

MANUFACTURING MATTERS NEWSLETTER



THE MONTHLY NEWSLETTER OF MACNY, THE MANUFACTURERS ASSOCIATION | OCTOBER 2024



The air has cooled, the days are getting shorter, and the windows of the MACNY/ Partners for Education & Business, Inc. (PEB) office are full of smiling faces because we know what's coming. With the flip of the calendar page, it's here; the most wonderful time of the year. IT'S MFG MONTH!

Nationally, the first Friday of October is recognized as MFG Day, and some states, including New York, have officially declared October as MFG Month. While those of us at MACNY and PEB often joke that EVERY month is MFG Month, we're excited to celebrate with the community on this occasion.

In years past, we've kicked off the month with company tours to create some hype around the nationally observed day. Last year, we filled two whirlwind days with back-to-back tours, welcoming hundreds of students and community members to local companies for an insider's look at the daily operations of manufacturing. This year, we've gone even bigger and expanded our reach to include more dates, more company partners, more counties, and more students than ever before.

Companies such as Anheuser-Busch, Anoplate, Bartell Machinery Systems, Bluefors, Byrne Dairy, Cayuga Community College's Advanced Manufacturing Institute, Golden Artist Colors, Inc., Indium Corporation, Morse Manufacturing, Onondaga County Water Authority (OCWA), TTM Technologies, United Radio, Waygate

Technologies, Worthington Steel, and more, are opening their doors for tours and hands-on activities. With sites in Onondaga, Oneida, Oswego, Cortland, and Chenango counties, students from all over the area will be able to see and interact with innovative technology and exciting manufacturing processes. They'll also have the opportunity to meet skilled professionals in various roles, such as engineers, lab scientists, machine programmers, IT technicians, and more. Many of the companies hosting tours offer training programs, such as, internships, pre-apprenticeships, Registered Apprenticeship Programs, mentorships opportunities, and other continued training programs.

We view MFG Month as an opportunity to close the gap between education and industry by inviting students to see manufacturing in action. We believe that by encouraging students to learn about manufacturing career pathways through experiencing them first-hand, we can inspire the next generation to get excited about and interested in pursuing careers in manufacturing.

We're looking forward to a very exciting month! Scan the QR code to stay up to date on all MFG Month events.



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PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

NEW NUCLEAR POWER IS NEEDED TO GROW A MODERN ECONOMY



In September, Governor Kathy Hochul convened global experts to discuss the role of next-generation clean energy. It focused on technologies and strategies to accelerate clean energy development needed to support New York's economic growth.

Along with MACNY members and the team, I attended the Future Energy Economy Summit on September 5th in Syracuse. In attendance were relevant state agencies and authorities, global and federal leaders, power producers, technical experts, labor groups, environmental groups, business groups, and other interested stakeholders. Two essential agenda items focused on nuclear power. Syracuse is near the state's three remaining nuclear power plants and is the nucleus for substantial investments in advanced manufacturing coming in the near future.

New York State is a leader in clean energy deployment and usage. New York's 2020 Gross State Product (GSP) ranks ninth compared to the Gross Domestic Product (GDP) of countries worldwide. And when New York's GHG 2016 emissions are compared to emissions from other countries, New York ranks 35th. More importantly, a country's emissions divided by its GDP is a measure of GHG emission efficiency. New York ranks third in this category, trailing only Switzerland and Sweden. We are clearly leaders and are doing our fair share. Our goal should be to grow our capacity for both economic growth and cleaner energy.

It's time to reassess our state's policy. The Public Service Commission (PSC) Clean Energy Standard Biennial Review Report found that the 70% renewable energy goal will likely not be achieved until 2033, and without nuclear, maybe not even then. In a recent audit of Climate Act Goals, New York State Comptroller Thomas DiNapoli's office found that the PSC and NYSERDA implementation plans didn't comprise all essential components, including "assessing risks to meeting goals and projecting costs." The New York Independent System Operator (NYISO) 2023-2042 System & Resource Outlook described issues that threaten the reliability and resilience of the current and future electric system. Moreover, Governor Kathy Hochul shared that the state

will "probably" miss its renewable energy goals. This is especially true given the future promise of thousands of new advanced manufacturing jobs in the high-tech sectors, including microchips, AI, biotechnology, advanced radar systems, and many others. We need abundant, affordable, reliable, and cleaner energy to do this. The only way to meet the challenge is to use clean, carbon-free nuclear energy currently deployed in places like Europe.

NYSERDA Chair Doreen Harris has readily acknowledged the role nuclear must play in filling the zero-emission generation gap. Harris stated, "At this point, nuclear power is a more mature technology than many alternatives."

We invite you to join us at our Annual Legislative Breakfast on October 15th to continue the conversation about the crucial role that energy, especially new nuclear, plays in the growth of manufacturing in New York State.

Scan the QR code to register for the Annual Legislative Breakfast.



We encourage you to join the MACNY and Manufacturers Alliance campaign to advocate for deploying new nuclear power to meet our growing need for accessible, affordable, reliable, and cleaner energy.

Scan the QR code to act now and share your voice on this critical issue.



GOVERNMENT RELATIONS

Tiffany Latino-Gerlock, Director of Government Relations

MACNY'S ANNUAL LEGISLATIVE BREAKFAST



New York state took a big step forward in working toward the state's energy transition when leaders from across the globe converged on Syracuse for the first-ever "Future Energy Economy Summit."

MACNY team leaders and members attended the Future Energy Economy Summit, convened last month by Governor Kathy Hochul, to explore methods for accelerating the deployment of renewable energy through sources such as solar, wind, and hydrogen power. The role of advanced nuclear technologies was also a key topic of discussion. These sources will be needed to support the Climate Leadership and Community Protection Act's (CLCPA) timely implementation, along with state economic growth. MACNY, and our Alliance Partners, understand the challenges associated with effectively meeting the climate law goals and have voiced support for new nuclear technology as part of the solution to reasonably and affordably transitioning to a zero emissions system. We are pleased to hear this is being considered.

MACNY will submit comments on the "Draft Blueprint for Consideration of Advanced Nuclear Technologies" that was issued during the Summit. We will also continue this important conversation at our Annual Legislative Breakfast on October 15th at the DoubleTree Hotel in East Syracuse. We expect the event will draw more than 100 people, including several state and federal representatives. The event will begin with a networking session, follow by a plated breakfast, MACNY legislative update, and insightful panel discussion on energy moderated by MACNY President & CEO, Randy Wolken. Topics will include how the state can reduce its carbon footprint without placing too much demand on the grid and cost on businesses and households. Key energy/industry experts will be participating on the panel and providing their input on the challenges and opportunities associated with the state's climate law. Attendees will have the opportunity to ask questions and offer comments on the subject matter.

We hope you can join us and encourage you to get involved year-round with advocacy by signing up for the MACNY-led Manufacturing Advocacy Coalition. By joining the coalition, you'll receive up to

date legislative alerts and notifications when we are running a sign-on letter writing campaign to contact key legislators. We have already launched two separate campaigns, one of which calls on state leaders to consider the deployment of advanced nuclear technologies.

Scan the QR code to share your support of nuclear power.



Please reach out to me if you have any questions or comments about the upcoming Annual Legislative Breakfast or the coalition at tlatinogerlock@macny.org. Together, we can strengthen our voice and raise awareness about the issues most important to manufacturers here in Central New York and statewide!



Are you interested in joining MACNY's Manufacturing Advocacy Coalition? Scan the QR code to sign up today!



MACNY'S ANNUAL
LEGISLATIVE
BREAKFAST

MEET & GREET WITH ELECTED OFFICIALS
PLATED BREAKFAST • ENERGY FOCUSED PANEL DISCUSSION

Join Us



DOUBLETREE HOTEL
EAST SYRACUSE

OCTOBER 15, 2024
8:00 AM

WORKFORCE DEVELOPMENT

Samantha Wessing, Workforce Development Specialist

APPRENTICE TRIUMPHS OVER ADVERSITY



Kendall McDaniel stepped outside his comfort zone to pursue achievement through Indium Corporation's Registered Apprenticeship Program. When first presented with the opportunity, Kendall questioned whether he'd be able to manage full-time work and part-time school requirements. Indium Corporation, a global manufacturer of semiconductor chips serving many industry sectors, launched a Registered Apprenticeship Program at their Upstate New York facilities in late 2021. Under MACNY's sponsorship, they registered their first cohort of 12 Industrial Manufacturing Technician (IMT) apprentices in March of 2022.

The strategy behind establishing a standardized training program was twofold: to ensure that entry-level operators became proficient in their area of work and to offer career development opportunities to employees to support retention. As the IMT apprenticeship has grown, the management team added more specialized trades, such as Quality Assurance Auditor, Electro-Mechanical Technician, and Toolmaker.

Kendall now awaits his IMT Journeyworker credentials from the New York State Department of Labor and plans to enter the more advanced, four-year, Electro-Mechanical Technician (EMT) trade. This almost didn't happen. Kendall's story is inspirational and speaks to his determination and his employer's out-of-the-box thinking and resourcefulness to help one of their own succeed.

For Kendall, on-the-job training was easy. He'd worked with metals and alloys for products in the electrical, semiconductor, and thermal management industries. His challenge came with the Related Technical Instruction (RTI) and math courses. He worried that he lacked the "math brain" and ability to focus on class deadlines needed for this type of curriculum. Several weeks into the program, he decided to seek help, confiding in his managers that he feared he might not be able to complete the curriculum.

His management team, including his mentor, offered empathy, helpful strategies, and tailored support. Kendall learned about

tutoring services and the resources available to him through his RTI provider, Mohawk Valley Community College. Asking for help was the first step toward a turning point in his journey; his employer's response ensured his success.

Kendall's experience in the IMT trade has not only strengthened his technical skills, but also his confidence, and self-awareness about his next trade, which involves more schooling. "Throughout the process, I have learned more about myself and my own abilities," he shared. "I operate with far more confidence in myself and my work ethic than I did before. In a sense, I have found my worth. The apprenticeship program has opened a door to an endless hallway of opportunities. Before, I was staring at a blank wall, wondering where I would be in five years." He expressed gratitude to Indium Corporation for presenting him with the opportunity and offering consistent support throughout the program.

To those considering this path, Kendall advises, "Ask yourself — why not? Even if it's not for you, at least you gave it a shot. It could be worth it in the long run." Pushing himself through has given him a sense of purpose or, as his grandfather would say, "a mission."

Kendall's experience demonstrates that success is not just about completing a program but growing personally along the way. His story demonstrates the positive outcomes that can result from an employer who is dedicated to the training and development of their employees through Registered Apprenticeship.



WHEN EVERYTHING SEEMS TO BE GOING AGAINST YOU, REMEMBER THAT THE AIRPLANE TAKES OFF AGAINST THE WIND, NOT WITH IT.

- HENRY FORD



PARTNERS FOR EDUCATION & BUSINESS, INC.

Brynn Semeraro, Workforce Development Specialist

HIGH SCHOOL STUDENTS GAIN HANDS-ON EXPERIENCE THROUGH JOB SHADOWING



It's easy to get excited about all the tours and connections happening in October during MFG Month. Although there's a lot of activity during this time, we can't forget about the other times throughout the year where companies open their doors to the community and future workforce for other MACNY and Partners for Education & Business, Inc. (PEB) events and programs.

For example, this past summer, high school seniors from G. Ray Bodley High School in Fulton explored various career pathways through a series of job shadowing experiences organized by the PEB team. As part of this early college IT program, targeted specifically to students with barriers that may have historically kept them from this type of opportunity, these job shadows provided valuable insight into many industries. Students were able to connect classroom learning with real-world applications as they prepared to join the working community or continue their education.

The students participated in job shadows at seven area businesses over the course of three weeks, including DUMAC Business Systems Inc., Usherwood Office Technology, United Radio, The Tech Garden, Giovanni Foods, Fulton Savings Bank, and Growth Mode Technologies. Each company offered a glimpse into its operations, enhancing the students' understanding of different career fields.

At DUMAC Business Systems Inc., students delved into programming, customer care, IT services, cybersecurity, and order fulfillment related to point-of-sale systems. United Radio provided

an exploration of help desk duties, research and development, and automotive departments. They also provided a tour of the office and manufacturing space, which highlighted career opportunities in the tech and automotive industries. At Usherwood Office Technology, students spent time shadowing help desk employees, talking with the IT professionals, and even getting an insider's look at the warehouse of printer innovations.

The Tech Garden in Syracuse introduced the students to entrepreneurial ventures, creative shared workspaces, and the importance of communication skills. At Giovanni Foods, students observed the entire manufacturing process from start to finish, including recipe batching, quality control, food safety, canning and labeling, packaging and shipping, and new product development.



Growth Mode Technologies offered insight into reconciling help desk tickets and the importance of quality customer service and IT personnel. Students also participated in a hands-on tech dismantling experience. At Fulton Savings Bank, students learned about the bank's IT responsibilities, visited two branch locations and the loan office, and discussed security concerns around network access and cloud backups. Visiting a range of companies across industries helped students see the practical applications of their studies and the skills needed in various professional environments.

These enriching experiences have been instrumental in helping students explore potential career paths and understand the skills required in different industries.

PEB is looking for companies to open their doors to students all year long! If your company is interested in making a difference and mentoring the next generation of professionals, please email pebteam@macny.org to get involved.

Partners for Education & Business, Inc. (PEB) is an affiliate of MACNY. We collaborate with schools, industry partners, and community members to create career pathways by coordinating career exploration and preparation programming in the Central New York area.

UPDATES IN ENERGY

Cindy Oehmigen, Energy & Corporate Services Consultant

GARLOCK SEALING TECHNOLOGIES: PIONEERING EXCELLENCE IN SEALING SOLUTIONS



Palmyra, New York, a quaint village nestled southeast of Rochester, is home to Garlock Sealing Technologies. Founded in 1887 by Olin J. Garlock, this company has evolved from humble beginnings into a sprawling 680,000-square-foot facility that operates around the clock, employing over 500 skilled professionals. Garlock specializes in designing and manufacturing highly technical sealing devices for a diverse range of applications across various industries. Whether it's sealing pipes, pumps, or connections, if liquids or slurries are involved in your processes, chances are they rely on a Garlock product. Their clientele spans medical, aerospace, mining, oil production, nuclear, semiconductor sectors, and more!

I recently had the privilege of conversing with Andy Geoghan, Principal Engineer at Garlock. Andy's expertise extends beyond routine maintenance; he spearheaded the successful completion of NYSERDA's (New York State Research & Development Authority) Strategic Energy Management Program (SEM). Driven by a commitment to continuous improvement, Andy and his team tackle the substantial energy demands inherent in creating specialized sealing solutions. The intricate processes at Garlock involve copious amounts of heat, pressure, and steam.

Garlock's collaboration with NYSERDA commenced through CHA Consulting, a trusted FlexTech consultant. Their assessment identified critical efficiency-enhancing projects, which Andy emphasizes required precise measurement. Installing data loggers and meters on targeted equipment, coupled with a purpose-built monitoring system, proved pivotal to their success. As Andy succinctly put it, "You can't improve what you don't measure." Notably, their in-house system cost a mere 5% of what an external firm would charge, yet it delivered precisely tailored results.

The initial projects, among others, yielded impressive outcomes:

1. Steam Efficiency: Improved by 34%
2. Compressed Air Efficiency: Enhanced by 46%
3. Cooling Water Efficiency: Achieved a remarkable 60% improvement

When I asked Andy about the benefits of collaborating with the NYSERDA/CHA team, he highlighted two key factors:

- **Engagement:** The programs fostered team cohesion and buy-in for these ambitious projects. Such endeavors thrive on collective effort, and Andy acknowledges the invaluable contributions of all team members.
- **Centralized Resource Access:** Fueling Garlock's Vision: In pursuit of their energy efficiency goals, Garlock recognized the importance of streamlining access to essential resources. Having a single point of connection for financial assistance, grants, and utilities proved instrumental in realizing their vision. The SEM and FlexTech programs played a pivotal role in facilitating this alignment.

When discussing ongoing challenges, Andy highlighted the need to engage individuals who may not know that they can make a contribution to energy conservation. This challenge resonates across the manufacturing community as we collectively strive to meet New York State's ambitious energy targets. Garlock's proactive approach positions them as leaders in this endeavor.

As a practitioner in continuous improvement, I commend Garlock's unwavering commitment to efficiency gains. Their efforts not only benefit the company but also contribute to the well-being of the broader community. Kudos to Garlock



Thank you to NYSERDA for sharing your insights.

LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

WHAT IS LIVE2LEAD?



On November 1st, I will host MACNY's annual Live2Lead at The Lodge in Skaneateles. Live2Lead is hands down my favorite event on MACNY's calendar; and this year marks my 10th year hosting. The best way to describe the event is a leadership retreat. Leadership is hard, and leaders can feel stretched simultaneously in many directions. This event provides an opportunity to gather with like-minded leaders and learn from experts in leadership and communications. Pre-recorded presentations from John Maxwell, Jon Gordon, Michael Jr., and four-time Olympian, Chaunte Lowe, will inspire you, challenge you, and breathe new life into your leadership journey.

My friend and mentor, John Maxwell, said it so well, "If you are the smartest person in the room, you are in the wrong room." Live2Lead has welcomed incredible speakers over the years, such as Simon Sinek, Liz Wiseman, Marcus Buckingham, and Ryan Leak. Then, and still today, Simon Sinek teaches the value of knowing your 'why' and how to connect with the Millennial generation. Liz Wiseman digs into why some leaders diminish the people on their teams, and others multiply their abilities beyond what the individuals thought possible. Marcus Buckingham imparts his wisdom about the value of finding and celebrating the giftedness in people. Ryan Leak shares that chasing failure can take you farther than chasing success. These inspiring communicators spoke directly into my life by sharing insights I might never have discovered.

So, what can you expect? You'll arrive at the Lodge between 8:30 and 9 AM. As you walk down the tree-lined walkway, a feeling of being in a very special place will wash over you. The autumn leaves will crunch under your shoes as you make your way to the entrance. Once inside The Lodge, you will smell the aroma of fresh-baked chocolate chip cookies. Just down the stairs and overlooking the deck and pond will be a refreshment station with warm cookies and your choice of beverage. At 9 AM, we all gather in the presentation room for a quick welcome and introduction to our first speaker. Since the presentations are pre-recorded, we will debrief between speakers, adding to your experience.

Before lunch, we'll announce this year's 2024 Transformational Leadership Award recipient. The Transformational Leadership Award is a Live2Lead tradition. We leave the decision up to those who know best – the people that see exemplary leadership in action, every day in their organization. Each year, MACNY calls on individuals from member companies to nominate someone from their organization that truly lives to lead and exemplifies character, commitment, courage, competence, initiative, passion, servanthood, and generosity. Recognizing the deserving award recipient each year is not only heartwarming, but a true privilege and honor.

Lunch is always delectable and a great opportunity to get to know some new faces. During this break, we raffle off books written by the speakers and an occasional bottle of wine. Then, it's back to the presentation room for two more speakers. The event ends around 3 PM, and you can start your weekend energized and filled with fresh ideas to share with your team. Following the event, you'll have the opportunity to bring Live2Lead presentations to your company. You may want the entire event or just one or two speakers. Just let me know, and we can arrange a replay until the end of February.



“
If you wing it, success is improbable.
If you work for it, success is inevitable.

JOHN C. MAXWELL

THE BOTTOM LINE

Joe Mocciano, CPA CMA, Bowers CPA and Advisors

TO MAKE OR BUY, THAT IS THE QUESTION

Commonly, manufacturers grapple with the decision to produce a component in-house or purchase from an outside vendor. Ultimately, the decision to outsource a portion of the value chain should be carefully examined against both qualitative and quantitative measurements. While vertical integration has its advantages, such as less dependency on suppliers and control of quality, there are some challenges; capital investment, labor management. At times, decisions to dismantle vertical integration are made in lieu of efforts to improve an inefficient manufacturing process. Making a decision based on gut-feelings or opinions that are not supported by financial data is careless and costly.

Qualitative Factors

Prior to calculating the cost implications of outsourcing a particular item, the company should weigh the qualitative determinants in the options. Items that fit under one of the following three categories are strategic in nature and should be internally produced: 1) the item is critical to customer differentiation (e.g., “Made in America”), 2) the item requires specialized designs and manufacturing skills, and 3) the item fits well within the firm’s core competencies. Evaluating subassemblies against these three criteria first, may condense the list of parts that should be assessed for make versus buy.

Outsourcing introduces considerable supply chain risk, such as potentially diminished quality and reliability of deliveries. Lead times and delivery schedules must be managed. Additionally, suppliers may not do small production runs thereby requiring your company to maintain higher inventory levels. These risks would need to be mitigated before committing production to contractors.

Quantitative Factors

The biggest challenge to solving the quantitative equation is knowing what it costs to produce the item. Using the fully loaded cost is a mistake and inflates the internal cost of production for this analysis. Only those costs that are incremental should be considered. Incremental costs are costs that would not be incurred if the part were purchased from an outside source. Total costs less costs that are not avoidable represent the incremental costs of producing the subassemblies. Incremental production costs would

almost certainly include direct material and inbound freight. Direct and indirect labor, a portion of variable overhead (inventory carrying costs) and administrative expenses may be included. However, it’s likely that these costs would be incurred regardless. Therefore, unavoidable costs shouldn’t be considered as a cost of the subassembly for a make versus buy analysis. Additionally, fixed costs, under conditions of sufficient idle capacity, aren’t incremental and shouldn’t be considered as part of the cost to make the part. Similarly, the purchase price, delivery costs, and incremental indirect costs should be included as costs on the purchase side of the equation.

If the factory is operating at full capacity, a deeper analysis is required. Selecting the optimal components to manufacture will free up capacity to produce items that would be more expensive to buy on the outside. If multiple parts are being manufactured, follow this step by step analysis: 1) determine the capacity of the plant (in terms of labor hours and/or machine hours), 2) calculate the incremental cost to produce versus purchase for each item under consideration, 3) choose to produce the items with the greatest incremental savings over purchase until plant capacity is filled, outsource the remaining.

Finally, develop a decision tree and include the following considerations:

Favor manufacturing in-house:

- Less expensive to make the part
- Use of excess plant capacity
- Control over quality
- Control of lead time
- Greater assurance of continual supply

Favor purchasing externally:

- Higher quality from supplier
- Less expensive
- Insufficient capacity
- Item not essential to the firm’s strategy

Conclude your decisions after multiple disciplines within the organization have contributed their insight, and only after empirical data supports the direction of outsourcing.



Joe Mocciano, CPA CMA, is a A&A partner with the firm Bowers CPAs and Advisors, a 120 person, multi-office firm serving clients nation-wide and throughout Central NY. Prior to joining the firm in 1995, Joe worked as a cost accountant for an international manufacturer. Joe’s areas of focus includes buy and sell side due diligence, Quality of Earnings projects, outsourced CFO assignments and managing audits in the manufacturing and transportation sectors.

Connect with Joe at (315) 234-1179 or jmm@bcpllc.com

STAFF ANNOUNCEMENTS

MACNY WELCOMES CRYSTAL WARD AS FINANCE & CONTRACTS ADMINISTRATION SPECIALIST



We're pleased to welcome Crystal Ward to the team as the Finance & Contracts Administration Specialist. In this role, Crystal will support the Finance Department with various administrative and clerical tasks, such as financial record-keeping, data entry, and invoice processing. Crystal will also be responsible for establishing data reporting priorities, ensuring compliance with data reporting requirements established by MACNY's state and federal grant initiatives, maintaining relationships with statewide Alliance Partners, and managing the upkeep and filing of Registered Apprenticeship Program information.

Before joining MACNY, Crystal was employed as an Accounts Payable Specialist at Wells College. Crystal completed her

Liberal Arts degree at Eastern Florida State College (formerly known as Brevard County Community College).

Randy Wolken, MACNY President & CEO shared, "We're excited to welcome Crystal to the MACNY team. Crystal is detail oriented, adaptable, and values teamwork and collaboration. She brings a unique set of skills that will make her an asset to our team. Her role will be critical in the continued success and growth of MACNY's workforce development initiatives."

Crystal is looking forward to getting to know MACNY's member companies. If you would like to connect with her, please email her directly at cward@macny.org.

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OCTOBER

TRAINING AND EVENTS

BUILDING AN EFFECTIVE SUPPLIER QUALITY SYSTEM

Oct 1 | 8 AM - 12 PM

BUSINESS ANALYTICS CERTIFICATION PREP COURSE

Starting Oct 1 | 9 AM - 12 PM

PERFORMANCE MANAGEMENT COMPLIANCE FOR SUPERVISORS

Oct 8 | 8:30 - 9:30 AM

MAXIMIZE YOUR MEMBERSHIP

Oct 8 | 9:15 - 10 AM

SUPPLY CHAIN MANAGEMENT WORKSHOP

Oct 8 & 10 | 1 - 4 PM

ISO 13485: 2016 INTERNAL AUDITOR TRAINING

Oct 9 & 10 | 8 AM - 4 PM

FALL PROTECTION TRAINING

Oct 9 | 8:30 AM - 12:30 PM

ANNUAL LEGISLATIVE BREAKFAST

Oct 15 | 8 - 10:30 AM

ELECTRICAL SAFETY IN THE WORKPLACE: NFPA 70E® TRAINING

Oct 16 | 8 AM - 12 PM

WORKPLACE VIOLENCE PREVENTION & ADDRESSING REASONABLE CAUSE

Oct 16 | 8:30 - 11:30 AM

HIGH IMPACT LEADERSHIP

Oct 22 | 8:30 AM - 12:30 PM

ROOT CAUSE ANALYSIS & CORRECTIVE ACTION

Oct 23 | 8 AM - 12 PM

TOUR OF JMA WIRELESS - LIVERPOOL

Oct 23 | 3:30 - 6:30 PM

USING MICROSOFT COPILOT

Oct 29 | 9 AM - 12:30 PM

USING MICROSOFT COPILOT

Oct 29 | 1:30 - 5 PM

CRUCIAL CONVERSATIONS

Oct 30 & 31 | 9:30 AM - 3:30 PM

TOUR OF WOLFSPEED

Oct 30 | 3 - 6:30 PM



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