



Council of Industry Newsletter

April 2012
Volume 16
Issue 4

Manufacturing Lobbying Days in Albany



The legislative panel at Manufacturing Day discussing various issues and legislation and their effects on New York State manufacturers.

The Council of Industry as part of the Manufacturers Alliance of New York State, a state-wide coalition representing over 45 counties and 1,000 businesses across New York State, joined together in Albany for "Manufacturing Lobby Days," an annual effort to increase awareness in Albany about critical issues affecting the state's manufacturing sector during today's difficult economic climate.

Over 85 Presidents and manufacturing executives from across the state participated in Manufacturing Day. The day's various events and speakers took place at the

Hotel Albany. The morning consisted of an introduction from Manufacturer's Alliance President Randy Wolken, a 2012 public policy briefing, and an opening address from Senate Majority Leader Dean Skelos (R-9th District).

The afternoon consisted of a legislative panel, facilitated by Council of Industry Executive Director Harold King, to discuss various manufacturing issues and legislation led by Assemblyman William Barclay (R-124th District), Assemblyman Dennis Gabryszak (R-143rd District), Assemblywoman Donna Lupardo (R-126th District), Senator Lee Zeldin (R-3rd District), Senator Tom O'Mara (R-53rd District), and Senator David Valesky (IDC-49th District).

Continued on page 14

Election 2012: Voter Education Is Key to Manufacturing's Success

By Ned Monroe, NAM, senior vice president, external affairs



This January not only marked the start of a new business year; it also kicked off a critical presidential election year. Candidates are flooding the airwaves and social media sites with their plans to improve the economy and support manufacturers in America. Whether running for the White House or the court house, candidates are discussing manufacturing and how our sector of the economy is a solid solution for job creation. With this timely focus on manufacturing, it is critical that we take action on our commonsense solutions to create jobs. We can all collectively participate in this important election season.

As member companies of the National Association of Manufacturers (NAM) work toward a successful business year, employee participation in the election is a top priority. Now is the time to mark important election dates on the company calendar and to update your internal employee voter education plan. The New York State Primary will be held on April 24th.

According to a study conducted by the Business Industry Political Action Committee (BIPAC), workers overwhelmingly look to their employers as a credible source of information on elections and political issues affecting businesses. Use this valuable opportunity to encourage your employees to support manufacturing by participating in the elections. Your team members want and appreciate your insights.

Continued on page 14

Inside this Issue

2	Training & Education
3	Networks & Council News
4	Personnel Matters
5	More Personnel Matters
6	Legislative Matters
7	More Legislative Matters
8	EHS Matters
9	CI Calendar
10	Financial Matters
11	Manufacturing Matters
12	Member Profile: The Chazen Companies
13	Member Benefits
14	Consumer Price Index

Training and Education

Providing 21st-Century Skills for 21st-Century Manufacturing

By Stephen Gold, Industry Week Magazine

New research shows how manufacturers are responding to the skills gap.

President Obama and his Republican challengers are ramping up their rhetoric about creating more manufacturing jobs in the United States. Considering the critical role that the manufacturing sector plays in stimulating the economy, the attention is well-warranted. And assuming both parties can come together to create a tax and regulatory climate that encourages new factory investments here, U.S. manufacturers should be ready for all those new employees.

The question is, will the employees be ready for manufacturing? According to a majority of top-level executives, as of right now the answer is a resounding "no."

Facing the Skills Gap

As the latest skills-gap survey by the Manufacturing Institute and Deloitte shows, despite continued high national unemployment rates, more than 80% of manufacturers say they are experiencing a moderate to severe shortage of skilled production workers. By some estimates, 600,000 manufacturing positions remain unfilled due to companies' inability to find people with the right skills.

That's because the changes in manufacturing processes over the past decade have been dramatic. The typical shop floor today has more computers than people. Those computers are hooked up to machinery requiring a level of technical sophistication that would leave even the most ardent teenage video-game enthusiast in the dust. In fact, the employees who operate this advanced equipment are more technologically savvy and typically know more trigonometry and calculus than most American citizens, including the policymakers who are stumping on their behalf.

Given the challenge of not enough workers entering the workforce with sufficient knowledge and skills, what are manufacturers doing to bridge the skills gap with the employees they're currently hiring?

Making the Education Offer

MAPI asked that question of some of the top HR executives in manufacturing. The survey results revealed that manufacturers

are offering in-house training, and many are expanding and diversifying their educational offerings. An increasing number of manufacturers, such as MAPI members Kennametal and Bison Gear, are collaborating with local secondary and postsecondary schools to create the curricula necessary to meet their changing needs. These programs aim not just to ensure that factory employees work more effectively, but also to build bench strength in preparation for baby boomer retirements.

Among the ways that American manufacturers are training their employees:

- In training entry-level production employees, three-fourths of respondents provide in-person classes taught by internal instructors, and two-thirds provide in-person classes taught by outside instructors. Three-fourths of respondents also provide in-person classes (taught by both internal and external instructors) in training their intermediate/advanced production employees.

- In their production-employee training programs, a large majority of companies are giving more emphasis to enhancing skills for working as part of a team. In addition, a large majority of respondents have changed their training programs to give more emphasis toward enhancing the capacity to think through the logic of a process.

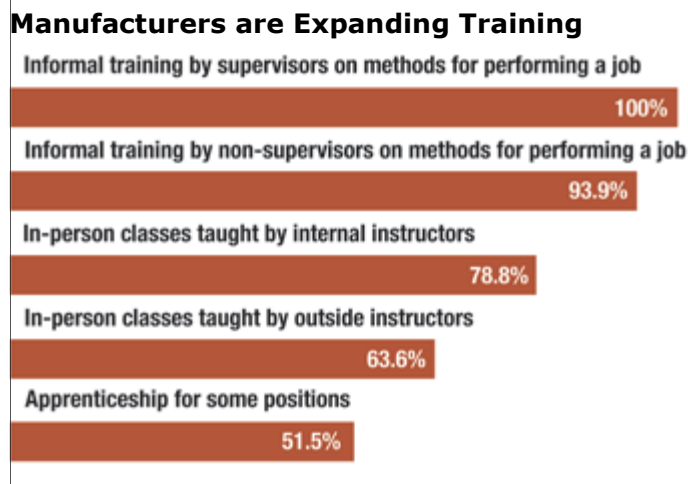
- In their training and development programs offered to engineers, a large majority of companies are

placing more emphasis on having engineers gain a capacity to understand the needs of customers.

- A substantial majority of respondents pay for their production employees to obtain multiple course certificates at a technical school or community college.
- Two-thirds of respondents are paying for bachelor's degree programs for production employees.

There is a significant evolution occurring in how American manufacturers recruit and train employees of various levels. With STEM requirements in the business world outpacing the education system, companies are developing innovative ways to compete against each other and the rest of the world to maintain a competitive workforce.

Stephen Gold is president and CEO of Manufacturers Alliance for Productivity and Innovation (MAPI), an executive-education and business-research organization in Arlington, Va.





Council News

April EHS Sub-council Meeting: OSHA Update with Tom McCarthy

Tom McCarthy, Compliance Assistance Specialist for OSHA, will be on hand to discuss the latest OSHA directives and answer your questions. Topics will include:

- Work place violence
- Driving while distracted
- Heat Stress
- Information about OSHA's Small Business Resources page

Topic: OSHA Update

When: Friday, April 20, 8:30—10:00 am

Where: Council of Industry Office, The Desmond Campus - Mount St. Mary College, Newburgh, NY.

Cost: Free for Members

Online registration: <https://connect.computility.com/form/index.php?id=dd99d1fb58c62695b7b51b92b906f4a3>

Or contact Alison Butler at abutler@councilofindustry.org
Or (845) 565-1355.

Welcome New Member:

Dorsey Metrology International— Manufacturers of precision instruments for industrial/ machine shop use. Dutchess County. Contact: Nancy Drugan.

Welcome New Associate Member:

Sentry Insurance— Providing property, casualty and life insurance products to protect businesses, cars, lives and retirement incomes. Saratoga County. Contact: Scott Lemmerman.

HR Sub-council: Record Keeping - What You Need and What Can Go



On Friday, March 16th, Tom McDonough from Jackson Lewis LLP, presented the Human Resources Sub-council with information on record retention policies. The meeting was very well attended and some members left with a bit of office spring cleaning on their mind.

Mr. McDonough covered which documents should remain in a master personnel file, which should be kept in a separate file and location and how long

many of these types of data need to be kept and who should or should not have access. Probably his best piece of general advice was to make sure these sensitive documents are well protected, not only from snooping employees but from potential disasters as well.

McDonough suggested that all I-9s should be kept in one file and recommended having hard copies on hand in addition to electronic ones in case it is suggested during an audit that the records be printed out – that could take quite a while. He also recommended reminding your supervisors that they should not be keeping separate files on employees since they often are not aware of what should or should not be documented in these files.

The final word of advice from McDonough was to review company personnel policies and hold most files for six years, payroll for fifteen, but when in doubt check with an expert.



HV SHRED, INC.



**ONSITE
DOCUMENT
SHREDDING
SERVICE**

845.705.7279

www.hvshred.com

We make doing business easier - just ask US!

Our Payroll Services are designed to ease the stress of running a business.

**Payroll Processing • Small Business Tax Returns
Bookkeeping Services**

Ulster Savings

You've got US!

Banking • Loans • Investments • Tax & Payroll • Insurance

MEMBER
FDIC

Investment, Tax, Payroll and Insurance products and services available through Ulster Insurance Services, Inc. and Ulster Financial Group, Inc., subsidiaries of Ulster Savings Bank, are NOT FDIC INSURED.



Personnel Matters

Time to Involve Your Workers in Advocacy

By Gordon McAleer, President, McAleer & Associates

As imperfect and frustrating our democratic form of government can be, we as Americans still enjoy the best of government there is in the world. No other nation offers the same level of freedoms and opportunities for all Americans to pursue our dreams. One of our basic rights is to petition our elected representatives. As leaders we have a duty to inform our workforce of economic policies being considered by our state and national representatives, especially when those policies directly affect the workers' livelihood and future.

From the perspective the elected leaders, they are inundated by information overload from multiple and often conflicting perspectives. They have the important job of sorting through the noise and shaping the laws that will govern us and promote commerce and jobs. By establishing a solid relationship with your representatives, based on trust and availability, the representatives will soon begin to rely on you as a key source of information on the potential impact of laws being considered. As leaders we can engage our workforce by providing the same information and obtaining their support in the advocacy process. That foundation of trust will come in handy when you need to pick up the phone and call your representative on an urgent legislative issue. However, hold that call in reserve for the truly critical and fast moving issue.

- One approach that can be really helpful in building relationships with elected representatives is to invite them to tour your facilities, meet employees on the line and engage in pointed discussion on policy issues. Representatives are constantly running for office and welcome the exposure of meeting with large groups of employees, all of whom have that important power to cast the vote.
- Another approach is to remain proactive in following the national and state debates on economic policies affecting business and expressing your opinions on counterproductive laws and regulations and suggested solutions. The representatives want to hear from you but also want to hear the practical solutions. Letters and emails are important to keep the representative informed. Participation in meetings in the



Congresswoman Nan Hayworth and Orange County's Deputy County Executive James O'Donnell chat with employees of Fryer Machine.

representative's district important, as well as meetings with representative in Albany and Washington is critical.

- The various advocacy organizations, such as the Council of Industry, the Manufacturers' Alliance of New York and the National Association of Manufacturers, do a great job in tracking issues and keeping us informed of legislative and regulatory developments. They open up the doors for group meetings with the representatives. The power of the group is clearly evident when a representative meets with a dozen business leaders who advocate a common message. It does not take the elected official long to realize the leaders represent a large economic presence and many potential votes back in the district.
- It is also important that you encourage your employees to participate in the process by voting. This can be accomplished by providing access to voter registration forms and providing time to vote on Election Day. By taking a few minutes today to write a letter or email to each of our employees providing them information on how to register to vote you are sending a powerful message about its importance. Equally important is making employees aware of the issues that are important to your company and to manufacturers in general. While it would never be appropriate to tell anyone how to vote, it is certainly appropriate to share your opinion on issues and candidates.

Continued on page 15

Professional & Executive Search

- All Industries
- Manufacturing
- Engineering
- IT

- Financial
- Not for Profit
- R&D
- Sales & Mktg





Professional & Executive Search

gmcaleer@mcaleerassociates.com
www.mcaleerassociates.com

Phone: (845) 346-5035

McAleer & Associates is a member of the Council of Industry and is a professional and executive recruiting firm that has been serving the needs of business for securing top talent for over eighteen years. The firm has the exclusive endorsement of CI. Council of Industry members that use McAleer & Associates are eligible for a 25% discount of recruitment fees. Professionalism, confidentiality, and timely results are assured.



More Personnel Matters

10 Quick Creativity Hacks

By Jonah Lehrer

1. Color Me Blue- A 2009 study found that subjects solved twice as many insight puzzles when surrounded by the color blue, since it leads to more relaxed and associative thinking. Red, on other hand, makes people more alert and aware, so it is a better backdrop for solving analytic problems.



Serge Bloch

2. Get Groggy - According to a study published last month, people at their least alert time of day—think of a night person early in the morning—performed far better on various creative puzzles, sometimes improving their success rate by 50%. Grogginess has creative perks.

3. Daydream Away - Research led by Jonathan Schooler at the University of California, Santa Barbara, has found that people who daydream more score higher on various tests of creativity.

4. Think Like A Child - When subjects are told to imagine themselves as 7-year-olds, they score significantly higher on tests of divergent thinking, such as trying to invent alternative uses for an old car tire.

5. Laugh It Up -When people are exposed to a short video of stand-up comedy, they solve about 20% more insight puzzles.

6. Imagine That You Are Far Away- Research conducted at Indiana University found that people were much better at solving insight puzzles when they were told that the puzzles came from Greece or California, and not from a local lab.

7. Keep It Generic - One way to increase problem-solving ability is to change the verbs used to describe the problem. When the verbs are extremely specific, people think in narrow terms. In contrast, the use of more generic verbs—say, "moving" instead of "driving"—can lead to dramatic increases in the number of problems solved.

8. Work Outside the Box - According to new study, volunteers performed significantly better on a standard test of creativity when they were seated outside a 5-foot-square workspace, perhaps because they internalized the metaphor of thinking outside the box. The lesson? Your cubicle is holding you back.

9. See the World - According to research led by Adam Galinsky, students who have lived abroad were much more likely to solve a classic insight puzzle. Their experience of another culture endowed them with a valuable open-mindedness. This effect also applies to professionals: Fashion-house directors who have lived in many countries produce clothing that their peers rate as far more creative.

10. Move to a Metropolis - Physicists at the Santa Fe Institute have found that moving from a small city to one that is twice as large leads inventors to produce, on average, about 15% more patents.

When the verbs are extremely specific, people think in narrow terms. In contrast, the use of more generic verbs—say, "moving" instead of "driving"—can lead to dramatic increases in the number of problems solved.



- Virtual Human Resources
- HR Outsourcing
- Talent Acquisition
- HR Planning & Forecasting
- Organizational Effect

Greg Chartier, Ph.D., SPHR

Post Office Box 04
Maryknoll, NY 10545

914.548.1689
914.941.1667 fax

greg@HRinfo4U.com
www.HRinfo4U.com



Legislative Matters

Judge Finds NLRB Workers' Rights Posting Requirement Lawful, But Strikes ULP and Tolling Provisions

From JacksonLewis.com, Council of Industry Associate Members

The rule, effective April 30, 2012, requires that all employers covered by the NLRA conspicuously post a notice, where other employment notices are customarily posted.

The National Labor Relations Board has the authority to require that all employers covered by the National Labor Relations Act conspicuously post a notice that informs employees of their right to organize, provides contact information for the NLRB, and provides information concerning basic enforcement procedures, a federal district court judge has ruled in *National Association of Manufacturers v. NLRB*, No. 11-1629 (D.D.C. Mar. 2, 2012). Judge Amy Berman Jackson, however, held that the NLRB exceeded its authority by promulgating provisions that permit the Board to deem failure to post an unfair labor practice and to toll the statute of limitations for claims brought by employees against employers who failed to post the notice.

Background



The Board issued its final rule on "Notification of Employee Rights under the National Labor Relations Act" on August 25, 2011. The rule, effective April 30, 2012, requires that all employers covered by the NLRA conspicuously post a notice, where other employment notices are customarily posted. Failure to post the notice may constitute an independent unfair labor practice and may be considered evidence of unlawful motive in certain proceedings before the NLRB. A failure to post also may toll the statute of limitations to file unfair labor practice charges for acts allegedly committed during the period in which an employer failed to post the notice.

Severability

As it found parts of the rule valid and others invalid, the court must determine whether the valid parts are severable or whether the entire rule should be overturned. Having found the rule expressly provides that the notice posting provision be able to stand alone, and notwithstanding the lack of a severability clause, the court determined that the invalid parts (i.e., unfair labor practice and equitable tolling) are severable.

* * *

In a separate ruling, the same District Court refused to add a challenge to President Barack Obama's recess appointments to the case before it.

Another case challenging the rule is still pending in the U.S. District Court in South Carolina. We will provide an update when the decision is available.



Business Banking the way it should be.

Poughkeepsie	Red Oaks Mill	Newburgh	Fishkill
845-454-5511	845-463-2265	845-562-6766	845-896-9300

www.riversidebankhv.com

This is only a brief summary of *National Association of Manufacturers v. NLRB*. In keeping with our preventive practice, we have suggestions for our clients regarding additional legal steps you may wish to consider taking before April 30th as part of a broader compliance program. If you have questions about the NLRB notice posting, the legal challenges, what is required to comply with the law or a broader compliance program, please do not hesitate to contact the Jackson Lewis attorney with whom you regularly work.



More Legislative Matters

Environmental Law: EPA's Chemical Data Rule -- Do Its Mandatory Reporting Requirements Apply to You?

From Bond, Schoeneck & King LLP, Council of Industry Associate Member

On February 1, 2012, the reporting period for EPA's Chemical Data Rule began. This reporting requirement, formerly known as the Inventory Update Rule, applies to any person who manufactured or imported 25,000 pounds or more of a chemical substance at any site during calendar year 2011.

"Manufacture" is broader than you might at first suppose. Any chemical substance generated at your site, or extracted from a mixture of chemical substances is "manufactured." For example, metal compounds precipitated during treatment of wastewater, or produced during etching processes, are "manufactured" under the Chemical Data Rule. Materials reclaimed from complex waste mixtures, including many spent solvents, are also "manufactured."

Finally, you are considered to "manufacture" any chemical substance you import from outside the United States.

Changes to the Reporting Requirements

The current reporting period is the latest in a recurring EPA program to gather and update information concerning chemical substances produced and distributed in commerce in the United States. In recent years, EPA has made changes that significantly increase the number of companies subject to the reporting obligations.

For the 2006 reporting period, the last reporting period, EPA eliminated a long-standing exemption for the manufacture of inorganic chemical substances. For the first time, manufacturers of such inorganic substances were required to file reports of production and potential exposure for any chemical substance listed in EPA's Inventory of Chemical Substances (the "Inventory").

In 2011, EPA amended the definition of "manufacture" to include extraction of chemical substances from "complex combinations of chemical substances." In addition, EPA included companies using third-party manufacturers to produce chemical substances as "manufacturers" subject to reporting require-

ments.

How do You Determine Whether You Need to Report?

Are You a "Manufacturer?"

First, you need to determine whether you "manufacture" a chemical substance. To do so, you need to evaluate your processes to identify any chemical substances you might produce. In addition to chemical products you intend to produce, you must consider byproducts and wastes. Among other things, you should look for:

- chemical substances produced in pollution control systems, such as wastewater sludges or material precipitated in air pollution control devices such as precipitators or bag houses;
- chemical substances produced in processes involving acids and bases;
- chemical substances produced through oxidation or reduction processes;
- chemical substances extracted from natural materials or complex mixtures; and

any other process at your facility likely to result in any chemical conversion.

In evaluating potential manufacture, it is important to remember that the focus is on the production of chemical substances, not on the production of mixtures that contain previously existing chemical substances. For example, if you simply mix four chemical substances together, and they do not change, this is a mixture, and nothing is manufactured.

**Continued on
page 15**



This reporting requirement, formerly known as the Inventory Update Rule, applies to any person who manufactured or imported 25,000 pounds or more of a chemical substance at any site during calendar year 2011.

Manufacturing Job Opportunities

If you have job openings and positions to fill:

- Post it on the Council of Industry Website www.councilofindustry.org
- Look at resumes from our member recommended **For Hire page**

Contact Alison at
abutler@councilofindustry.org
for more info.

EHS Matters

A Clean Working Environment is a Safe Working Environment

By Ronald Coons, New World Solutions

While the current economy is anything but prosperous, now is the time to implement strategies to help improve production efficiencies, employee morale, as well as safety.



If someone were to ask me; “In your 28 years working in industry, what would you say was the most prevalent issue facing the work environment”, my answer would certainly be “lack of housekeeping”.

To the best of my recollection back when I started working at the age of 16, part of your job was to clean up after yourself. Perhaps it was part of the pride that you took in your work that encouraged the little extra effort it took to keep your work area tidy. I learned it from the older workers that I worked with. Good housekeeping was automatic to them and became automatic in me as well.

But today’s work environment has changed dramatically. Those older workers that showed me the ropes are gone from the workforce now and it seems that over the last decade, good housekeeping has become a thing of the past.

Maybe it is this new generation of workers that didn’t have the opportunity that I had to learn how to take pride in their work. Perhaps the lack of housekeeping is a result of right sizing, downsizing, or a lack of focus due to increased demands from an ever changing and extremely challenging marketplace.

Whatever the reason, I suggest all industries get back to the basics. While the current economy is anything but prosperous, now is the time to implement strategies to help improve production efficiencies, employee morale, as well as safety. This can be done through various methods such as: housekeeping programs, housekeeping incentive programs and contests, improved oversight and disciplinary programs, or even adopting a lean 5s system.

When I conduct facility safety assessments in various industries, I see the same thing: poor housekeeping. My first impression is likely the same as an OSHA inspector’s will be: “I’m going to be here a while”.

If your housekeeping is in need of improvement, now is the time; before the economy gets better. Get your safety committee together and talk about what improvements can be made. Utilize this month’s toolbox talk (see attached) to start a conversation. If you really feel ambitious and want to make quantum improvements, adopt a lean 5s program in your workplace.

Whatever you decide, keep in mind a clean working environment is a safe working environment. And it is my experience that your employees will follow your lead.

What are some benefits of good housekeeping practices?

- Reduced handling to ease the flow of materials
- Fewer tripping and slipping accidents in clutter-free and spill-free work areas
- Decreased fire hazards
- Lower worker exposures to hazardous substances (e.g. dusts, vapors)
- Better control of tools and materials, including inventory and supplies
- More effective use of space
- Reduced property damage by improving preventive maintenance
- Improved morale
- Improved productivity (tools and materials will be easy to find)

Place Your Company’s Ad Here

The Council of Industry’s monthly newsletter has a mailing circulation of 250 manufacturers and an online circulation of hundreds more.

Contact Alison Butler at
abutler@councilofindustry.org

**or call (845) 565-1355 for
more information.**



CI Calendar of Training and Events

Apr. 4	High Performance Teamwork - 9:00 am—4:30 pm at Bowne Hall, Dutchess Community college, Poughkeepsie, NY. Cost: \$200 single participant, \$175 for 2 or more from the same company. Class is full.
Apr. 9	SolidWorks Essentials Training - April 9 - 13, 9 am—5 pm at Rockland Community College, Suffern, NY. Cost \$350 per seat. Class size is limited to 10.
Apr. 18	Effective Business Communication -9:00 am—4:30 pm at Bowne Hall, Dutchess Community college, Poughkeepsie, NY. Cost: \$200 single participant, \$175 for 2 or more from the same company. Class is full.
Apr. 20	EHS Sub-council Meeting: OSHA Update 2012 —8:30—10:00 am at The Council of Industry Office, The Desmond Campus of Mount St. Mary College, Newburgh, NY. No cost for members to attend.
Apr. 24	38th NYS Senate District Manufacturing Executives Tour of AERCO International with Senator David Carlucci – 10:00 am- 12:00pm at AERCO International, Blauvelt, NY. E-mail Harold King at hking@councilofindustry.org to register or for more info, or call (845) 565-1355.
May 2	Train the Trainer -9:00 am—4:30 pm at Bowne Hall, Dutchess Community college, Poughkeepsie, NY. Cost: \$200 single participant, \$175 for 2 or more from the same company. Class is full.
May 9	Making a Profit in Manufacturing -9:00 am—4:30 pm at Bowne Hall, Dutchess Community college, Poughkeepsie, NY. Cost: \$200 single participant, \$175 for 2 or more from the same company. Class is full.
May 23	Environment, Health & Safety Risk Management -9:00 am—4:30 pm at Bowne Hall, Dutchess Community college, Poughkeepsie, NY. Cost: \$200 single participant, \$175 for 2 or more from the same company. Two seats left—e-mail Training@councilofindustry.org .

***You can find more information on the courses and events listed in our calendar by going to our website—
www.councilofindustry.org
or if you are reading our electronic version just press Ctrl and click the course title.***



**Engineers • Environmental Scientists
Planners • Landscape Architects**

Contact: Glenn Gidaly, AICP, Associate • (845) 391-8360
ggidaly@bartonandloguidice.com
www.bartonandloguidice.com

Financial Matters

Linked Deposit Program

By John Klassen, KeyBank, A Council of Industry Member Company

The Linked Deposit program provides affordable capital based on interest rates that are subsidized by state deposits. The business owner needs to decide on the project, apply for financing through their commercial bank and apply for the Linked Deposit program.

Empire State Development offers a program to New York State businesses called the "Linked Deposit" Program. The program is designed to help New York State businesses compete in our changing economy. The program is designed to encourage eligible businesses to make investments and undertake projects that will contribute to and improve their competitiveness within their markets.

The Linked Deposit program provides affordable capital based on interest rates that are subsidized by state deposits. The business owner needs to decide on the project, apply for financing through their commercial bank and apply for the Linked Deposit program. If the project qualifies, they close the loan with the bank at the full rate. A rider is added to the loan documents, which reduces the rate based on the qualification (up to 3% in certain cases). Once the loan is closed, Empire State Development opens a CD for the loan term with the commercial bank. The bank pays reduced interest to Empire State Development and uses the rest of the interest to offset the loan payments. The Business Owner and the Bank win.



The rate reduction is not automatic and some thought has to go into the process and the application. The business owner must demonstrate the following:

- The project must improve competitiveness and profitability
- The importance of the reduced cost of the borrowing to the ability of the business to take on the project.

- The number of jobs that will be created or retained in New York State by the project.

The reduced interest rate is available up to 4 years. The business owner may take a loan with a 5 or 7-year term, but they will only get the reduced rate for up to 4 years. Most businesses will qualify for a 2% rate reduction if they meet the criteria mentioned above. Recent changes also allow for an extension of loan term to 8 years.

Some business may qualify for up to a 3% rate reduction. Business that are:

- Located in NYS Empire Zones with less than 100 employees.
- Projects that will create full-time permanent jobs within the Empire Zone.
- Businesses in Highly Distressed areas
- Certified Minority or Women Owned Businesses (must meet certain criteria)
- Defense industry manufacturers looking to reduce their dependence on DOD or other military contracts.

Many business owners have or are considering stopping expansion or waiting to put on equipment for new processes for fear of economic conditions or because they feel the cost of borrowing is too high. This program enables these businesses to reexamine these plans and move them forward if they qualify.

John Klassen is a Vice President, Sr. Business Banker at KeyBank, a Council of Industry Member. He can be reached at john_klassen@keybank.com.



SINCE
1948

MID-HUDSON WORKSHOP
For The Disabled, Inc. A 501(c)3

OUTSOURCING SERVICES
Assembly, Fabrication, Fulfillment, Packaging, & More
188 Washington Street
Poughkeepsie, New York 12601

midhudsonworkshop.org

BILL DELTOSTA
Director of Sales & Marketing
bill@midhudsonworkshop.org

OFFICE: (845) 471-3820
CELL: (845) 656-4229
FAX: (845) 452-3407

Manufacturing Matters

Project Management is Key to Implementing Strategic Plans

Strategic planning is the act of creating short- and long-term plans to guide an organization to continued and increasing success in the marketplace. Project managers oversee specific projects ultimately designed to make progress toward strategic planning objectives. Implementing projects -- putting planned projects into action -- is important to both strategic planning efforts and project managers in a number of ways. All managers can benefit from understanding the importance of project implementation to strategic planning and the project manager.



Achieving Goals

Putting projects into action is the vital step linking the planning stage to the final achievement of strategic goals, which makes project implementation of the utmost importance to

strategic planning efforts. Project managers' jobs are ruled by a never-ending string of time-bound goals. Achieving goals is crucial to success as a project manager, and putting projects into action is the first step toward achieving organizational objectives.

Implementation Vs. Planning

Project planning and implementation are two very different things; unfortunately, too many managers pour all of their energy into ambitious planning efforts without giving enough thought to how goals actually will be achieved. Strategic planning efforts essentially take place in a laboratory devoid of the range of uncontrollable variables present in the real world. Even the best laid plans need correction and adjustment on-the-fly, making project

managers' jobs that much more important. Implementing projects is important for project managers and the strategic planning process because it can reveal new issues and challenges that planners may not have anticipated, ultimately resulting in more refined strategies, products and processes.

Big-Picture Strategies

Projects generally address a small number of well-defined objectives. Because of this, projects can be seen as the building blocks necessary to achieve a larger strategic vision. Grand visions for company growth, reputation and other achievements do not happen overnight. Project managers must break larger strategies down into smaller component parts and put each project into action in a timely manner to complete big-picture strategies on time.

Project Manager Duties

Project managers juggle numerous management duties at once, sometimes for long hours and at a rapid pace, to ensure that all aspects of a project run smoothly all the way through to completion. Project managers are responsible for planning labor, equipment and financial needs for specific projects. They draw up project budgets and make decisions to ensure that each project is completed under budget and on time. Employee training makes up less of a project manager's job than other supervising managers; strategic projects are usually manned by the most skilled and experienced employees in a company who do not need additional guidance on the job.

Putting projects into action is the vital step linking the planning stage to the final achievement of strategic goals, which makes project implementation of the utmost importance to strategic planning efforts.

Manufacturers Electricity Aggregation



An Opportunity to Manage Your Electricity Costs

For more information call
845-565-1355



Member Profile

Member Profile: The Chazen Companies

Year Founded: 1947

Location: Poughkeepsie, NY

Service: Site Engineers, Environmental Permits, and Health & Safety Compliance

Website: www.chazencompanies.com

While the Council of Industry is the Manufacturers Association of the Hudson Valley we also have members who provide services that are “essential to manufacturing.” The Chazen Companies is a perfect example of such a member.

The Chazen Companies has been a fixture in the Hudson Valley since 1947, and over the years has helped developers, institutions, manufacturers and municipalities shape the Valley in which we live and work today. Many people know Chazen for its engineers, landscape architects, surveyors and planners, but Chazen also has environmental specialists focusing on industrial compliance, water supply and remediation. Some examples of the work done for local industries include:

- With Chazen’s help, one firm has cut hazardous waste disposal costs and quantities by more than 50% through improved operational efficiency, identification of product alternatives, and confirmation of wastes requiring hazardous waste disposal.
- Another Chazen client received a two-day tailored training class to limit their environmental risk profile, reduce sampling and waste disposal costs, and ensure all wastes are handled correctly.
- DEC recently found unused petroleum tanks at a local manufacturing site. Chazen helped this company excavate the tanks and accessible contaminated soil. Chazen then treated the remaining soil to enhance natural bio-remediation. This strategy limited site disruption and DEC closed the tank registrations with no lingering obligations.



- External material storage triggers the need for industrial stormwater permits. At some client sites Chazen collects DEC-required stormwater samples during rain events. Many industrial 5-year term stormwater permits will need to be updated this

year under a revised state-specific permit. Chazen is available to help.

- Air permits are needed for many industrial processes. Paint booths, larger boilers, and various kinds of vented work stations are examples of activities requiring permits. Chazen helps industries evaluate their emissions and maintain all appropriate permits.
- One CI member recently changed locations. Chazen not only helped close out and re-establish tank registrations and air permits, but also provided due diligence reviews, and engineering, planning and survey services for the new address.



The Chazen Companies Kim Cuppett explains the importance of PPE to the Certificate in Manufacturing Leadership Environment, Health and Safety Risk Management class.

These are all examples of essential consulting services provided by Chazen to manufacturing firms in the Hudson Valley which make them a valued member of the Council. In addition to providing these valuable services to Council members, Chazen also is very supportive of the Council itself. Their president and CEO, Mark Kastner, serves on the Council Board of Directors, and Kim Cuppett and Russell Urban-Mead will once again teach the Environmental Safety & Health Risk Management class as part of the Certificate in Manufacturing Leadership program.

Chazen looks forward to assisting Council of Industry members as they address growing manufacturing concerns with site permitting and engineering, water and wastewater design, and assisting with their full range of Environmental, Health & Safety management services.

ENHANCING

the future of
our communities



THE Chazen COMPANIES
With offices located in Poughkeepsie, Troy,
and Glens Falls, NY as well as Waterford, CT

Engineers • Land Surveyors • Landscape Architects • Environmental Scientists • Planners

www.chazencompanies.com 888-539-9073



Member Benefits

Affinity Insurance Program for Council of Industry Members and Their Employees

The Council of Industry has endorsed Ulster Insurance Services, Inc. (formerly Ryan Insurance) and Travelers Benefits Plus to provide discounted Auto and Home insurance to all employees of Council member firms since 2007. The program, commonly referred to as an Affinity program, leverages the more than 8,000 employees of the Council's 160 members.

Employee recruitment and retention are critical to the success of Council member firms. Any tool that can be employed to help in this area can be a valuable tool. In employee benefits surveys, results consistently show more than 70% of employees would like a discounted home and auto insurance programs available to them through their employer. Ulster Insurance Inc. can satisfy that request through their Travelers Benefits Plus program available to all Council of Industry Members.

The Program offers benefits to your company including:

- More satisfied employees because of enhanced benefits package
- Added benefit to attract higher quality employees
- Increased employee retention
- No Direct Cost
- Administration handled by insurance company and agent
- Demonstrated commitment to employees
- Helps offset rising costs of core benefits
- A popular voluntary benefit - Hewitt Associates says 35% of employers will offer group auto programs in the next 3 years!
- Value Added Seminars for your employees including
 - * Identity Theft Protection
 - * Stress Management
 - * Child Safety Seat Checks
 - * Vehicle Identification Number Etching Program
 - * Life Planning Review
 - * Insurance – What you NEED to know!
 - * Home Replacement Cost Analysis

There are also obvious advantages to your employees including:

- Free insurance checkup by a local agent
- Special rates on products they MUST buy anyway
- Direct billed to employee, but discounted because of the Council of Industry Association Program

- Several convenient payment options – including no fees for EFT

- Voluntary participation – Open Enrollment
- Quotes by phone, fax or email to local agent
- On site “office hours” for your employees convenience
- 24/7/365 claims service
- Completely portable policies

- NO Charge Value Added Seminars available



Every Council Member firm is eligible to make this, or similar, announcement to their employees:

“You are now eligible to REDUCE your personal insurance bills through a special discount arrangement because you are an employee of our company AND may attend, all at no charge to you, our new safety, security and life planning seminars brought to you by the Benefits Plus Program and Gerald Brown of Ulster Insurance Services, an Ulster Savings Bank Company”

To make it happen contact the Council of Industry office or Gerald Brown at Ulster Insurance Services, today. Ulster Insurance Services is a full service agency and that's why they retain so many of their clients. We are pleased to make the introduction and urge you to contact Ulster Insurance today for a meeting on how they can help with this great benefits program.

Gerald can be reached directly at (845) 338-6000 ext.3915 (out of area 1-800-724-7463) or e-mail at gbrown@ulstersavings.com to set up an overview meeting with your HR team today



Complete Protection

for all of your business insurance needs:

**Commercial Lines • Group Benefits
Workers Compensation**



Call **Dan Southard** or **Kim Whelan** at **(845) 338-6000** for details!



HOME & AUTO • BUSINESS • EMPLOYEE BENEFITS

Insurance products and services available through Ulster Insurance Services, Inc., a subsidiary of Ulster Savings Bank, are NOT FDIC INSURED.

**Continued from cover -****Manufacturing Days in Albany**

Later in the session, Assembly Minority Leader Brian Kolb (R-129th District) addressed the attendees and held an engaging question and answer session with the group. A new component of the day included a Business Coalition Panel, during which various representatives from statewide business organizations discussed issues and explained ways the different sectors could work together to change Albany, and included The Manufacturers Alliance of New York State, the National Federation of Inde-

pendent Business, Associated General Contractors, the Chamber Alliance of New York State, the Business Council of New York State, Unshackle Upstate and the Lawsuit Reform Alliance of New York State.

The first day wrapped up with the Manufacturing Day Legislative Reception. Day two consisted of regional lobby visits, where the manufacturing executives met with over 50 legislators from across the State to discuss the statewide manufacturing agenda.

**Continued from the cover-
Election 2012**

To help you communicate with your team, the NAM offers an online Election Center as a useful resource for your company in the upcoming year. It's a one-stop shop that provides employers and employees with all the tools needed for the upcoming 2012 cycle. For more information, please visit www.namelectioncenter.org.

As you craft a get-out-the-vote strategy for your business, focus on providing basic, non-partisan tools our employees will be able to use to make informed decisions on November 6. An effective plan should include voter registration and polling location information as well as reminders about upcoming deadlines and election dates. You might also offer printed copies of the candidates' positions on key issues. All this information can be easily accessed on the NAM's Election Center.

Show strong support for employee involvement in the 2012 election. Lead by example. Encourage voter participation frequently in internal communications. It is appropriate to send non-partisan reminder e-mails and to mention the election in an employee newsletter on your company's internal website or at monthly staff meetings. Consider sponsoring a voter registration drive at

your company. Many places of business offer their employees a flexible work schedule on election days so they have the time to vote. All of these actions show that you, as an employer, support and encourage active participation in the voting process.

As candidates hit the campaign trail, we strongly recommend inviting elected officials and candidates to your company facilities for plant tours or "meet and greet" events with your employees. At these events, feel free to discuss issues, their potential impact on your business and the candidates' positions and records on policies. If you decide to host candidates at your company, contact the Council of Industry, we can walk you through specific procedures and legal requirements for conducting such meetings.

The Council of Industry and the NAM team is ready and willing to help your company develop and implement a successful employee election plan for 2012. Together, we can collectively show both employees and candidates that Manufacturing Means Jobs!

Please visit the Council of Industry's [Manufacturing is Vital](http://www.namelectioncenter.org) page for our link to the NAM election center or follow this link www.namelectioncenter.org to get started today.

Council of Industry Staff**Executive Vice President:**

Harold King

Director of Membership & Communication:

Alison Butler

Director of Government Affairs:

Karyn Burns

Website:

www.councilofindustry.org

Phone: (845) 565-1355

Fax: (845) 565-1427

Consumer Price Index for February 2012

				Point	%	% Increase
Wage Earners & Clerical	Feb '11	Feb '12	Jan '12	Increase	Month	Year
1967=100	647.97	668.17	664.89	3.28	0.5	3.1
1982-84= 100	217.54	224.32	223.22	1.10	0.5	3.1
All Urban Consumers						
1967=100	662.94	681.98	678.99	2.99	0.4	2.9
1982-84=100	221.31	227.66	226.67	1.00	0.4	2.9

Hudson Valley unemployment rate for January 2012 = 7.9 %



Continued from page 4 Personnel Matters

- Political action committees (PAC's) need to be a part of the advocacy strategy. It costs a lot to run for state or national office. Most representatives do not have the personal wealth to mount a successful campaign and rely heavily on contributions to run for office. Contributions from a PAC are a way to thank the elected official for helping to shape positive legislative initiatives and assist in electing the right people to represent you.

A successful advocacy program is multifaceted and continuous. The one time letter or participation in one group meeting does not cut it. Rather, advocacy needs to be part of the leader's agenda for the duration. Involvement of the workforce is an essential ingredient. There is too much at stake to remain silent and neutral in the democratic process. Involving your employees in the process will unleash some new found power.

Continued from page 7 More Legislative Matters

However, if you mix four chemical substances, and they include a fat and a base that react to create a soap, you are manufacturing the soap and potentially other chemical substances.

If you extract a chemical substance from a mixture, this could be considered manufacture of the chemical substance. For example, reclamation of a solvent from a spent solvent mixture may be considered manufacture.

Despite the general rule that only individual "chemical substances" are considered, EPA has included in the Inventory a number of entries described as "Chemical Substances of Unknown or Variable Composition, Complex Reaction Products and Biological Materials," referred to as "UVCB Substances." UVCB Substances are considered separate "chemical substances," even though they are really mixtures of many chemical substances. However, because it is not practicable to identify all of the individual chemical substances present, and UVCB Substances have a generally consistent makeup, EPA lists many UVCB Substances on the Inventory and UVCB Substances must be considered for purposes of reporting under the Chemical Data Rule.

Finally, if you use a third party to "manufacture" a chemical substance, both you and the third party can be "manufacturers."

Are the Chemical Substances Exempt from Reporting?

Second, you need to determine whether any of the chemical substances you manufacture are exempt from reporting. The regulations include a number of exemptions, such as:

- for wastes that are disposed, and not reclaimed;
- for chemical substances in byproducts that are reclaimed without any chemical change;
- for chemicals produced by "small manufacturers;" and
- for chemicals used in small quantities for research and development.

Chemical substances that fall within these exemptions or other exemptions do not need to be considered when calculating the quantity manufactured.

Did You Manufacture 25,000 Pounds or More of a Chemical Substance?

Finally, you need to determine whether you manufactured at least 25,000 pounds of a chemical substance in calendar year 2011. If you did, you are required to submit a report to EPA by the end of June 2012.

What Should You Be Doing to Comply?

If you determine you have an obligation to report, you have until the end of June to submit the report. If you determine you do not have an obligation to report, you should maintain records of your assessment in your files for at least five years.

Either way, the time to begin your review of this issue is now.

JOE PIETRYKA INCORPORATED

85 Charles Colman Boulevard,
Pawling, New York 12564

Designers, Manufacturers and Assemblers of Plastic Injection Molded Parts and Components

Serving the Electrical, Industrial,
Medical, Automotive, Photo-
graphic, Pharmaceutical, Cosmet-
ic and Food Markets of America

ISO 9001:2008 Certified
Adhering to TS16949

UL Listed

CSA Listed

Drug Master File Registered

FDA Registered

CE Conformity

In House Color Matching

www.joepietrykainc.com

Phone: (845) 855-1201

Fax: (845) 855 5219



DAVID L. LANDESMAN
PRESIDENT

DUSO CHEMICAL COMPANY, INC.

26 VAN KLEEK DRIVE
POUGHKEEPSIE, NY 12601
TEL 845-454-6500
FAX 845-454-0188

info@dusochemical.com



Council of Industry

The Manufacturers Association of the Hudson Valley

6 Albany Post Road
Newburgh, NY 12550



**Manufacturing is Vital.
The Council of Industry is
Vital to Manufacturing.**