MANUFACTURING MATTERS

NEWSLETTER



THE MONTHLY NEWSLETTER OF MACNY, THE MANUFACTURERS ASSOCIATION | FEBRUARY 2025

BLACK HISTORY MONTH: HONORING THE LEGACY OF LABOR AND COLLECTIVE ACHIEVEMENTS

February 1st marks the start of Black History Month in the U.S., a time to commemorate the achievements of Black people throughout history as well as celebrate African American life, history, and culture. It was started by Dr. Carter G. Woodson in February 1926 and first began as Negro History Week. Woodson chose February because it coincided with pre-existing celebrations among Black communities for Abraham Lincoln and Frederick Douglass' birthdays on February 12th and 14th, respectively. Despite using the celebrations of these men as the foundation for Black History Month, Woodson believed that progress was driven by people, not just a few great individuals, and encouraged the community to honor the countless Black men and women who contributed to the advancements in civilization.

By 1928, Woodson and the Association for the Study of African American Life and History (ASALH) realized that setting a theme for the public to focus on for the annual celebration was incredibly important. They began providing materials for schools and communities including photos, plays, and posters with important dates and historical figures for the theme of that year. The first theme was *Civilization:* A World Achievement.

By the late 1960s, the shift to a monthlong observance was already taking effect, but it wasn't until 1976, over 50 years after the first event, that it would become the month-long celebration known today as Black History Month. 97 years later, the themes continue, with this year's theme being African Americans and Labor.

According to the ASALH, the theme "focuses on the various and profound ways that work and working of all kinds – free and unfree, skilled, and unskilled, vocational and voluntary – intersect with the collective experiences of Black people."

The work of Black communities has been transformational and vital throughout the U.S. The themes are purposefully made to have a wide perspective to allow an array of voices, insights, and histories. In this instance, labor can mean compensated work in factories, the military, or office buildings, but it can also mean volunteers, social justice activists, or church leaders. In all these situations, the work of Black people has been instrumental in shaping the lives, cultures, and histories of the places and societies they're a part of.

Over the years, Black laborers have faced additional exploitation, including wage discrepancies and discrimination. Black professionals throughout history have had to organize for better working conditions and compensation, including joining the ranks of union work and leadership to advocate for themselves.

One example of an advocate for himself and others, and a true embodiment of this year's theme, is a second-year Tool and Die Maker apprentice at Eaton-Crouse Hinds LLC, Mr. Ralph Carter, III. He's also the Union Chief Steward at the IBEW 1249 Power Professionals at Eaton and assists around 300 or so members with contract negotiations to help them find their voice and advocate for themselves. You can read more about Mr. Carter's story on page 6.



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MANUFACTURING ADVOCACY DAY

A COLLECTIVE VOICE ADVOCATING ON KEY STATE ISSUES IMPACTING THE MANUFACTURING INDUSTRY

ALBANY, NY

FEB 26, 2025



FOR MORE INFO **SCAN THE QR CODE**

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PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

MANUFACTURING COMPETITIVENESS POLICIES NEEDED FROM OUR NATION'S LEADERS

With a new administration and Congress in D.C., MACNY is continuing to emphasize the importance of effective policies to aid manufacturing growth in New York State.

Key policy priorities are needed as we move forward, and MACNY remains focused on doing what's best for manufacturing. We've seen what it takes to get results, and we know how to best approach it.

In New York State, manufacturers add over \$80 billion to the economy and employ more than 423,000 people with average annual salaries greater than \$96,000. In 2023, this resulted in exports valued at over \$85 billion. If we pay attention to vital growth policies, manufacturing can grow significantly here.

MACNY must focus on core issues that are crucial to keeping the manufacturing sector both internationally competitive and resilient. These issues include:

- Securing tax reform: We support the National Association
 of Manufacturers (NAM) "Manufacturing Wins" campaign,
 which aims to lock in crucial 2017 tax provisions that
 manufacturers rely on for stability and growth. Protecting
 these key provisions will result in more jobs and
 manufacturing-led growth across the country.
- Regulatory certainty: MACNY advocates for balanced and practical regulations that support competitiveness. Manufacturers thrive with clear and fair rules. We need Washington, D.C. to understand the importance of regulatory stability — and the dangers of excessive regulation.
- Energy security: We're collaborating with our state and national partners to secure reliable, high-quality, and affordable energy while promoting innovation and advancing sustainability. Energy security and grid reliability are essential for every manufacturer.

Infrastructure and CHIPS Act: We continue to support
the NAM, historic Bipartisan Infrastructure Law, and
CHIPS and Science Act. All are critical for modernizing
our economy, bolstering our national security, and
ensuring reliable semiconductor production along
with its associated supply chain. Innovation and
production in the U.S. go hand in hand with securing
our nation's future.

You can show your support for all the aforementioned issues by contacting your representatives in Congress. Let them hear your voice on these issues. Together, we can ensure that manufacturers can innovate, grow our economy, and drive New York State and America forward. With your help, MACNY remains focused on advocating for policies that strengthen U.S. manufacturing.

We invite you to take action and make your voice heard by state legislators by joining us for Manufacturing Advocacy Day in Albany on February 26th. You can scan the QR code on page 2 to sign up. For more information on Manufacturing Advocacy Day or any of these issues, please reach out to me at rwolken@macny.org or Tiffany Latino-Gerlock, Director of Government Relations, at tlatinogerlock@macny.org.



Take action on these issues.

GOVERNMENT RELATIONS

Tiffany Latino-Gerlock, Director of Government Relations

THE 2025 LEGISLATIVE SESSION IS IN FULL SWING

The halls of the state capitol building are bustling once again since New York State legislators gaveled into session on January 8th. On January 14th, Governor Kathy Hochul presented her 2025 State of the State Address

in front of a large crowd in the Hart Theater at The Egg with members of MACNY's advocacy team in attendance. Legislators are now working on state budget priorities and have introduced and re-introduced several key pieces of legislation.

One of the initial 2025 State of the State (SOS) proposals that the Governor announced was New York's first-ever Inflation Refund, which would aim to deliver approximately \$3 billion in direct payments to about 8.6 million New York taxpayers across the state. This new refund would send a payment of \$300 to single taxpayers earning up to \$150,000 per year, or \$500 to joint tax filers making up to \$300,000 per year. Building on the affordability theme, the Governor has also proposed an expansion of the Childcare Tax Credit to make more families eligible and increase the maximum benefit amount. Her third SOS proposal creates a \$110 million Child Care Construction Fund to build new childcare facilities and repair existing sites. The Governor also plans to launch the New York Coalition for Child Care to bring together business leaders, labor unions, service providers, and tax experts to work on universal childcare.

MACNY was pleased to hear about several other SOS proposals announced during the State of the State Address including Governor's Hochul's continued commitment to workforce development initiatives across the state to include increased funding for apprenticeship and pre-apprenticeship programs. We also applaud her proposal to extend and expand the Excelsior Jobs Tax Credit Program to assist smaller semiconductor supply chain companies. In addition, we look forward to collaborating with the Governor and her administration on a Master Plan for Responsible Advanced Nuclear Development as the state works toward meeting its decarbonization goals.

It'll be a busy next few months as lawmakers consider these and other proposals, as well as negotiate the state's next fiscal budget before the April 1st budget deadline. In the coming weeks, Joint Legislative Hearings will be announced and conducted to give the public an opportunity to testify to major state budget issues including education, economic development, and workforce development. Both houses of the Legislature will continue to work toward passing their one-house budgets by considering the public's testimony and the Executive Budget. Finally, committee hearings will take place so that legislators can debate different spending and revenue priorities as well as negotiate amendments to the Executive Budget.

There are many new faces to the State Legislature this session, one of which is Senator Chris Ryan of Syracuse. Senator Ryan was sworn into office at the start of the session to represent the 50th State Senate District, which includes parts of Onondaga and Oswego counties. The former Onondaga County legislator and union president replaced John Mannion, who won his race for Congress. Congressman Mannion was sworn into office at the beginning of the year to represent New York's 22nd Congressional District in the U.S. House of Representatives. MACNY has held meetings and maintained correspondence with both representatives and will continue collaborating with them on critical issues impacting the manufacturing industry.

The Senate Democratic Majority Conference, led by Majority Leader Andrea Stewart-Cousins, lost a supermajority in the chamber but continues to hold a majority with 41 members. Collectively, there are four new members to the Senate Democratic Conference this year. The Republican Minority Conference, led by Minority Leader Robert Ortt, has 22 members. On the Assembly side, the Democratic Majority Conference, led by Speaker Carl Heastie, welcomed 14 new members in 2025 and continues to hold a supermajority in the chamber with 103 members. Assemblymember Pamela Hunter of the 128th Assembly District was named the new Speaker Pro Tempore. The Republican Minority Conference, led by Assembly Minority Leader Will Barclay of the 120th Assembly District, has 47 members.

Join our advocacy efforts and make your voice heard by registering for Manufacturing Advocacy Day taking place on February 26th, in Albany. There's still time to register and advocate for critical legislative policy and funding priorities, specifically workforce development, energy, labor, and economic growth to include tax policy. The event will kick off at the Legislative Office Building with breakfast, and welcome remarks, followed by legislative meetings addressing key issues, and conclude with a luncheon at the Fort Orange Club featuring guest speakers. As always, thank you for sharing your thoughts and perspectives on the issues that matter most to you and the industry.





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WORKFORCE DEVELOPMENT

Eileen Donovan, Manager of Apprenticeship & Workforce Development

M. RALPH CARTER III -REGISTERED APPRENTICE, UNION REPRESENTATIVE

M. Ralph Carter III's dual positions as Registered Apprentice and Union Chief Steward exemplify this year's Black History Month theme: African Americans and Labor. It turns out the qualities that make him an eager learner also make him a good leader: he's drawn to problem-

solving and believes in helping others. Prior to joining Eaton Crouse-Hinds LLC in June 2017, Mr. Carter already had experience with union culture. Collective bargaining governed his work situations at a local nursing home (1199 SEIU) and Upstate Medical (UUP and CSEA). He came away from these jobs with a healthy understanding of the value of union protection.

Eaton launched its manufacturing of high-grade electrical specialties in Syracuse, NY in 1897. The black and white photos in the visitors' lounge display the company's evolution, including its 1920s focus on the production of traffic signals, controllers, and accessories. Today, Eaton operates within the supply chain of the semiconductor, nanotechnology, green energy, and biopharmaceutical sectors.

It was their position in these industries that led to the opportunity to relaunch and expand a New York State Registered Apprenticeship Program under MACNY sponsorship in 2023. The availability of incentive funding through the National Institute for Industry and Career Advancement (NiiCA), allowed them to offer the apprenticeship opportunity to six employees, including Mr. Carter, now a second-year Tool and Die Maker apprentice. He also serves as one of the Union Chief Stewards of the 300 or so members of IBEW 1249 Power Professionals at Eaton.

Mr. Carter's journey from a promising high school student to an active union leader is a lesson in perseverance. As a talented football player and "gifted and resourced" student, he also navigated a learning disability. Through his dyslexia, he learned to compensate by enhancing his hands-on and

visual skills, eventually emerging as a student who excelled in science. As a participant of "Upward Bound," a program that offers high school students the opportunity to experience college, he began to consider college as a possibility. His parents couldn't afford to send him, but their salaries put financial aid out of reach. SUNY Morrisville was an option for a year, after which he worked while attending Onondaga Community College full-time and earned his associate degree in Mechanical Engineering Technology.

Registered Apprenticeship was a concept Mr. Carter was introduced to while in college. He knew that it was a great way to earn a credential and an education, a perfect opportunity if he could find it. A recruiter told him about a local company that offered a Registered Apprenticeship Program, Eaton. As a Tool and Die Maker apprentice, Carter could see himself applying his penchant for problem-solving to an actual trade.



While that program eventually evolved into the one under MACNY sponsorship today, Mr. Carter fully immersed himself in the operations of IBEW. He delved into the constitution and by-laws to grasp how things worked. Now, as one of the Union Chief Stewards, a member of the Executive Board, and a Union Job Evaluator, he applies what he's learned contract negotiations, including governing pay rates, break schedules, holidays, and insurance. His role in

these discussions is to help rank and file union members to understand what the company is proposing so they can make informed votes.

"You have to want to help people" [to do this work], posits Carter, "you have to want better for more than just yourself [to value union membership and to work in a leadership capacity.]" He has become part of a long and storied tradition of African Americans in this country's labor movement using perseverance, problem-solving, and love of community to improve working conditions for others.

PARTNERS FOR EDUCATION & BUSINESS, INC.

Emily Langan, Manager, Partners for Education & Business, Inc.

KEEPING OUR LOCAL TALENT, LOCAL



A surge of excitement surrounds careers in STEM, especially as new investments flow into our community and schools increase their focus on STEM education. It's becoming "cool" again to be interested in math and science and to enjoy working with your hands.

As students graduate from high school and college, they're entering a growing job market. They have the opportunity to choose the type of work environment they prefer and where they want to live. Now more than ever, it's critical for employers to connect with students early, as college-based internships and coops often lead to job offers upon graduation and can steer our local talent away from Central New York.

The CNY STEM Scholarship Program provides an easy way for companies to begin investing in their future workforce. To start, Partners for Education & Business, Inc. (PEB) staff solicit applications from local high school seniors who plan to pursue degrees in different STEM majors, especially mechanical and electrical engineering, architecture, and computer science. Once the applications are compiled and sorted, companies review the submissions of students pursuing the majors they're interested



in investing in. Once the applications have been reviewed, interviews are set up between the top candidates and company representatives to determine which students will be awarded a scholarship.

Companies are encouraged to provide a paid summer internship for scholars between their sophomore and junior years. This internship allows students to learn more about their sponsoring company, and for the company to determine if the student is an ideal candidate for a full-time position. This is also an incentive for students to come back to Central New York during the summer, instead of pursuing internships at out-of-town companies.

The goal of the CNY STEM Scholarship Program is to keep our local talent, local. Since the program began in 2013, PEB has had a multitude of past scholars move into full-time employment at their sponsoring company after they graduate. Many past scholars specifically pinpoint the internship as a key factor that influenced their decision to stay in Central New York.

Students and companies have until March 14th to join the CNY STEM Scholarship Program. If you'd like more information you can email me at elangan@macny.org. Students who are interested in applying for the scholarship can scan the QR code below to submit their application.



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

NYSERDA RENEWABLE ENERGY CERTIFICATES: A NEW CARBON EMISSIONS AND ESG GOALS SOLUTION

Is your company concerned about the carbon embedded in its products? Are your customers or stakeholders inquiring about your SCOPE 2 emissions? If so, Renewable Energy Credits (RECs) may be a tool to consider. RECs are a proven,

marked-based tool that companies can buy and sell to meet environmental, social, and governance (ESG) goals.

NYSERDA will be hosting a webinar on RECs and the Voluntary REC Sales Program for all New York State-based industrial companies. Please contact Mark Gundrum and Kevin Ramcharitar at CES@nyserda.ny.gov to join the invitation list.

What Are Renewable Energy Certificates?

When one megawatt-hour (MWh) of renewable energy is generated, two products are created: renewable energy and the attributes from renewable electricity generation, such as the environmental and social benefits. A REC is the environmental attributes tied to renewable electricity from one MWh of renewable energy.

RECs are produced by renewable power generators, specifically wind, solar, geothermal, and hydropower, in New York State. They can be purchased from these generators, developers, third-party suppliers, brokers, or through the NYSERDA Voluntary REC Sales Program.

NYSERDA Voluntary REC Sales Program

Voluntary REC Sales are now available throughout New York State. The program came about because industrial, commercial, and institutional organizations wanted the ability to purchase RECs from NYSERDA to reach their ESG and SCOPE 2 emission goals. Voluntary REC Sales offer a clear path for companies across the state to reach their ESG goals. Currently, NYSERDA offers "Tier 1 RECs".

Based on market research, Tier 1 RECs are a premium product. The generators that belong to Tier 1 came online after 2015, so they are considered new-generation facilities. Additionally, Tier 1 RECs are cost-effective compared to alternative options.

Buying Tier 1 RECS means your company can:

- Showcase its commitment to ESG goals, setting you apart from the competition.
- Track and claim renewable energy compliance with worldwide sustainability initiatives.
- Invest in New York renewables for state businesses and bring the benefits of cleaner air and good jobs to New Yorkers. National RECs don't offer this.
- Generate revenue for New York State-based renewable energy projects.

NYSERDA is committed to making the REC procurement process straightforward. NYSERDA, as your experienced partner, ensures companies throughout the state can buy Tier 1 RECs with confidence.

NYSERDA is the largest purchaser of Tier 1 RECs in the state. NYSERDA's purchases are done through a competitive process, ensuring that your company receives RECs at a cost-effective price. NYSERDA sells Tier 1 RECs for the same price they purchased them, which lowers the risk of price volatility and passes the savings on to companies.

How Can Your Company Purchase Tier 1 RECs from NYSERDA?

NYSERDA offers multiple options for companies to procure RECs:

- Annual Voluntary Tier 1 REC Pre-Sale: A forward-looking "firm" sale providing Tier 1 RECs at a fixed price.
- Long-Term Contracts: NYSERDA allows companies to secure RECs from specific technologies such as wind or solar. NYSERDA may provide Tier 1 RECs from a particular area of New York State or project, allowing companies to directly associate with the generator.

In the inaugural 2025 Voluntary Tier 1 REC Pre-Sale held in the summer of 2024, revenue neared \$1.5 million, which meant savings for ratepayers on their energy bills throughout the state. We're happy to discuss how this opportunity aligns with your company's ESG goals. If your company would like to learn more about RECs, or is interested in participating in the next sale, we encourage you to reach out via email at CES@nyserda.ny.gov.



Thank you to NYSERDA for sharing your insights.

LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

I SURE HOPE LOVE IS IN THE AIR!

It's February, and time to start thinking about love. Well, actually, as a leader you need to be thinking about love all the time. According to Marcus Buckingham, one of the 2023 Live2Lead speakers and author of Love+Work, it's the most important thing for our organizations. Marcus says if we don't

use love, we're failing to take advantage of one of the most powerful forces in life.

For an organization to succeed, our people need to succeed. However, we often refer to them as merely full-time equivalents (FTEs) or headcounts. It's no wonder that according to Gallup's State of the Global Workplace report, only 15% of employees are considered "actively engaged" in their work. Looking at it in another light, only 15% of employees feel truly invested and trust their company to a significant degree. If the company doesn't care about me, why should I care about it? To them, I'm just a number, and as soon as I don't fit the plan, I'm out the door.

Imagine if we could engage our team. What areas of the business would improve? Let's refer back to Marcus Buckingham, who emphasized that if we could create the right environment, we could see significant improvements in the following:

- Productivity
- Retention
- Quality
- Safety
- Health
- Loyalty
- Advocacy

Just imagine a team that wants to be there, likes the people they work for, and can't wait to share with others why their organization is the best place in town to work. Imagine if that could be your team or organization. Well, it can; you just need to love your people and treat them "lovingly," as Marcus would say. So how do we treat them lovingly? Let's start with what not to do. Don't refer to them as FTEs, or headcounts. They're human beings, not human doings. They're real people with names, families, hobbies, and dreams about the future, and each one is very different from all the rest. Passing an employee off to HR

when they have a problem is unloving. Hospitals that pass off a sick patient from one provider to the next, forcing them to reexplain why they're there, are unloving. Not knowing anything about the people you work with every day is unloving.

Now, let's change things up a bit. Think about a teacher you had in school that you just loved. There was something about their class that was different. It might not have been your best subject, but you still loved that teacher. My guess is that the teacher took an interest in you as a person. They knew more about you than the other teachers and valued you as an individual with unique giftedness. Imagine having a problem at work with your paycheck or benefits, and your team lead went with you to HR and helped you navigate the process. Or, how about this: you went to the hospital and were assigned someone who helped you navigate the complex healthcare system? What if a senior leader in your organization knew your name? Now let me go really out on a limb: what if they knew your kid's name or your favorite hobby? That would be a loving place to work.

Here's my last twist: what if you could love what you do? Not everything you do, but some of what you do. According to the Mayo Clinic, we only need to love 20% of what we do to avoid burnout. The one hitch is that it needs to be 20% *per day*. Ask yourself these questions:

- When was the last time you lost track of time at work because you were completely engaged in the work you were doing?
- When was the last time you surprised yourself by how well you did something?
- When was the last time you found yourself actively looking forward to going to work?

The answers to these questions reveal times when you loved what you were doing. Once you discover what you love, work to build more of those things into your life. If you're a leader, why not start asking your team members the same questions? Why not help them discover what they love?

It's time for a more loving way to live and work. It's time to find your unique sources of joy, giftedness, and passion within yourself. Now, that's "lovingly". Let's hope love is in the air and stays in the air all year. Live2Lead is a great way to learn how to lead with love so please remember you can schedule a replay of this annual event for your team at your site (or virtually) from now until February 28th. If you're interested in bringing Live2Lead to your organization, please reach out to me at dfreund@macny.org.



BRING A

LIVE2LEAD

REPLAY SESSION TO YOUR ORGANIZATION!



Scan the QR code to email David Freund and schedule a replay session before February 28th. Sessions can be done in person or virtually!



NEW MEMBER SPOTLIGHT



Echelon Supply and Service provides premium industrial and hydraulic hose solutions. | **echelonsupply.com**



Didero, Inc. uses supply chain management trained AI to automate your most common workflows. | **didero.ai**



Priority Software provides cutting-edge cloud-based business management solutions. | **priority-software.com**



CABVI assists people who are blind or visually impaired in achieving their highest levels of independence. | **cabvi.org**



Camfil USA provides commercial and industrial systems for air filtration and air pollution control. | **camfil.com**



Clark Equipment Rental & Sales is a provider of heavy equipment & construction equipment. | **clarkrents.com**



AAA Innovations is a leading supplier of promotional products to the Advertising Specialty Industry. | **aaainnovations.com**



ISSI Technology Professionals helps organizations grow by hiring the best technology professionals. | **issitechpros.com**



Inform Software develops AI for the optimization of complex business processes. I **inform-software.com**



Trout Software creates new security and compliance technology for real-world operations. | **trout.software**



Starlight MFG Solutions creates custom manufacturing equipment. | **starlightmfgsolutions.com**

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FEBRUARY TRAINING AND EVENTS

ACTIVE SHOOTER RESPONSE

Feb 6th | 8:30 - 10 AM

MICROSOFT EXCEL FOR OFFICE: PART 3

Feb 7th | 9 AM - 5 PM

ISO 9001: 2015 INTERNAL AUDITOR TRAINING

Feb 11th and 12th | 8 AM - 4 PM

MAXIMIZE YOUR MEMBERSHIP

Feb 11th | 9:15 - 10 AM

THE 6 TYPES OF WORKING GENIUS WORKSHOP

Feb 12th | 8:30 AM - 12:30 PM

BLUEPRINT READING: LEVEL 1 (BASIC)

Feb 12th & 14th | 12:30 - 4:30 PM

MICROSOFT OUTLOOK FOR OFFICE 365: PART 1

Feb 13th | 9 AM - 5 PM

FORKLIFT OPERATOR SAFETY TRAIN-THE TRAINER

Feb 18th | 8:30 AM - 3:30 PM

OSHA UPDATE FOR 2025

Feb 19th | 9:30 - 11 AM

MAXIMIZE YOUR MEMBERSHIP WEBINAR

Feb 20th | 9:15 - 10 AM

FROM VISION TO VALUE: AI FOR MANUFACTURING LEADERS

Feb 20th | 3 - 5:30 PM

GETTING THE MOST FROM YOUR SPREADSHEETS WITH GENAI

Feb 24th | 9 AM - 12:30 PM

GETTING THE MOST FROM YOUR PRESENTATIONS WITH GEN AI

Feb 24th | 1:30 - 5 PM



Starting Feb 25th | 8:30 AM - 12:30 PM

MANUFACTURING ADVOCACY DAY

Feb 26th | 8 AM – 3 PM

BLUEPRINT READING: LEVEL 2 (WITH GD&T)

Feb 26th & 28th | 12:30 - 4:30 PM

MASTERING EMOTIONAL INTELLIGENCE: LEVEL 1

Feb 27th | 9 AM - 4 PM

UNLOCKING GREATER POTENTIAL FOR YOUR WORKFORCE: PART 1

Feb 27th | 9 - 10 AM

Len 51. | 9 - 10 AM

HOW YOU CAN HELP LOCAL STUDENTS WITH

THEIR CAREER: INFO SESSION

Feb 28th | 12 - 12:30 PM



REGISTER FOR AN EVENT OR TRAINING