all people and all businesses.





**Steffen Kaldor –
Engineering Director, onsemi**

The Title: *Getting to YES,
Negotiating Agreement Without
Giving In*

The Author: Robert Fisher,
William Ury, and Bruce Patton

A Brief Summary:

Getting to Yes is a practical guide for principled and effective negotiation. It describes a strategy and method for negotiating mutually beneficial agreements. The authors’ method consists of separating the people from the problem, focusing on interests rather than positions, brainstorming diverse options for mutual gain, and using objective criteria to assess options. A successful negotiation requires time up front, before diving into the problem, to separate the parties’ relationship from the substantive discussion. Spend time understanding perceptions, emotions, fears, and values; cooperatively define a process for the negotiation; and communicate clearly and purposefully. Ideally, negotiators should view themselves as partners, working side-by-side to invent a fair, mutually advantageous solution. Rather than focusing on bargaining for positions, Fisher, Ury, and Patton suggest focusing on a mutual understanding of the interests that have led parties to certain positions. Brainstorming is important to generating numerous options, and it is important to separate the invention and evaluation of these ideas into separate activities. Ultimately, attractive options satisfy the interests of both parties and can be phrased such that they can be responded to with a single word, “yes.” Rather than talking about what they are willing or unwilling to accept, it’s important to use customs, precedents, and independent standards of fairness, efficiency, and science to structure and assess options.



In What Ways Did You Find It Valuable or Impactful:

Life is a negotiation, and we have to influence and negotiate on a daily basis. You discuss a raise with your boss. Technicians and engineers in a manufacturing line try to choose and prioritize different methods for improving turnaround time. Engineering and manufacturing managers try to agree on how to strike the right balance between product quality, cost, and cycle time. I sometimes view negotiation negatively or stressful, worried I won’t get what I want, I’m not powerful enough, I’m too hard or soft, I’ll let my team down, compromise my values, lose my cool, or damage a relationship. *Getting to Yes*, an easy and quick read, is a very useful guide for principled negotiation. Rather than using tricks, posturing, or “heels dug in” bargaining, it emphasizes the importance of team relationships, deciding issues on their merits, and collaboratively reaching wise and fair agreements. Each time I read the book, it’s a good reminder of how important effective team communication and problem solving are to coming up with mutually beneficial and innovative solutions.



**Nancy Proyect Rider – President,
NoMo Consulting, LLC**

The Title: *From Strength to
Strength*

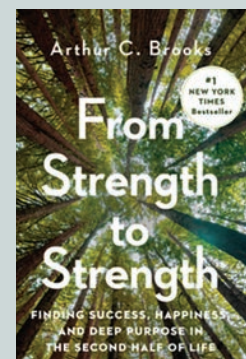
The Author: Arthur C. Brooks

A Brief Summary: At the age of 50 and at the height of his career, Arthur C. Brooks embarked upon a seven-

year journey to discover how to transform his future from one of disappointment over diminishing professional abilities into an opportunity for a new direction. Drawing on social science, philosophy, theology, and interviews with everyday people, Brooks contends that true life success is well within our reach. By refocusing on certain priorities that all of us can integrate into our lives, we can set ourselves up for increased happiness and success.

In What Ways Did You Find It Valuable or Impactful:

I love reading fiction. Nonfiction reminds me of school, and while I liked the things I learned in school, I didn’t like the actual reading involved in that learning. A few years ago, a cousin who I am particularly close with, was going through a professional transition and told me that he had found a book that was very helpful to him. I wasn’t interested, being quite happy in my own job, but to be supportive, I read it. It was an engaging and thought-provoking read on how to embrace and capitalize upon changes that are unavoidable as we age. I promised myself that I would incorporate the author’s recommendations in my life and then I moved on, doing nothing of what I said I would. Two short years later, I found myself thrust unexpectedly into my own transition at the age of 54. Suddenly the very rewarding path that I had worked hard to carve out for myself over the previous 25 years felt murky and was no longer clear. I needed support and found it when I picked up *From Strength to Strength* again.



The simple message is that how we each perceive, prepare for, and embrace change is key to how we find purpose and joy in the second half of our lives. Once I remembered that, I felt like I had found solid ground again and I shifted away from worrying about my age and quantifiable accomplishments to really exploring a second act that would make me happy and allow me to continue to contribute to my community. I’m happier now than I ever imagined I’d be. I strongly recommend reading the book before you’re caught off guard – maybe even pick it up today.



Chris Short- Gap, Inc. Talent Development Associate Manager

The Title: *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer*

The Authors: Stephanie Capparell and Margot Morrell

A Brief Summary: Sir Ernest

Shackleton has been called “the greatest leader that ever came on God’s earth, bar none” for saving the lives of the twenty-seven men stranded with him in the Antarctic for almost two years. Because of his courageous actions, he remains to this day a model for great leadership and masterful crisis management. Now, through anecdotes, the diaries of the men in his crew, and Shackleton’s own writing, Shackleton’s leadership style and time-honored principles are translated for the modern business world. Written by two veteran business observers and illustrated with ship photographer Frank Hurley’s masterpieces and other rarely seen photos, this practical book helps today’s leaders follow Shackleton’s triumphant example.

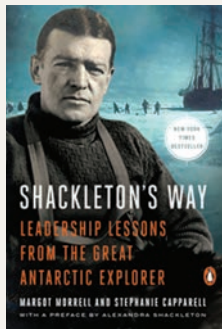
In What Ways Did You Find It Valuable or Impactful:

In today’s ever changing business landscape it is important to recognize the value of leadership during times of trouble. In many ways this book and its lessons within, are a testament to solid leadership principles that directly translate from the great explorer Ernest Shackleton in 1914 to today’s business landscape of 2024.

Shackleton set out on a very ambitious goal of transversing Antarctica at a time when the world looked for heroes. Although he never saw his vision completed successfully, his ability to lead his crew, protect them from the harsh climate and grueling conditions solidified him as a true leader. As the captain of his ship, the Endurance, his exemplary leadership skills focused on strategic thinking, problem solving and his crew’s wellbeing. These lessons in leadership have echoed through time to reach today’s modern audience.

This book outlines his unique leadership philosophy focusing on team recruitment and cohesion, crisis management, daily leadership practices, innovation, and adaptability. His methods can easily be applied to any challenge we may face in today’s culture. I feel his success lies within how he developed his crews’ interpersonal skills much more than counterparts of his era. By focusing on more than just his crew’s technical sea faring aptitude, he was able to identify, build and develop a high performing team that could withstand tremendous adversity with grit, camaraderie, and determination.

This is a must read for anyone on their journey towards developing others through exemplary leadership while facing adversity.



Rachel Parker – President, Fair Rite Products

The Title: *You’ll Get Through This*

The Author: Max Lucado

A Brief Summary: Max Lucado is a Pastor and best-selling Christian author who has written dozens of books with over 150 million copies

sold worldwide. This book is based on the story of Joseph and chronicles his life alongside the message: “You’ll get through this. It won’t be painless. It won’t be quick. But God will use this mess for good. In the meantime don’t be foolish or naïve. But don’t despair either. With God’s help you will get through this.” Max does a phenomenal job interlacing various examples from his life and the lives of others into the story of Joseph to amplify the message of this book: what others intend for evil, God will use for good. It may take a while and hurt a lot, but by keeping the faith and not becoming distracted or discouraged great things can happen!



In What Ways Did You Find It Valuable or Impactful:

As a business leader, mother, wife, daughter, and countless other roles, there are times when the weight of the world can feel crushing. The power has failed (again!) and a full kiln load of product will need to be scrapped resulting in late orders and angry customers, or my daughter struggles with sensory issues and can’t control her outbursts on the bus despite our best efforts to get her help, or I’m managing shattering conflict while trying to run the family business. What a mess!

What this book helped me realize is that I have a choice. I can choose to become discouraged, disengaged, angry and bitter, wondering why this is happening to me. Or I can choose the better path by asking “what is God trying to teach me with these trials?”. Reframing a situation in this way provides a profound level of hope and encouragement. I’ll get through this with God’s help. That doesn’t mean it’s going to be easy; some struggles can last weeks, months, years or my entire life. However, I must remain resilient and resolute in my intentions. Do what is right, not what feels right. When others inflict harm, don’t live with spite, plot revenge or wallow in self-pity. Practice gratitude and trust in God. While some events are especially gut-wrenching, each one has a purpose, and I am called to maintain my faith as He works on me.



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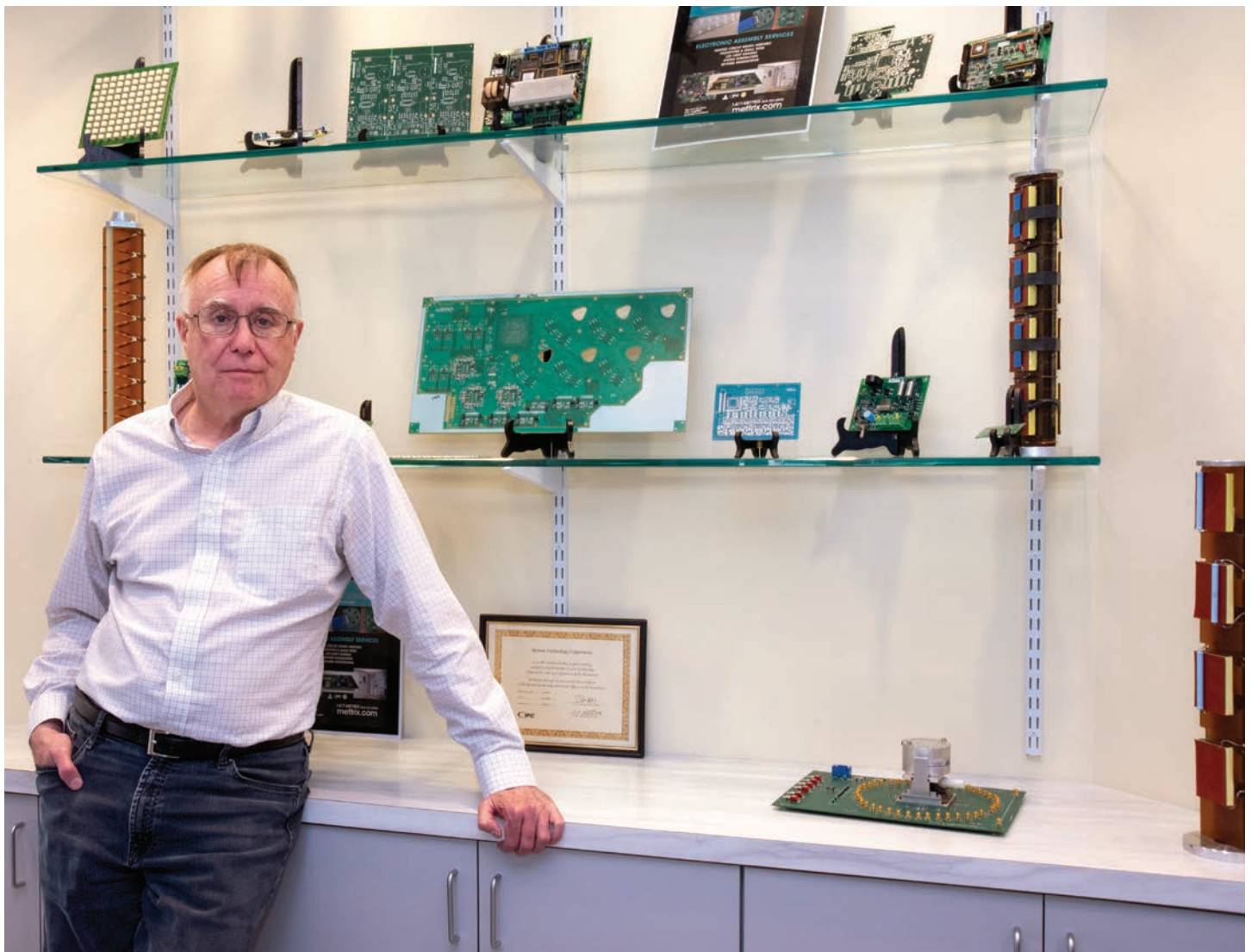
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COMPANY PROFILE

METTRIX TECHNOLOGY | BY HV MFG STAFF

A HIGH TECH HIDDEN TREASURE



Oliver Engel standing in the company lobby in front of a display case of a small subset of the many assemblies the company has built for its customers in the 26 years it's been in business.

Tucked away in an office park off route 376 in Wappingers Falls, not far from the Hudson Valley Regional Airport, is a small, innovative, contract manufacturer that is assembling printed circuit boards and other electronic components for some of the nation's leading manufacturers. Metrix Technology is probably not the first company that comes to mind when we talk about high tech Hudson Valley manufacturing. But perhaps it should be.



Holly Doyle assembling an enclosure for a product used by the electrical power distribution industry. With the push toward electrical vehicles and the need to use renewable energy to replace conventional energy sources, there is a growing need for electronics used in power generation and transmission.

The company specializes in production volumes and quick-turn prototyping of electronic assemblies. With a zealous focus on quality the company can assemble single prototypes or production runs of 10,000 or more units. Metrix Technology’s services include printed circuit board (PCB) assembly, box build, and fulfillment services. The company also provides engineering and design services that include reverse engineering, schematic capture, and PCB layout. The company, though small with just 16 employees, is an agile provider of high-value-added services, reflecting the common traits of Hudson Valley manufacturing.

■ THE FOUNDING

Metrix Technology was founded in 1998 by Oliver Engel a former IBM employee with a PhD in Electrical Engineering from Vanderbilt University. Oliver had been recruited by IBM in 1984 to help design the chips used in IBM’s System 390 mainframe computers in the Hudson Valley.

“I had just finished my PhD and was working as an adjunct at Vanderbilt when IBM came calling,” Engel recalls. “It really was a great opportunity. I liked teaching well enough, but I really got into engineering because I like to build things. The prospect of working on the design and build of the 390 was too great to ignore and before long I was on my way to New York State.”

Engel enjoyed his time on the 390 and had the chance to work on other projects at IBM. However, when the company fell on difficult times in the early 1990s he took advantage of a buyout

offer in 1995 and worked in a business that focused on the design and layout of printed circuit boards. Eventually, after completing a layout, clients began requesting that we handle the assembly as well.

Subcontracting assembly sometimes led to quality and cost issues. “I kept seeing mistakes and long lead times. Eventually I just thought that we could do it better “Like I said – I like making things – not just designing them. This is the side of the business I enjoyed – and still enjoy.” Engel said.

By 2005 he had set up a 1500 sf shop in Hopewell Junction. Since then, Metrix has grown steadily into its current 10,000 sf home with 16 employees. Metrix collaborates with its customers to develop blueprints and bills of materials for electronic assemblies. Many of the components they make are used in power distribution and transmission, the aerospace industry and communications sector.

■ CONTRACT SERVICES

Metrix provides a wide range of contract manufacturing and assembly services. These include:

System Integration and Box Build Services. Metrix will assemble both the PCBA and the “box” (or enclosure) in which the product will be packaged, adding and testing many of the components.

LED Light Engines. Metrix will design and build LED light engines. These devices contain an array of LEDs along with the necessary electronics to power and control the LEDs.

Design & Prototyping. Mettrix will work with clients to create their products, from design to assembly and everything in between. They use state-of-the-art technologies including surface mounted technology (SMT) assembly line and other equipment used for through-hole component assembly. Their designers will also take an original design and help customers modernize it, bringing it up to today's standards.

Reverse Engineering. Mettrix can engineer in reverse. They can take a customer's product and work backwards to provide a prototype.

Printed Circuit Board Assemblies. While Mettrix provides a wide range of services for customers the company's bread and butter are printed circuit board assemblies. The company can assemble high reliability assemblies to class 3 requirements required by the military, for example.

Mettrix Technology serves a varied and diverse customer base. From large firms such as GE Vernova to small local firms, and complex assemblies with thousands of components to more simple and straightforward designs. Engel says this mix is a strength.

"Having a wide range of customers and products and services means more steady business. If one sector is down, we generally have customers in other sectors to take up the slack."

An area that has recently shown strong growth is electrical power distribution and transmission. The rise in EVs and the push to renewable energy sources such as photovoltaics and wind energy is driving the push to improve and add to the power grid "We are definitely seeing an uptick in power distribution and transmission," Engel said. "We are also seeing more in the way of aerospace."

Engel is quick to point out some of the smaller customers as well, and the unique products they are helping to build.

One such product is the production of a digital camera used by Panthera, an organization based in New York City that is "creating a world where wild cats thrive in healthy, natural and developed landscapes that sustain people and biodiversity." The organization works to protect the world's 40 species of wild cats. One way they do this is with sophisticated digital cameras that Mettrix Technology helps build. (Learn more about Panthera)

These cameras are designed with multiple sensors and the ability to transmit images, are used to record the presence, and obtain a census, of wild animals in remote location of the planet. Big cats, including lions, tigers, and jaguars, face daily endangerment due to the encroachment of their habitats caused by the expanding civilized world. Obtaining an accurate count and location of existing populations is vitally important to their preservation.

"It's pretty cool to be a small part of this project," Engel says.

■ A COMMITMENT TO QUALITY

Mettrix Technology Corporation is totally committed to providing customers with the highest quality in every aspect of their work, from the components used to fulfill orders to the packaging used for shipping – and every step in between. Only the highest quality materials are used and all are inspected before making it to assembly. Each step of the process is checked and double



Joan Feeley using our automated component counter x-ray machine. The machine shines x-rays through the packaging and each component creates a black dot on the x-ray photo. The software counts the black dots to tell us how many components remain on the reel.



Aaron Zaritsky working at the component rework machine in the process of removing and replacing a component on an assembly. Aaron is viewing a closeup of the component being reworked on the screen to make sure everything looks right.

checked, and each finished assembly goes through a thorough quality control system before being shipped to customers.

“Our overriding goal is to please our customers, and we do that by making sure that they receive what they ordered, when they need it, and where they need it.” Engel says. “We’re small enough to make

sure that is the case – but we are big enough to tackle pretty much any order.”

■ CHALLENGES... AND OPPORTUNITIES

While being small and nimble has its advantages it also presents some challenges. When asked about what some of those challenges might be both Engel and Kyra Alzamora, Mettrix Technology’s Administrative Assistant, a longtime employee agree that recruiting the right talent continues to be a challenge.

“Many of the jobs we have here require both mental aptitude and physical dexterity,” Engel says. “Finding people with the right aptitude and, more importantly, the right attitude is probably our biggest obstacle at the moment.”

“Some of our most successful employees came to us with a hobby in which they work with their hands,” Alzamora adds. “Several of our folks love to knit, and one is an accomplished jewelry maker.”

“If a person comes to us with aptitude, a strong sense of attention to detail, and the right attitude, we can train them and find the tasks that suit their skills and interests. Once people are here, they tend to stay,” Engel says.

Another challenge facing the company is finding the right computer system to help run the company. Most MRP (Material Requirements Planning) Systems and ERP (Enterprise Resource Planning) systems are designed for bigger operations. They are expensive and come with features that are extra or too complicated.

“For our current size and scale our system is great and it works well. “But if we continue to grow at our current pace, we’ll need to find a better program—and I haven’t found one that fits yet,” says Engel, “or even one that I think we can make work. But we’ll keep

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looking and I am sure we will find a fit soon enough.”

There are plenty of opportunities for growth and the company continues to build capacity to meet that growth. Investments in electrical grid expansion are expected to continue, driven by de-carbonization efforts and the increasing use of Artificial Intelligence, which demands higher electricity consumption and is straining the existing infrastructure. Mettrix is well positioned to capture some of that business from both existing customers and new ones.

Another possible area of growth comes from the aerospace and defense sector. Wars in the Middle East and Ukraine are consuming

Jamie Hulsey inspecting solder joints using our x-ray inspection machine. Of interest are the thin wires visible on the right screen. Those thin wires are only 1/1000 of an inch in diameter yet show up clearly using our high-end x-ray inspection machine. This machine allows us to detect problems which would otherwise escape.

Metrix Technology is poised to take the next step in its growth from small, entrepreneurial business to established, reliable manufacturer.



Carlos Pantin inspecting an array of boards which have just exited from the component pick and place machine. This is the last step before the boards go through the soldering process. Errors are easy to fix before soldering and much more difficult once the components are soldered on the board.

munitions at a rapid pace and those munitions, many of which require electronic assemblies, need to be replaced. While Metrix Technology is not a direct supplier of these components specifically they do supply the aerospace industry in general.

“We have invested in new equipment with the latest, most efficient technology. We have high speed pick and place machines, wave solder machines and reflow ovens,” Engel says. “We’ve also been very careful to keep our debt to a minimum. All our machines are completely paid for.”

Those machines are also not at full capacity so they can take on additional orders and new customers. “We are ready to add to our growth” Engel adds.

Now more than 25 years in business Metrix Technology is poised to take the next step in its growth from small, entrepreneurial business to established, reliable manufacturer. With a reputation for high-quality, customer-focused service, proven leadership, and solid financial stability, their next quarter-century is poised to be even more successful than the first.



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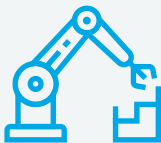
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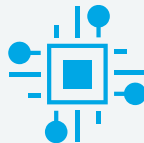
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The **Climate Leadership and Community Protection Act**, or CLCPA, gave sweeping powers to state agencies to reduce greenhouse gas emissions. It set aggressive—arguably unattainable—goals, and empowered state regulators to transform not just the electric grid but the entire economy using every imaginable lever and knob in government.

As New York reaches the halfway mark to its 2030 emissions targets, the disconnect between those goals and reality is coming into view.

Sitting alongside former Vice President Al Gore, Governor Andrew Cuomo signed CLCPA in 2019 without knowing what implementation would cost. When an official estimate was published three years later, it sounded too good to be true: \$270 to \$295 billion over three decades.

That's because it was. The figure was based on the state's estimates that CLCPA would require spending an additional \$4.9 trillion by mid-century, offset by \$4.3 trillion in "avoided" costs on things such as fuels and further shrunk by applying a discount rate to reduce the size of the most distant expenses.

Despite a requirement in the law, officials still haven't deigned to ballpark the price of achieving any individual parts of CLCPA, let alone the entire program.

What figures have been published are eye-popping: officials in March estimated that the planned shuttering of natural gas-fired power plants by 2040 would require battery storage that could inject 24 gigawatts into the grid. These batteries, mostly located downstate, would have to operate for up to four days during wind "lulls" that periodically idle land-based or offshore wind turbines. (Indian Point Energy Center generated about 2 gigawatts). The same report, New York's "Energy Storage Roadmap," said the state was spending an average of \$567 per kilowatt-hour on energy storage systems (a figure that has increased since 2021).

While real costs will likely drop over the next decade, it is remarkable that the state has been so casual about a looming expense that today by its own figures stands at more than \$1.3 trillion, or \$68,000 per resident. That's without figuring out the cost of adding wind, solar and other renewables and moving that electricity to the downstate population centers where it's needed.

And that's just one part of one sector: CLCPA calls for electrification across the entire economy.

Yet costs aren't CLCPA's most problematic feature.

Unnecessary expenses are, unfortunately, not a foreign concept to New York businesses.

Yes, they stifle economic growth, contribute to outmigration, and deter investment, but they are something around which firms plan and adapt.

But adaptation is difficult if not impractical under CLCPA.

Businesses for five years have been trapped in various holding patterns, waiting to find out how the state's climate targets will translate into specific taxes, bans, and other regulations.

CLCPA tasked the Department of Environmental Conservation (DEC) with issuing these regulations by the end of 2023, but so far the agency hasn't. Commissioner Basil Seggos departed in April, and Governor Hochul still hasn't named a permanent replacement, let alone gotten him or her confirmed by the state Senate.

The CLCPA regs are expected to include bans on replacement gas and oil furnaces, stoves and other appliances. But among the biggest wildcards is a proposed “cap and invest” program, under which the state would sell allowances for greenhouse gas emissions. Proposals floated by DEC would have the state adding as much as to \$12 billion in costs, mostly on fuel, by 2030.

Part of why DEC has been slow to finalize these regulations: it remains unclear whether the cap and invest rules would apply to power plants, which are already subject to a separate emissions program (the Regional Greenhouse Gas Initiative). State officials have acknowledged a high risk of “carbon leakage”—that emissions avoided in New York are likely to instead shift to neighboring states.

But again, these still come back to questions about the costs of energy. Firms also face growing uncertainty about the availability of both natural gas and electricity.

That uncertainty is the point. A manufacturer can hedge against a price increase, but it’s nearly impossible to fully insure against losing a customer because of an energy disruption.

New York in 2016 started blocking gas pipeline projects that would either maintain system reliability or allow new connections by raising specious concerns under the federal Clean Water Act. CLCPA put that opposition on steroids, inviting more opposition and reducing the likelihood gas infrastructure (or related projects) would get built.

National Grid’s plan to improve the gas grid around Albany were scuttled in 2022 amid opposition both from activists and the Public Service Commission, which has become unmoored from its historical focus on service reliability and utility rates.

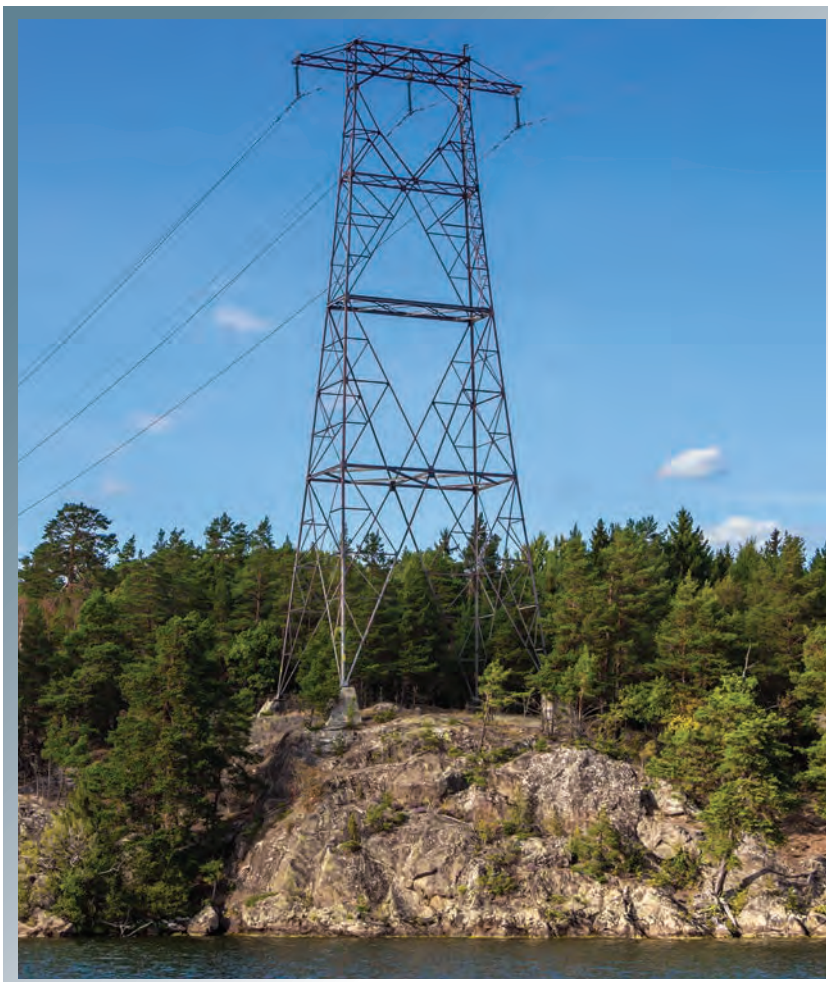
More recently, Albany slowed the Iroquois pipeline’s “Enhancement by Compression” project, which aims to bring more gas to the Hudson Valley, New York City, Long Island and Connecticut. Their shenanigans have included sending Iroquois on a detour through an objectively superfluous months-long review at the Department of Public Service. DEC still hasn’t acted on Iroquois’ application, despite deeming it complete almost two years ago.

That’s spilled over to the electricity market.

DEC in 2021 blocked a pair of applications for power plant upgrades in Queens and Orange County. Citing CLCPA, the agency said displacing less-efficient, higher-emitting power plants wasn’t enough reason to build new ones.

The competitive wholesale electricity market has arguably been New York’s least-appreciated success of the past quarter-century. But with the state preventing new power plants from coming online, the price signals that helped meaningfully drive down costs and improve reliability have less and less meaning.

What’s worse, DEC now insists it has the power to make determinations about grid reliability as it relates to new power plants—something for which DEC lacks both expertise and legal authority.



The New York Independent System Operator, which runs the state electric grid and oversees the wholesale electricity market, has raised increasingly serious concerns about how grid reliability will be affected as power plant retirements outpace additions and as electrification, data centers, and chip manufacturers drive up demand.

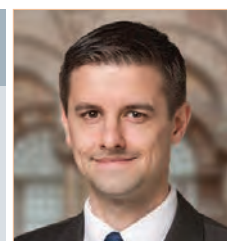
“The potential for delays in construction of new supply and transmission, higher than forecasted demand, and extreme weather are threatening reliability and resilience to the grid,” NYISO officials wrote in a 2024 report.

The electric grid picture will be further complicated when, not if, older large power plants retire.

The opponents of Indian Point, who successfully forced the plant’s premature closure, have spiked the ball in recent years as they have pointed out this didn’t leave the lower Hudson Valley gripped in rolling blackouts.

Like many of CLCPA’s defenders, they fail to differentiate between luck and wisdom. Luck, unfortunately, eventually runs out.

Ken Girardin is the research director at the Empire Center for Public Policy in Albany.





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NAVIGATING THE FUNDING LANDSCAPE

Key Resources for Manufacturers



State grant applications are time consuming and detailed; federal grants are even more so. Both however, can help you elevate your company to new levels.

Workforce issues, ever-expanding governmental regulations, new technology, market changes, and other challenges are expensive and can be difficult. In the spirit of Job, government will give as well as take away, and since you're paying taxes, why not try to recoup some of that hard-earned money to help your business grow.

If you're willing to deal with a bit of paperwork, grant funding and incentives are available, especially if the changes you're thinking of will lead to new jobs. Keep in mind that most, if not all grants are reimbursable, so you'll have to layout cash and then the State or federal government will pay you back.

Do you need to upgrade your equipment, purchase new machinery, or expand operations?

NYS has several funding opportunities. Most need to be requested through a Consolidated Funding Application. It isn't super difficult to complete this application, but it's detailed, and you'll need to have a strong plan in place before you request funding. Applications are reviewed quarterly.

Capital grant funding is available for projects that will create or retain jobs, prevent, reduce, or eliminate unemployment and underemployment, and/or increase business. Land acquisition, equipment, machinery, facility upgrades, furniture, fixtures, and more are included in this pot of money. The State will fund up to 20% of the total project cost and the minimum request is \$100,000.

There's also a lesser-known program, the **Small Manufacturers Modernization Grant**, designed to support existing smaller companies investing in capital projects that will improve competitiveness or productivity through modernization and

integration of advanced technology. The minimum grant request is \$50,000. Applicants have had to be operational in New York for at least 10 years, and must employ between 5 and 99 people (FTEs).

New York State also offers the **Excelsior Jobs Program**, which is designed for firms that create jobs or make significant capital investments. Companies in this program may qualify for several different refundable tax credits related to employment overall, investment, research and development, real property tax, childcare services, and green projects. Businesses can claim the credits over a benefit period of up to 10 years as long as you meet certain criteria.

Are your workers in need of training to run new equipment or to keep up with regulations?

Empire State Development opened new grants in 2022 under the new Office of Strategic Workforce Development focused on advanced manufacturing, cleantech, biotech, life sciences and other high-growth target industries. Grant awards begin at \$100,000 with NYS providing up to 50% of the total project cost. There's funding for capital, instruction, technology, and more. Keep in mind, everything must be used to train workers and individual business don't apply for the funding. Instead, companies are collaborating with organizations like the Council of Industry and/or local colleges to put together meaningful programs that will expand services.

Similarly, the US Economic Development Administration has grants available for collaborations that support regional workforce training to train and place workers in good jobs.

The Council of Industry and its Hudson Valley Manufacturing Workforce Center have successful apprenticeship programs,

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State grant applications are time-consuming and detailed; federal grant applications are even more so. Both, however, can help you leverage your own investment, provide you with technical assistance, and elevate your company to new levels. Plan thoroughly, make sure your financial statements and other paperwork is in order, seek assistance when you need it and apply away!

You can do it!

About the Author: Nancy Proyect Rider served as an executive director of Hudson Valley nonprofit organizations for over two decades. Passionate about contributing to quality of life in her community, she is the owner of NoMo Consulting, a company focused on helping area businesses, non profits, and local governments grow through fund development, strategic planning, and communications.

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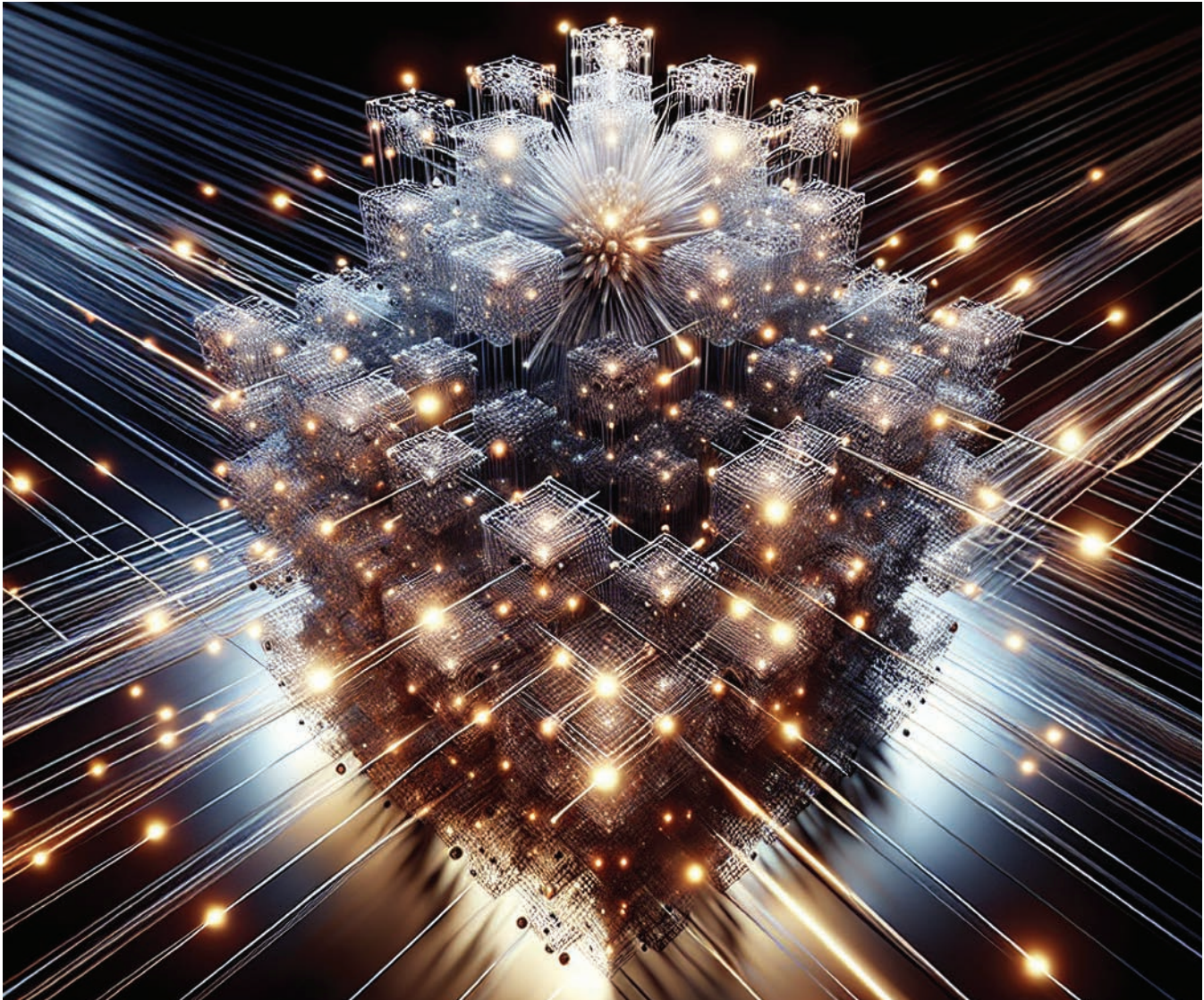
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THE HUDSON VALLEY LEAPS INTO QUANTUM COMPUTING



Quantum Computing is coming to the Hudson Valley. The Rensselaer Polytechnic Institute in Troy is getting a state-of-the-art quantum computer system, thanks to a generous donation from a co-founder of the multinational tech company Nvidia. The IBM-made computer will be the world's first on a college campus. If all goes according to plan, this will be the first step in establishing the area as a hub for the burgeoning industry.

So, with all that on the horizon it seems like the right time to ask, what exactly is quantum computing? And what impact will it have on the manufacturing industry?

To those outside the field, it sounds like a phrase lifted from an episode of Star Trek, meant to pass a plywood set off as a piece of advanced future technology. But while the field is still in its infancy, it's well positioned to move into the mainstream in coming years.

Quantum Computing incorporates elements of computer science, physics, and mathematics. It is built around the theory of quantum mechanics.

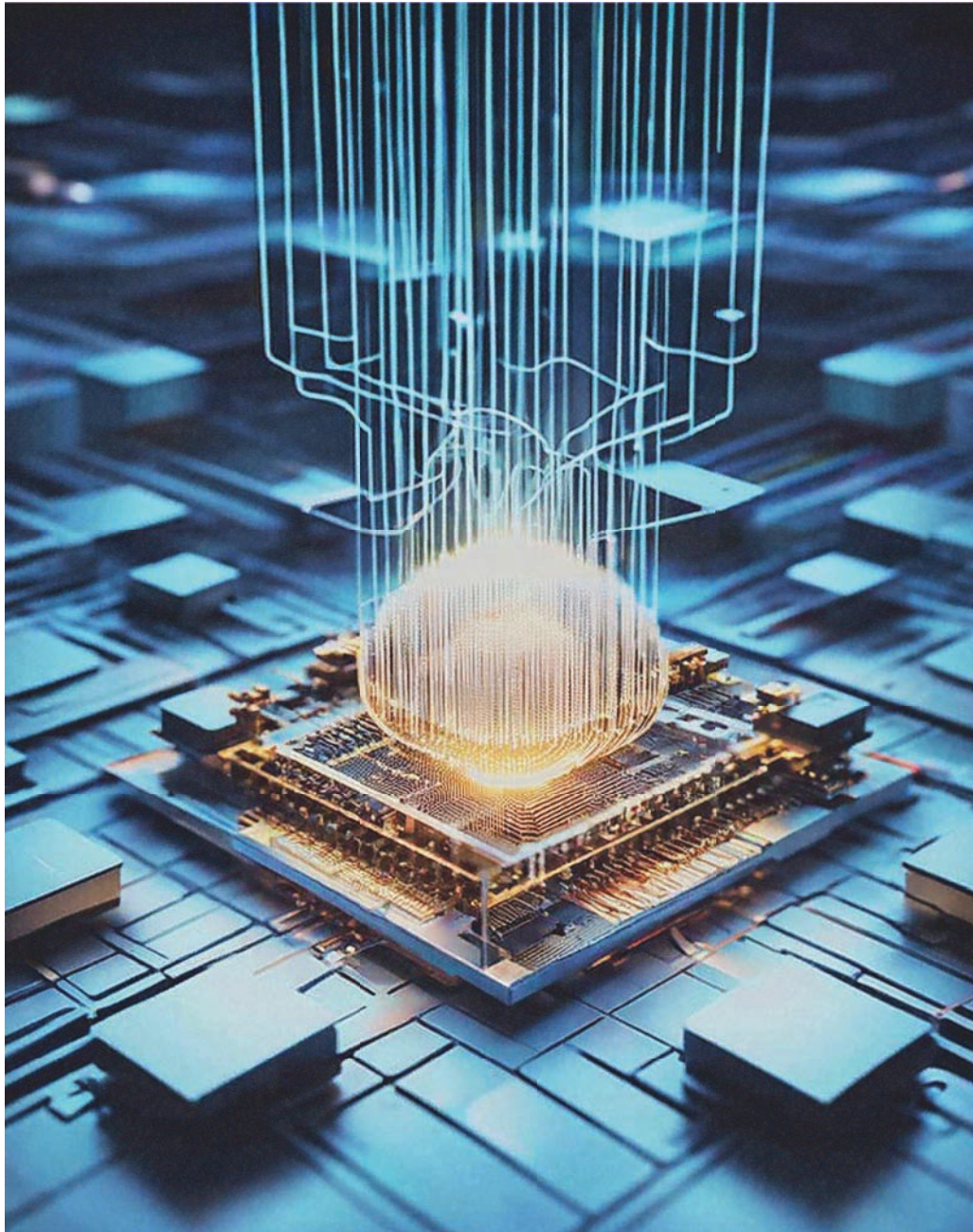
process and store is called a bit. Like an on/off light switch, a bit has two possible states, which are represented as 0 and 1. Different combinations of multiple bits are used to represent more complex information. Quantum computing, by contrast, is based around so-called "qubits." Like bits, qubits have a value of either 0 or 1, unlike a bit, a qubit can be placed in what scientists call in a "superposition" of states. In other words, it can be in some proportion of both the 0 and 1 states at the same time. If bits work like an on/off light switch, a qubit works like a dimmer switch, giving you more possible options.

In a nutshell, quantum computers are able to process data much faster than ordinary computers. In the same way a calculator can find the answer to a long division problem in a second that would take you several minutes to solve, a quantum computer can complete a task or process in milliseconds what might take days with a conventional computer.

As we enter the era of Artificial Intelligence, where the tasks we ask computers to perform will become more and more elaborate and require processing more data, quantum computers will be an essential role to reaching AI's full potential.

That means RPI is now well positioned to be at the center of the coming technological revolution. Curtis Priem, who co-founded the chip maker Nvidia, donated more than \$75 million to make it happen in the hopes that the region will grow into an East Coast Silicon Valley, or "Quantum Valley" as he puts it, attracting talent and business to the area.

Priem, along with Governor Kathy Hochul and RPI President Martin Schmidt believe the region can sustain a tech hub because of four essential qualities which give it an advantage over alternatives: land, water, power and an intellectual "brainbelt". The original Silicon Valley has run out of space, prompting interest in Arizona, but the desert state lacks the large water reservoirs needed for cooling. Other potential sites, like central Ohio, also face challenges, such as



Quantum Mechanics is a field of physics that is focused on how particles behave at a microscopic level. The equations scientists use to explain how particles behave are different at subatomic levels than the ones that explain the world we can see around us. Quantum computing takes advantage of those differences to create a new way of performing computations.

The smallest unit of data that a traditional computer can

insufficient workforce training.

Schmidt has said that the school will make sure the computer is accessible to the student body, and will begin integrating it into its curriculum.

The Region is also home to one of the world's few commercial quantum computing centers. At the center of IBM's campus in Poughkeepsie, NY is the world's first quantum data center,

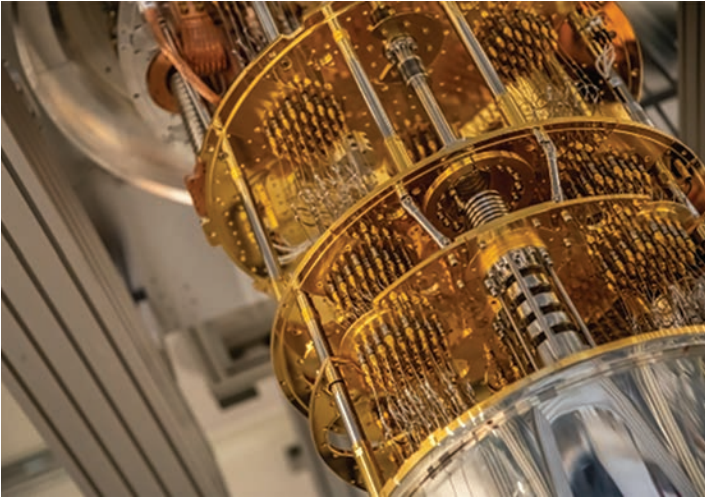


Image courtesy of Lawrence Berkeley National Laboratory

which the company continues to expand, catering to the growing community of quantum computing users in industry, academia, research and national labs. According to the company the center, which opened in 2019, is now home to more than 20 quantum systems executing more than 2 billion circuits daily. It is the world's largest fleet of quantum computing systems for commercial and research activity.

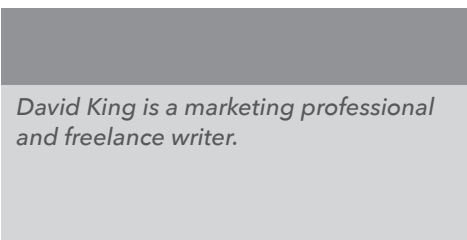
As quantum computing takes root in the Hudson Valley, it's worth considering the possibilities it offers for the manufacturing industry.

Given their ability to process more data faster than traditional computers, quantum computers should be well suited to tackling optimization issues. For example, asking it to determine the fastest route between Points A, B, C, and D, a quantum computer would be able to incorporate more variables than a classical computer to determine its answer, thus leading to a more accurate finding. It's easy to see this greater reasoning leading to more efficient resource allocation or supply chain coordination.

Automation would be another obvious use. Just as they're capable of processing more data faster, they are also capable of programing more elaborate tasks, optimizing the operations of robots and improving efficiency.

A less obvious potential use is in the creation of new manufacturing materials. Quantum computers are well suited to simulating molecular and material behavior at an atomic level, enabling the development of new materials. This can also be used for product testing by simulating conditions to test how factors like airflow, water flow, or turbulence will affect a product's performance.

These are just a few possible applications, and with the technology still in its infancy we're sure to discover more ways it can be used to optimize efficiency and reduce costs as it moves beyond the research lab into real world use. While the possibilities seem endless, one thing we can be sure of is that they'll be made a reality right here in the Hudson Valley.



David King is a marketing professional and freelance writer.



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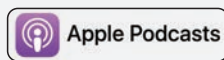


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