

MANUFACTURING MATTERS NEWSLETTER



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

DR. YAN LIU NAMED AS MACNY'S 2025 INNOVATOR OF THE YEAR



We're proud to announce Dr. Yan Liu, Director of Global Research and Development (R&D) at Indium Corporation, as the recipient of the 2025 Innovator of the Year Award. This esteemed honor recognizes individuals who lead the way in innovation, driving advancements in their industry and reshaping the future.

With more than two decades at Indium Corporation, Dr. Liu has been a driving force in solder materials and flux technology innovations, directly influencing the evolution of the electronics manufacturing industry. Her leadership has led to the development of cutting-edge fluxes, solder pastes, and advanced materials, setting new industry benchmarks. She has also played a critical role in building and cultivating Indium Corporation's global R&D team, guiding them in their mission to develop world-class materials. As a key spokesperson for Indium Corporation's technological advancements, she bridges research, industry needs, and market opportunities—ensuring that R&D efforts align with corporate goals and customer demands.

In addition to directing Indium Corporation's Research & Development Center in Suzhou, China, she manages a diverse group of chemists and metallurgists across North America and Asia, fostering cross-functional collaboration to address complex technical challenges. Her tenure as manager of the R&D Flux Group further

solidified her expertise in developing high-performance materials that enhance manufacturing efficiency, reliability, and quality.

Collaboration has been central to Dr. Liu's approach, working closely with operations, sales, quality, technical service, and marketing teams. Her ability to translate scientific research into practical applications has resulted in groundbreaking formulations that improve manufacturing processes and set new industry standards.

Randy Wolken, President & CEO of MACNY, shared, "Dr. Yan Liu is a remarkable leader whose innovative spirit and dedication to advancing the manufacturing industry have made a lasting impact. Her work at Indium Corporation has shaped the future of electronics manufacturing and set new industry standards. We're deeply honored to recognize her with the 2025 Innovator of the Year Award, celebrating her groundbreaking contributions and unwavering commitment to excellence."

Ross Berntson, President & CEO of Indium Corporation, remarked, "Dr. Yan Liu's relentless pursuit of innovation has driven significant advancements in electronics manufacturing while strengthening Indium Corporation's position as a leader in materials science. Her leadership in developing next-generation materials and expanding global collaboration underscores our commitment to pushing the boundaries of technology. We are honored to see her recognized by MACNY for her outstanding contributions."

Dr. Liu will be honored by MACNY members and community leaders at MACNY's 112th Annual Celebration of Manufacturing on May 22, 2025, at the SRC Arena & Events Center.

INSIDE

3 PRESIDENT'S MESSAGE
A Strong Workforce Is Needed to Promote Manufacturing Growth

4 GOVERNMENT RELATIONS
Manufacturing Advocacy Day 2025



6 WORKFORCE DEVELOPMENT
New Directions for Registered Apprenticeship

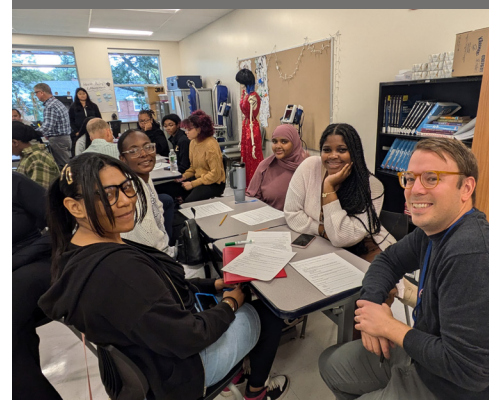
7 PARTNERS FOR EDUCATION & BUSINESS, INC.
Career Coaching: Inspire, Connect, and Make an Impact

8 UPDATES IN ENERGY
Confronting Critical Grid Reliability Challenges

9 LEADERSHIP DEVELOPMENT
Gardening: The Secret to Growth

10 THE BOTTOM LINE
Financial Statement Red Flags for Manufacturers

12 UPCOMING EVENTS
Opportunities for you and your workforce





building tomorrow,
together

112th Annual Celebration of Manufacturing

May 22, 2025 | SRC Arena & Events Center

Grab Your Spot Now
Tickets, tables, and sponsorships still available.
Scan the QR code or email info@macny.org.



PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

A STRONG WORKFORCE IS NEEDED TO PROMOTE MANUFACTURING GROWTH



As manufacturing continues to grow in New York State, the workforce needs of our members have never been more significant. For years, MACNY has helped members engage with and hire the area's finest talent. Our efforts are only continuing to grow.

For over 30 years MACNY affiliate, Partners for Education & Business, Inc. (PEB), has been committed to closing the gap between education and industry. They engage local employers across industry sectors in work-based learning programming for schools and provide students with career exploration opportunities in industries such as manufacturing, technology, and healthcare. By having access to these opportunities, students are better equipped to make informed decisions about their future. PEB has played an integral role in connecting more than 150 companies with students to spark an interest early on in rewarding manufacturing careers.

Registered Apprenticeships are also a proven strategy for attracting, and retaining, high-quality talent. For this reason, we've developed a world-class approach to establishing Registered Apprenticeship Programs across New York State. In addition, we also help companies recruit skilled talent through our pre-apprenticeship programs: Real Life Rosies® and Advance 2 Apprenticeship™. The Real Life Rosies program was funded through the New York State Department of Labor (NYSDOL) Direct Entry Pre-Apprenticeship grant and was the first NYSDOL-approved direct entry pre-apprenticeship program for women in advanced manufacturing. Developed in partnership with Mohawk Valley Community College (MVCC), and with the support of other educational providers and community organizations, the program is designed to create pathways for women and underrepresented groups to access careers in manufacturing. This no-cost program offers participants

a pathway into Registered Apprenticeship, along with comprehensive support services to address common challenges such as childcare, transportation, clothing, and work-related supplies. In partnership with MVCC and the Strong Center for Developmental Disabilities at the University of Rochester, the Advance 2 Apprenticeship program is designed to increase access to apprenticeships, catering to individuals with and without disabilities who may benefit from additional support. These 12-week career readiness pre-apprenticeship programs have helped companies build a strong and robust talent pipeline. To date, more than 100 program participants have secured employment, with many more expected to be trained this year.

For your current employees, our trainings, coaching sessions, and council events offer valuable opportunities for talent development and upskilling, ensuring they're prepared for future career growth. We're expanding these initiatives to better support our existing members while also meeting the workforce needs of companies soon joining our region.

With the growth of existing members and the announcement of historic semiconductor investments, these programs have never been more essential. Our MACNY team has the expertise to support companies of all sizes, helping them develop customized strategies to attract, train, and retain skilled workers. Now's the time to take action. I've never been more excited about the opportunity to help facilitate the growth of high-quality jobs in world-class companies right here in New York State. Reach out to a member of our team today. With the rapid changes ahead, there's never been a better time to invest in your workforce and secure your company's future. Let us help you seize this moment.

GOVERNMENT RELATIONS

Tiffany Latino-Gerlock, Director of Government Relations

MANUFACTURING ADVOCACY DAY 2025



Through collaborative efforts like this year's Manufacturing Advocacy Day in Albany, MACNY, the Manufacturers Alliance of New York partners, and our member companies, are Building Tomorrow, Together.

On February 26th, more than 60 leaders from manufacturing companies and business groups across the state convened in Albany for Manufacturing Advocacy Day. Participants voiced their thoughts on critical issues impacting the manufacturing industry and engaged in more than two dozen bipartisan meetings with State Senators and Assemblymembers at the Legislative Office Building and Capitol. Discussions focused on key issues including workforce development, energy, economic growth, tax policy, and labor/human resources.

In addition to these legislative meetings, MACNY's Executive Vice President, Michael Frame, testified before members of the State Legislature at the 2025 Joint Budget Hearing on Labor/Workforce Development. In his testimony, he emphasized the vital importance for continued support of workforce development strategies and state investments in workforce programs, especially in the manufacturing sector.



A highlight of this year's event was the participation of Registered Apprentices and graduates from the Real Life Rosies® pre-apprenticeship program. Real Life Rosies is the first New York State Department of Labor-approved direct-entry pre-apprenticeship initiative for women in manufacturing.



During their meetings with legislators and legislative staff, the graduates shared their personal success stories and advocated for policies that support women pursuing manufacturing careers. Their participation underscored the importance of initiatives like the Real Life Rosies program, which helps close the skills gap and foster diversity in the industry. MACNY is seeking funding to sustain and expand our Registered Apprenticeship and pre-apprenticeship programs, including Real Life Rosies.

SUNY Chancellor John B. King Jr. gave a compelling and informative keynote address during lunch at the Fort Orange Club. We're grateful for his time and thoughtful remarks. We'd also like to thank Assemblymembers William Magnarelli and Pamela Hunter for their encouraging words, as well as for their ongoing support of manufacturing and workforce initiatives.



Additionally, we deeply appreciate the state legislators who took time out of their busy schedules to meet with us and discuss the future of manufacturing. It was a pleasure connecting with them.



On behalf of the MACNY team, I'd like to extend our heartfelt thanks to everyone who participated in Manufacturing Advocacy Day. Our elected officials truly value hearing directly from you as they make decisions that impact the businesses and people of New York. Your voice strengthens our efforts to advocate for policies and legislation that will support manufacturing growth in the state.



MACNY's advocacy efforts are further bolstered by the work we do with Ostroff Associates and our year-round partnership with the Manufacturers Alliance of New York partners, including the Buffalo Niagara Manufacturing Alliance (BNMA), Brooklyn Chamber of Commerce, Center for Economic Growth (CEG), Council of Industry, Greater Binghamton Chamber of Commerce, Ignite Long Island, Rochester Technology and Manufacturing Association (RTMA), and the Manufacturers Association of the Southern Tier (MAST).



The 2025 Manufacturing Advocacy Day was made possible with the support of our event sponsors: Anheuser-Busch, BNMA, CEG, Indium Corporation, Nucor, The Council of Industry, RTMA, and VIP Structures. MACNY thanks you for your support!

Throughout the remainder of the legislative session, MACNY will host webinars and provide other opportunities for members to engage with their government officials. We encourage you to participate in these upcoming events. We'll also be reaching out with sign-on letters and other online advocacy initiatives, giving you the chance to demonstrate to legislators the crucial role your company plays in the state's economic vitality. For more information on our advocacy initiatives, please scan the QR code.



**Support MACNY's
Advocacy Initiatives**



SALES@DUPLIONLINE.COM
DUPLIONLINE.COM

BRANDED APPAREL WITH DUPLI

Dupli offers screen printing and embroidery on promotional items and apparel, including hats, shirts, and backpacks. Perfect for businesses, charities, or events. Our extensive product offering boosts visibility and customer and employee relations.



EMPLOYEE APPRECIATION GIFTS
READY TO GO EMPLOYEE/CUSTOMER KITS
ALL THE TOP APPAREL BRANDS TO CHOOSE FROM
ONLINE STORES FOR EASY ORDERING
BAG & TAG SERVICES
FULLFILMENT SERVICES AT OUR 80,000 SQ FT WAREHOUSE

WORKFORCE DEVELOPMENT

Eileen Donovan, Manager of Apprenticeship & Workforce Development

NEW DIRECTIONS FOR REGISTERED APPRENTICESHIP



On April 30th, we proudly celebrate National Apprenticeship Day – and we have plenty to be excited about!

In 2024 alone, MACNY graduated 24 apprentices to the Journeyworker level, with an additional 17 apprentices completing their programs as of February. Many of these graduates will go on to mentor new apprentices, while others may pursue further specialization in their trades. This is exactly how Registered Apprenticeship is designed to work; it's how employers are building their bench, creating their skilled workforce, and sustaining their businesses. For the graduates, these programs demonstrate the power of apprenticeship to provide high-quality, post-secondary education without the burden of student debt.

In other notable developments, we're adding to the roster of New York State Department of Labor (NYSDOL)-approved trades for us to sponsor for New York State-based employers. At the request of two local manufacturers, we've submitted Robotics Technician and Continuous Improvement Associate trades to the NYSDOL for approval further enhancing opportunities in advanced manufacturing. Additionally MACNY has secured federal grant funding to support the growth of non-industrial apprenticeship trades. The introduction of these trades will broaden access to training and development, creating new pathways for both employers and job seekers.

Last month, we hosted a webinar, "Upskilling Workers Beyond the Production Floor," to introduce manufacturers and manufacturing-adjacent organizations to emerging, non-industrial trades. With more than 50 registrants from across the state, it's clear there's widespread interest in these opportunities. MACNY has already expanded its list of available trades to include Software Developer and Marketing Coordinator. The City of Syracuse has successfully graduated two Software Developer apprentices and is now training its first Marketing Coordinator apprentice.

The Human Resources Associate trade is currently under review by NYSDOL. In the meantime, Belden, Inc. and Berry Global have each selected a candidate for this trade, both of whom are incumbent workers and bring unique backgrounds and experiences to the opportunity. Bonnie Olsson has been a dedicated member of Belden Inc.'s Human Resources Department for several years. This apprenticeship offers her the chance to add to her list of professional achievements by formally earning a credential, such as the Journeyworker certification.

Claudine Ciza from Berry Global took a different path, working her way up from the production floor to the Human Resource Department. She's also a recent graduate from MACNY's Real Life Rosies® pre-apprenticeship program at Onondaga Community College. Throughout the 12-week program, Claudine faced and overcame multiple challenges – navigating coursework in her second language and building confidence in math. Now, as she embarks on the Registered Apprenticeship Program, she feels empowered by the critical skills she gained from the Real Life Rosies program.

We're proud of the continued progress we're making in the pre-apprenticeship and Registered Apprenticeship workforce development space. These programs are truly win-win solutions for both employers and workers. For employers striving to train and retain talent, the nationwide retention rate of registered apprentices (over 90%) is a testament to the program's effectiveness. Employees, in turn, benefit from skilled training and the opportunity to earn college credits, all without the burden of student debt. If you're looking to learn more about Registered Apprenticeship, scan the QR code below.



**Learn More
About Registered
Apprenticeship**

PARTNERS FOR EDUCATION & BUSINESS, INC.

Amy Stewart, Workforce Development Specialist

CAREER COACHING: INSPIRE, CONNECT, AND MAKE AN IMPACT



You may have heard us mention “career coaching” in previous articles. Perhaps you’re unsure what it is, or maybe you’ve considered getting involved but weren’t sure how. This month, we’re highlighting career coaching – what it is, why it’s great, and how you can get involved.

What is career coaching?

A career coach is a volunteer who works directly with students on career readiness activities and work-based learning challenges. These activities vary by grade level and career field, with tasks designed to provide networking opportunities, help students improve their transferable skills, and prepare them for the



workforce. Career readiness activities are an opportunity to connect with the future workforce and offer feedback on what you and your company are looking for in a successful job candidate. Work-based learning challenges allow

students to engage in career-specific activities. If you have your own ideas, you can bring custom design challenges to a school. If you’re feeling stuck, our team works with educators to implement program-specific curriculum, enabling you to jump in and guide students as they work on activities.

Why Become a Career Coach?

Now that you have an understanding of career coaching, here are five reasons why you might want to consider becoming one.

1. Make a difference:

One of our career coaches, Ethan Tancredi, a Sales Engineer at

Huntress, stated, “I’m making an impact just by showing up and being an example.” PEB takes the pressure off. You can be as involved as you want in the planning, but all you really need to do is show up and be ready to work with students.

2. Encourage the next generation:

Kids often hear more about what they can’t do than what they can. As a career coach, you can be the one to show them their potential. “People, especially students, often undervalue their own work and life experiences, not seeing how an employer would be interested in hiring them,” says career coach, Joyce Dennington, Director of Human Resources at The Hayner Hoyt Corporation. “Whether it’s helping draft a resume, participating in mock interviews, or answering questions, I’m inspired when students realize their value and their self-confidence increases.”

3. Become a role model:

Our coaches often share with us that they wish they’d learned about different careers and workplace skills in school. Through coaching, you can help students learn more about what career opportunities are available to them so they can make more informed decisions about their future. One of our career coaches, Adrienne Hickey, the Associate Director of Upstate University Hospital’s Respiratory Therapy Department, shared how coaching brings connection: “One of my favorite parts of volunteering is seeing the same students each month, and [getting to know them]. You can feel the difference a conversation might make in their life and yours.”

4. Let out your creative side:

Our career readiness activities range from reviewing resumes to hands-on tasks like constructing towers with miscellaneous materials. These fun and creative challenges allow you to engage with students in a unique way, helping them develop valuable skills while tapping into your own creativity.

5. It’s flexible...and enjoyable:

Time is valuable, and while you don’t receive payment for these coaching sessions, the rewards are priceless. By giving only a part of your day, you’ll know you’ve made a real difference in the lives of these students. Volunteers can select sessions based on their availability, with sessions lasting about an hour. We’ll warn you, though – they can be addictive. One coach recently shared, “It was a lot of fun. I can’t wait for the next one!”

If you’re interested in becoming a career coach, please reach out to us at pebteam@macny.org.

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

CONFRONTING CRITICAL GRID RELIABILITY CHALLENGES



As we step into 2025, the energy landscape is facing significant challenges, particularly for regions like PJM Interconnection (PJM), New England Power Pool Generation Information System (NEPOOL GIS), and Electric Reliability Council of Texas (ERCOT). According to the recent Long Term Reliability Assessment report by the North American Electric Reliability Corporation (NERC), these areas are at an elevated risk of reliability issues starting in 2026.

Notably missing from NERC's Regional Assessment Dashboard map of elevated risk is the New York Independent System Operator (NYISO). The New York grid, like others, has generator retirements that are outpacing additions. New data centers are expected to consume large amounts of energy and highlight the need for more mass scale generation and significant investments in transmission and distribution. Regardless, NYISO is positioned to have a relatively lower risk of reliability issues versus its industry counterparts.

In a report assessing grid reliability from 2025–2029, three of the four Independent System Operators (ISOs) served by ENGIE Resources meet resource adequacy criteria, according to NERC probabilistic assessment. However, they may face reserve shortages during extreme weather conditions.

Explosive Growth Outpacing System Reliability

One of the primary concerns in NERC's report is the substantial electricity demand driven by data centers, the electrification of the economy, and industrial growth. These infrastructure and economic development drivers are putting immense pressure on the existing grid.

Due to these trends, NERC reported that more than half the North American continent faces an elevated or high risk of energy shortfalls over the next five to 10 years. For instance, summer demand is forecasted to rise by

over 122 gigawatts over the next decade, an increase of 15% from current system peaks.

Another critical issue is the retirement of existing energy resources and barriers to new development. As older power plants are phased out, the gap between supply and demand grows wider. At the same time, regulatory and logistical challenges impede the timely development of new resources and transmission lines.

Urgent Need for Strategic Planning

The NERC report underscores the urgent need for strategic planning in the energy sector to avoid a future where rolling blackouts and power shortages are the norm. To mitigate the risks of energy shortfalls, stakeholders must prioritize the development of new resources and enhance grid resilience. This includes investing in renewable energy sources, upgrading transmission infrastructure, and implementing advanced grid management technologies. For example, integrating smart grid solutions can help optimize energy distribution and reduce the impact of peak demand periods.

In 2024, the U.S. allocated \$338 billion in funding for energy technologies, including renewable energy, electric vehicles, and power grid investments, an increase from \$303 billion in 2023. By taking these steps, we can ensure a more reliable and sustainable energy future for all regions.

Meeting Future Energy Needs

The projected reliability challenges for the PJM, NEPOOL GIS, and ERCOT regions highlight the need for immediate action to address rising demand, resource retirement, and development barriers. NYISO is better positioned to navigate these challenges and build a resilient energy grid that meets the needs of the future.



Thank you to ENGIE Resources for sharing your insights. Energy was one of the key topics at Manufacturing Advocacy Day on February 26th, as MACNY continues to advocate for members' energy needs.



Read the full NERC Reliability Report

LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

GARDENING: THE SECRET TO GROWTH



The crocuses are done blooming, the daffodils are starting to flower, and the tulips won't be far behind. Spring has sprung, and winter is fading away. As much as I love winter, I also love the changing of seasons. In spring, we see the bulbs pushing shoots up through the warming earth and watch the trees transition from their bare winter gray into budding green leaves and blossoms.

Soon, the rototillers will be fired up, their steel tines pushing into the beautiful nutrient-rich soil. Gardeners will carefully prepare the soil and add whatever nutrients might be missing to give their plants the best chance for a strong growing season. These gardeners will be buying the seeds they've carefully chosen for their gardens, or perhaps they've started growing plants indoors and will need to begin hardening them by exposing them to the outdoors for short periods until they can withstand the elements. You're probably wondering why I'm writing about gardening; it's because gardening is all about growth. There are so many lessons that we can learn from gardeners to apply to our personal and professional growth.

Let's start with the soil. For plants to grow, they need the best soil. Similarly, for us to grow, we need the best environment. We need to make sure that our soil is prepared and that we're teachable. We need to ask ourselves: Are we open to learning new things? Are we willing to admit there's so much we don't know? Have we set aside time each day to be intentional about our growth? Some will say, "I don't have time" or "I'm too busy." My reply is that you'll always be busy, but you need to make time for growth. Growth is critical because when the rate of change outside of you is greater than the rate of growth within you, you'll soon become obsolete. A typical question I ask in many of my classes is, "How much time do you spend in your car each day?" Suppose your commute to work is 20 minutes, that's 40 minutes a day you could commit to growth by listening to podcasts or audiobooks rather than the news or music. 40 minutes a day, over the course of a year is 173 hours of growth content you could absorb. Make sure you cultivate a growth-friendly environment.

What kind of seeds are you using? As important as it is to learn, it's equally as important to learn from the right people. Have you identified people who are subject matter experts in what you're

trying to learn? Another statement I often make in my classes is, "If you're the smartest person in the room, you're in the wrong room." While a gardener is very particular about where they buy their seed, an intentional, growth-minded person is also particular about who they learn from.

Lastly, a gardener knows that one of their chief enemies is the weeds that spring up and restrict the growth of their plants. What weeds are growing in your growth garden? A statistic I saw recently reported that the average person spends 143 minutes a day on social media. That's almost 870 hours per year perusing weeds that suck the life out of our growth and relationships. Now, please don't get me wrong, I'm not saying all social media is bad, and I too spend time engaging with it, but if left uncontrolled, it can stifle our growth. Several years ago, I received a copy of an amazing tool called the 15-minute miracle. It's based on Stephen Covey's four quadrants for time management and allows you to analyze your day to see how you may have spent your time. If you'd like a copy, please email me, at dfreund@macny.org and I'd be happy to send one to you.

I don't know about you, but I can't wait to get outside, start cutting my grass, and begin interacting with the beautiful flowers, shrubs, and trees surrounding our lives, and I'm even more excited to keep growing. How about you?



THE BOTTOM LINE

Kevin Didio, CPA, CISA, Audit Partner,
Dannible & McKee, LLP

FINANCIAL STATEMENT RED FLAGS FOR MANUFACTURERS

For investors, stockholders, business owners, and managers, identifying financial red flags in the manufacturing sector is essential for mitigating risks and ensuring sound business decisions. By closely monitoring the following ten key areas, you can gain valuable insights into your company's financial health and help spot potential problems before they escalate. A thorough analysis of financial statements, along with a comprehensive understanding of the company's operations, is critical for identifying and addressing these red flags effectively.

- 1. Declining Gross Profit Margin:** The gross profit margin is a key indicator of a company's efficiency in producing its goods. A steady or sudden decline in this margin may indicate that a company is facing rising costs, such as raw materials, or unable to pass on these costs to customers. It may also suggest issues with production inefficiency, pricing strategy or lower-quality products being sold at reduced prices.
- 2. Declining Cash Flow but Continued Profitability:** A company may appear profitable on paper, but if its cash flow is consistently declining or negative, it could be a serious issue. A disconnect between profitability and cash flow may suggest that profits are driven by non-cash items, such as depreciation or unsustainable revenue recognition practices.
- 3. Excessive Inventory Levels:** Inventory is a critical asset in the manufacturing sector, but when it accumulates without corresponding sales growth, it can be a sign of trouble. Excessive inventory levels might indicate overproduction, declining demand for products, or poor inventory management. In extreme cases, it can lead to obsolescence, spoilage, or excessive storage costs.
- 4. Unusual Changes in Cost of Goods Sold (COGS):** COGS reflects the direct cost of producing goods, such as raw materials, labor, and overhead. A sudden spike in COGS without a clear reason could indicate that the company is cutting corners or using poor accounting practices to manage costs. It might also suggest inefficiencies in production or resource mismanagement.
- 5. Unexplained or Inconsistent Revenue Growth:** Revenue is the lifeblood of any company, but rapid, unexplained, or inconsistent revenue growth that deviates from industry trends, or from previous years, without a solid explanation, could be a red flag. It may suggest that the company is engaging in aggressive accounting practices, fictitious sales, or premature recognition of revenue.
- 6. Excessive or Growing Long-Term Debt:** While borrowing can be a reasonable way to finance expansion, excessive long-term debt becomes risky, especially if earnings fail to keep up. High debt levels can lead to liquidity problems and potential insolvency if interest payments become unsustainable.
- 7. Aggressive or Excessive Capital Expenditures (CapEx):** A company may engage in aggressive CapEx to improve its growth potential. However, poorly planned or excessive spending on property, plant, and equipment (PPE) could lead to future financial problems. Overestimating the return on these investments may result in high levels of depreciation or future impairment losses.
- 8. High CapEx Without Clear Returns:** Manufacturers typically require substantial CapEx for machinery, equipment, and facilities, but if spending doesn't yield measurable improvements in efficiency or revenue growth, it could indicate mismanagement or overinvestment in underperforming assets.
- 9. Unusual Transactions with Related Parties:** Related-party transactions are business dealings between a company and its insiders, such as executives, directors, or affiliates. These transactions can be legitimate but might also be used to divert profits, hide liabilities, or disguise poor performance. Frequent or opaque related-party dealings warrant scrutiny.
- 10. Sudden or Frequent Changes in Auditors:** Frequent or abrupt changes in auditors can be a red flag. Since auditors are responsible for verifying financial accuracy and complying with accounting standards, switching firms might indicate an attempt to avoid criticism or conceal financial misstatements.

Keeping these red flags in mind can help mitigate financial risk in your manufacturing company. If you have any questions, please reach out to us at Dannible & McKee, LLP.

Kevin Didio, CPA, CISA, is an audit partner at Dannible & McKee, LLP, a public accounting firm with offices in Syracuse, Auburn, Binghamton and Schenectady, NY, and Tampa, Florida. The firm has been providing services to the manufacturing industry since 1978. To learn more about this topic, contact Kevin at kdidio@dmcpas.com.




LIBERTY[®]
 TABLETOP
 AMERICA'S FLATWARE COMPANY
 100% MADE IN THE USA

Celebrate Easter with Liberty Tabletop's beautifully crafted, American Made Flatware—perfect for elevating your gatherings with timeless elegance and quality you can trust!

Everything you need for your Kitchen, Tabletop, and More All Made in the USA!




LibertyTabletop.com
 customerservice@libertytabletop.com
 1.844.386.2338

Scan to shop!


Precision matters.

We prove it in our work.


 125 East Jefferson Street, Suite 920
 Syracuse, New York 13202
info@fmfecpa.com | www.fmfecpa.com
 Tax | Audit | Consulting | Valuations



The Manufacturers Association

5788 Widewaters Parkway,
Syracuse, NY 13214
(315) 474-4201

Non-Profit
U.S. Postage
PAID
Permit No. 4015
Syracuse, NY

APRIL

TRAINING AND EVENTS



REGISTER FOR AN EVENT OR TRAINING

SUPERVISORY LEADERSHIP

Starting April 1st | 8:30 AM - 12:30 PM

BUSINESS ANALYTICS CERTIFICATION PREP COURSE WITH SYRACUSE UNIVERSITY

Starting April 1st | 9 AM - 12 PM

MICROSOFT PROJECT 2019/2021: PART 1

April 3rd | 9 AM - 5 PM

SYRACUSE AIRPORT'S ROLE IN CNY'S PLANNED EXPANSION WEBINAR

April 3rd | 9 - 10 AM

MICROSOFT SHAREPOINT SITE BASICS

April 7th | 9 AM - 5 PM

HR BREAKFAST BRIEFING: WORKPLACE INVESTIGATIONS 101

April 8th | 8:30 - 9:30 AM

MAXIMIZE YOUR MEMBERSHIP

April 8th | 9:15 - 10 AM

ISO 9001: 2015 INTERNAL AUDITOR TRAINING

April 9th & 10th | 8 AM - 4 PM

STRATEGIES FOR HR PROFESSIONALS TO BUILD A FUTURE-READY WORKFORCE

April 10th | 8:30 - 9:30 AM

MAXIMIZE YOUR MEMBERSHIP WEBINAR

April 10th | 9:15 - 10 AM

FORKLIFT OPERATOR SAFETY TRAIN THE TRAINER

April 15th | 8:30 AM - 3:30 PM

LEAN SIX SIGMA GREEN BELT

Starting April 15th | 9 AM - 12 PM

CRUCIAL CONVERSATIONS

April 16th & 17th | 9:30 AM - 3:30 PM

MICROSOFT EXCEL FOR OFFICE 365 - PART 1

April 17th | 9 AM - 5 PM

INTRODUCTION TO DIGITAL MARKETING

April 22nd & 24th | 9 AM - 12 PM

ENERGY & BATTERY STORAGE SUPPLY CHAIN WEBINAR

April 23rd | 9 - 10 AM

NYSID PREFERRED SOURCE PROGRAM FOR MANUFACTURERS

April 23rd | 2 - 3 PM

MICROSOFT EXCEL FOR OFFICE 365 - PART 2

April 24th | 9 AM - 5 PM

PEST MANAGEMENT INFORMATION SESSION

April 24th | 9 - 10:15 AM

UNLOCKING GREATER POTENTIAL FOR YOUR WORKFORCE - PART 2

April 24th | 9 - 10 AM

TOUR OF BAXTER

April 24th | 3 - 6:30 PM

MICROSOFT EXCEL FOR OFFICE 365 - PART 3

April 30th | 9 AM - 5 PM

