

CI NEWSLETTER

The Council of Industry of Southeastern New York

January 2009

The Manufacturers Association of the Hudson Valley

Volume 13 Issue 1

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***The Council of Industry
would like to wish all
our members and
friends a healthy, happy
and prosperous 2009!***

Council of Industry Elects Officers and Directors

Russell Yeager, President of Alcoa Fastening Systems in Kingston was elected President of the Council of Industry Board of Directors last month. He will serve a 2 year term. Mr. Yeager has served as First Vice President of the Board since 2007. Mr. Yeager has been with Alcoa Fastening Systems since 2001.

“I am very proud to lead the Council of Industry Board of Directors.” Mr. Yeager said. “I find the Council to be a most effective organization, one that really adds value to its members. I hope we can strengthen the organization so that we can continue to help Hudson Valley manufacturers succeed.”

Joining Yeager as officers of the Board will be Stephen Pomeroy, President of Schatz Bearing Company as First Vice President, Charles Altman, General Manager of SP Industries as Second Vice President, and Richard Kolosky, Vice President M&T Bank as Treasurer.

Newly elected members to the 23 member Board are: Jason Smith, President, Pres-ray Corporation/Pawling Architectural Products; Joseph Ferarro, President Elna Magnetics; and Robert Scott, Vice President KeyBank.

The Council of Industry has been the manufacturer’s association for the Hudson Valley for nearly one hundred years and owes its success and longevity to the dedication of its members. The Council Board sets the association’s policies and priorities. Through feedback and suggestions members contribute to these policies and priorities. By having a Board of Directors made up solely from our membership, the direction of Council of Industry is driven by the needs of the manufacturers who participate.

2009 promises to be a challenging year for the Council of Industry and its members. An economic downturn coupled with what are very likely to be significant regulatory and legislative changes will mean uncertainty. The Association’s officers and directors will play a vital role in ensuring that the needs of the members are being met by the Council and its staff.

Harold King, Council Executive Vice President and CEO, is confident the association, the Board and its officers are up for the challenge: “Since 1910 the Council of Industry has promoted the success of its member firms. Through 24 presidential elections, 2 world wars, a great depression, boom times and bust times, the Council has kept its members informed and helped them develop strategies to adapt to new economic conditions, legislation, regulations and policies. We will continue to be a valuable resource in the months and years ahead.”

The Council plans to increase its advocacy efforts in 2009 and is expanding its training offerings to include strategic management and lean six sigma.

Training and Education

The Council of Industry recognizes that knowledge is a powerful tool in making smart decisions, which is why we are teaming up the SUNY New Paltz School of Business to offer a series of eight executive strategic management seminars.

2009 Certificate in Manufacturing Leadership Training

The Council of Industry has offered quality supervisory training to its members in the Hudson Valley for over 20 years. The Certificate in Manufacturing Leadership is a comprehensive group of courses that prepares supervisors for their challenging positions at manufacturing facilities. There is still time to register. Below are the classes offered in January and February.

All courses are full-day classes (from 9am to 4:30pm) and are held at Dutchess Community College, Poughkeepsie, NY with breakfast and lunch included on site. Though participants are encouraged to complete the course series for the most comprehensive supervisory education, the Council welcomes individual course registration as well.

Fundamentals of Leadership

This two day course is designed for the Front Line Manager/Supervisor/Leader and will include:
 *The Role Of The Supervisor *Leadership Styles *Task Analysis *Communications
 *Problem Solving *Delegating Responsibility *Performance Appraisal *Motivation and Discipline
Date: January 14, and 21 **Time:** 9:00a.m. to 4:30 p.m.
Place: Dutchess Community College, Browne Hall, Poughkeepsie, NY
Cost: \$370 perperson /\$320 for 2 or more **Instructor:** Ellen Messer
 Continental breakfast and lunch included.

Making A Profit: Financial & Accounting Issues in Manufacturing

This course provides participants with a fundamental understanding of managing finances in a manufacturing environment. This course will cover the basics of financial statements and simple accounting principles. Topics to be discussed include: *Basic Financial Concepts *Management of Costs *Inventory Issues *Process Issues *Reporting Methods *Budgeting and Planning
Date: February 4 **Time:** 9:00a.m. to 4:30 p.m.
Place: Dutchess Community College, Browne Hall, Poughkeepsie, NY
Cost: \$185perperson /\$160 for 2 or more **Instructor:** Rief Kanan
 Continental breakfast and lunch included.

Senior Level Strategic Management Seminars at SUNY School of Business

The Council of Industry recognizes that knowledge is a powerful tool in making smart decisions, which is why we are teaming up the SUNY New Paltz School of Business to offer a series of eight **executive strategic management seminars**. These are courses taught by the School of Business faculty and parallel their MBA capstone course "Cases in Strategic Management." The seminars will be held at the SUNY New Paltz campus from January through March, on Tuesday evenings from 4:30 through 8:30 and include a working dinner. Below are the classes offered in January.

Strategic Decision Making

The key words for this course are Visions, Missions and Stakeholders. The instructor will focus on the internal environment with activities such as VRIO analysis - Are your resources valuable, rare, imitable, and does the organization support them? There will also be a mini case analysis.
Date: January 20 **Time:** 4:30p.m. to 8:30 p.m.
Place: SUNY New Paltz, New Paltz, NY
Cost: \$125perperson /\$100 for 2 or more **Instructor:** Gretchen Vogelgesang

Corporate Level Strategies

This class focuses on diversification, value creating strategies and dealing with acquisition and restructuring. There will be case analysis and an experimental exercise called Best Path for Firm Growth.
Date: January 27 **Time:** 4:30p.m. to 8:30 p.m.
Place: SUNY New Paltz, New Paltz, NY
Cost: \$125perperson /\$100 for 2 or more **Instructor:** Tom Clark

To register and pay online go to the Council of Industry's website:

www.councilofindustry.org.

For more information or to make other registration and payment arrangements email Ana Maria Murabito at anamaria@councilofindustry.org

Council News

Human Resources Sub-council Meeting on New FMLA Regulations Has Been Rescheduled

The HR Sub-council meeting on the new FMLA regulations was snowed out on December 19 and has been rescheduled for Friday, January 9 from 8:30–11:00 am at the Council of industry office.

The Department of Labor just released its Final Rule on the Family and Medical Leave Act and we are working on putting together a meeting that will go over the many changes that were made to these sometimes complicated regulations.

When: Friday, January 9, 8:30–11:00 am

Where: Council of Industry Office, 6 Albany Post Road, Newburgh, NY

Cost: No Cost for Members

Topic: The DOL's Final Rule on the Family and Medical Leave Act

If you would like to attend there is still time to sign up! Contact Alison Butler at abutler@councilofindustry.org or call (845) 565-1355.

Environment Health and Safety Sub-council Meet- ing on Elements of an Ef- fective Health and Safety Program

Thomas McCarthy, a Compliance Assistance Specialist with the Occupational Safety and Health Administration (OSHA) will explain the four elements of an effective occupational safety and health program: Management Commitment and Employee Involvement, Worksite Analysis, Hazard Prevention and Control, and Safety and Health Training. The presentation will focus on these points, using case study and statistics. There will be a question and answer session following the presentation.

When: Friday, January 16, 9:00–10:30 am

Where: To be announced (in the greater Newburgh area)

Cost: No Cost for Members

Topic: Elements of an Effective Health and Safety Program

To register or for more information, contact Alison Butler at abutler@councilofindustry.org or call (845) 565-1355.

The Council is renewing its partnership with Marist to once again bring our members a comprehensive annual wage and benefits survey. This meeting will cover the timeline, content and format of the upcoming survey and anyone wishing to provide input or make suggestions should attend.

2009 Benefit and Wage Survey Information

On February 6, 2009, the Council of Industry in conjunction with Marist College will hold a Human Resources Sub-council meeting to discuss the 2009 Wage and Benefits survey. The Council is renewing its partnership with Marist to once again bring our members a comprehensive annual wage and benefits survey. This meeting will cover the timeline, content and format of the upcoming survey and anyone wishing to provide input or make suggestions should attend.

When: Friday, February 6, from 11:00 am until 12:00pm

Where: Ulrich Conference Room, Marist College, Poughkeepsie, NY

Cost: None for members

Topic: 2009 Wage and Benefits Survey

Presenters: **Dr. Christy Huebner Caridl**, *Affiliate Assistant Professor of Economics, Director: Bureau of Economic Research at Marist College*, and **Dr. Ken Sloan**, *Marist College School of Management*.

For more information or to register contact Alison Butler at abutler@councilofindustry.org or call (845) 565–1355.

Personnel Matters

Even though people costs far surpass financial capital costs in the majority of American businesses, many continue to manage human capital as a necessary expense rather than the hefty monetary investment it really is.

The Missing Link: Measuring How People Drive Enterprise Value

By Frank DiBernardino - Vienna Human Capital Advisors

Boards and C-suite executives take great pains to measure and monitor returns on their company's investments. And they share a common frustration: how to measure the financial impact of human resource investments — people and programs. Controlling the money going into human capital is one thing; measuring and maximizing the value coming out is quite another.

Even though people costs far surpass financial capital costs in the majority of American businesses, many continue to manage human capital as a necessary expense rather than the hefty monetary investment it really is. Directors are hungry to know how human capital outlays add value to the enterprise; but, with traditional HR metrics, this level of understanding is elusive.

The missing link? Human capital metrics that are tied to the income statement and balance sheet.

For decades, turnover rates, costs per hire, and per full-time employee (FTE) statistics have been measuring disjointed efficiencies, while Directors and CEOs really need a measure of effectiveness, in terms of ROI and impact on enterprise value. Simply put, the board and the CEO want a clear, credible, and simple picture of how much bang the organization's getting for the money it invests in people and human resource programs.



A Breakthrough Approach

It is time for a change in approach — away from anecdotal evidence and per FTE numbers toward business intelligence models that can provide a clear line of sight between investments in people and the corporate bottom line.

Readily available data can be used to isolate and measure the financial performance of the human capital investment, observe effects and trends, pinpoint opportunities for improvement, and predict the impact of policy changes. All that is needed are the right formulas and analytical tools.

Time-honored financial formulas employed worldwide to calculate ROI, productivity, and liquidity can be modified for human capital applications. Using these specialized formulas, relevant data can be pulled from the corporation's general ledger to determine if the organization's human capital is being put to its most effective use. Is the investment adding to or destroying enterprise value?

Benefits of Having the Right Data

Such a financial approach has several benefits:

- * **Assessment:** Financially based human capital analytics make it possible to track the performance of this asset over time, create statistical reports that are familiar and user-friendly, and compare actual results to the organization's internal goals and benchmarks.

- * **Understanding:** The right data and analytics can create a simple comprehensive, organization-wide picture of correlations and trends, demonstrate the impact of investments and policy changes, and identify the drivers of business results — across units and even across an industry peer group.

More Personnel Matters

Extra Training May Boost Productivity, Ease Stress in Uncertain Times

From HR.com

A national survey of working adults commissioned by Workplace Options (WPO), the largest provider of work-life employee benefits in America, revealed a growing interest in training programs to sharpen their professional skills, manage money and stress and promote personal wellness. This trend reflects the growing importance and benefits of managing work-life issues, especially in the challenging economic climate.

Nearly half of the employees surveyed said they would be interested in employer-sponsored training for work-life programs focusing on financial management, wellness and stress management. More than three-quarters of respondents said they would participate in the training if offered free of charge. Professional development is an even more popular prospect, especially in uncertain economic times when employees may be worried about their jobs and competitiveness in the contracting marketplace. Eighty-eight percent of respondents said they would attend employer-sponsored professional development training. Convenience is also a motivating factor when considering training programs. Seventy-one percent of employees said they would be willing to participate in training programs during unpaid time, including their lunch hour or after work hours. WPO's evaluations further reveal the benefits of training sessions. In 2008, 96 percent of respondents said that attending training was a valuable use of their time, and 82 percent reported reduced stress levels.

During the uncertain economic times, many workers are stressed and distracted on the job as they struggle to manage personal and financial worries. This can cut into productivity, accuracy and even health, contribute to absenteeism and affecting the bottom line. Employers are recognizing the growing value of work-life services, including training programs, to drive productivity, boost morale and enhance competitiveness in the marketplace. Work-life training programs, provided by WPO, include tools that help employees address ever-changing workplace challenges and promote productive, positive and resilient work environments. WPO's training modules cover 135 topics, including parenting, financial management, aging and wellness, and can be customized to suit each work environment. Qualified trainers are available for seminars during or after work hours, and can even facilitate sessions through online Webinars.

"A well-balanced, healthy lifestyle and sharpened professional skills mean more satisfaction, productivity and effectiveness both at home and on the job," says Alan King, president of Workplace Options. "During these tough times, personal and professional training opportunities empower employees by teaching them how to help themselves, manage their time, recognize their priorities and deal with stress. For employers and employees alike, these seminars are a win-win opportunity and a proactive solution."

The national survey, conducted by the North Carolina firm of Public Policy Polling on Nov. 15-18, polled 725 working Americans. The survey has a margin of error of +/- 3.7%

Employers are recognizing the growing value of work-life services, including training programs, to drive productivity, boost morale and enhance competitiveness in the marketplace.

Consumer Price Index - Nov. 2008

				<u>Point</u>	<u>%</u>	<u>% Increase</u>
Wage Earners & Clerical	<u>Nov.'07</u>	<u>Nov.</u>	<u>Oct.</u>	<u>Increase</u>	<u>Month</u>	<u>Year</u>
1967=100	613.29	617.47	632.03	-14.55	-2.3	+0.7
1982-84= 100	205.89	207.30	212.18	-4.89	-2.3	+0.7
All Urban Consumers						
1967=100	629.6	636.33	648.76	-12.43	-1.9	+1.1
1982-84=100	210.04	212.43	216.57	-4.15	-1.9	+1.1
Hudson Valley Unemployment Rate for November 2008 =				5.4 %		

Legislative Matters

The mobility tax amounts to a payroll tax levied on every enterprise that pays Medicare (FICA). The proposed rate is 1/3 of 1% of total payroll. (e.g., if a manufacturer has a payroll of \$10,000,000, the company would pay a new tax of \$33,000.)

NEW PAYROLL TAX TO FUND MTA: Tax Would Impact Westchester, Rockland, Putnam, Orange and Dutchess Businesses

By Jonathan Drapkin, President of Pattern for Progress

The Ravitch Commission was formed by Governor Paterson in June to propose new sources of funding for the Metropolitan Transportation Authority (MTA). The MTA runs North America's largest transportation network, including the Metro North Railroad, and serves the 5,000-square-mile area fanning out from New York City through Long Island, southeastern New York State, and Connecticut. To remedy more than a billion dollar deficit in 2009, the Commission made several recommendations including creation of a "mobility tax." The mobility tax amounts to a payroll tax levied on every enterprise that pays Medicare (FICA). The proposed rate is 1/3 of 1% of total payroll. (e.g., if a manufacturer has a payroll of \$10,000,000, the company would pay a new tax of \$33,000.)

Newspaper accounts suggest this is a relatively modest tax. We might agree but for the fact that this will be the sixth in a series of fees and taxes required of businesses, individuals and government agencies throughout the region in support of transit. Add to this new payroll tax: a surcharge on your phone bill, a petroleum business tax, a mortgage recording tax, a percentage of the sales tax and fees that are paid by counties for the upkeep of Metro North stations.

While it is essential that the region have a viable mass transit system, this new tax appears to be grossly unfair to companies especially in Dutchess, Orange and Rockland where there is limited access to train stations and where many of the companies to be taxed derive no benefit from the MTA.

Authority to impose this tax is vested in the New York State legislature. Please contact your local representatives to let them know how you feel.

New York WARN Act Takes Effect February 1, 2009 –

from NYSDOL site

The New York State Workers Adjustment and Retraining Notification (WARN) Act requires employers to provide 90 days' notice prior to a plant closing, mass layoff or relocation occurring on or after February 1, 2009. Notice must be provided to affected employees and their representatives, the New York Department of Labor and the local workforce investment board at least 90 days before the event. For employers planning layoffs shortly after the new law takes effect, notice would have to be provided prior to the law's effective date to meet the 90-day requirement. The state WARN Act applies to private employers with 50 or more workers who layoff at least 25 employees. Violations are enforceable by the Commissioner of Labor and are subject to civil penalties and back wages.

Employers planning layoffs prior to February 1 are not required to provide a state WARN notice, but are strongly encouraged to do so. Such notice will help the Department and local workforce investment boards to assist laid off workers as rapidly as possible with finding new employment.

Member Profile

Member Profile: Package Pavement Company, Inc.

Year founded: 1951

Number of employees: 140

Location: Stormville, NY

Products: Premier supplier of packaged blacktop, concrete mixes, and custom products including QUIKRETE® Cement products and SPECMIX® Bulk mortar systems.

Website: www.packagepavement.com



hardware and mason supply yards as well as larger ones like Lowe's. SPECMIX® is geared toward contractors; an order can be as little as three pallets or as much as you need to do the job. These specification mortars, grouts and stuccos allow contractors to customize the color and texture of the material. The SPECMIX® line has had continued growth year after year. Package Pavement products have been used by local homeowners as well as to renovate historical buildings at such prestigious places as West Point, RPI and Yale.

When you think of concrete, you think of something solid, sturdy, a reliable foundation perhaps. These are some of the same adjectives you could use to describe Package Pavement Company, Inc. For the past fifty eight years Package Pavement has delivered the blacktop patch that Walter Doherty started the company with and they have also expanded to include a variety of products, including QUIKRETE® and SPECMIX®. They still make mixes that a home owner can use but they are also making specialty products being used in the new Yankee Stadium and the Freedom Tower in New York City. The core concepts that Package Pavement was founded on, "produce the highest quality material and serve each customer with the collective goal of exceeding their expectations" continue to be maintained.

Package Pavement Company, Inc. is a family owned and operated business that was started in 1951 when Walter Doherty, a chemist, saw there was a need to fill potholes in the streets and in homeowners newly paved driveways. He developed a blacktop patch material which would remain soft and easy to handle until it was exposed to air and compacted. Later he developed an asphalt plug to fill drill holes made by gas companies to sniff out gas leaks. Thus Package Pavement began and these products were the core of Package Pavements sales throughout the 50's, 60's and 70's.

In 1981, Package Pavement became a licensed QUIKRETE® manufacturer and in the 1990's a licensed SPECMIX® manufacturer. These lines have greatly expanded the products and services Package Pavement is able to offer customers today. QUIKRETE® products, a wide variety of mixes for homeowners to choose from, can be found in many local

In addition to the above mentioned lines Package Pavement added the Stormville Oil Division of the company in 1992. It is a small home heating oil distributor and with full residential repair service.

Even with the success of their specialty lines, Package Pavement still faces challenges; the high cost of fuel this past year was one such challenge. Another more consistent obstacle Package Pavement deals with, year in and year out, is raw material sourcing. In order to meet LEED (Leadership in Energy and Environmental Design) certifications, there are limits to how far a component has traveled before being used. As local mining permits become harder and harder to obtain, Package Pavement has to look to different areas to source the raw materials they use. Hydrated lime comes from Wisconsin and much of the sand and gravel they use comes from Long Island, Connecticut and the Adirondacks. Longer distances cause higher prices and more pollution. Package Pavement is dedicated to using the highest quality material available for their products from the closest source.

The final and most important ingredient in the Package Pavement mix is their dedication to customer service. Darren Doherty, President and grandson of the founder, said that customers will come up to him on the street and tell him how glad they are that they can always count on Package Pavement for special orders or just to have the courtesy to call if a driver is running late. The customer is the focus of this company and Package Pavement is willing to go the extra mile for them.



The blacktop patch that started it all being is still a part of the Package Pavement line.

Package Pavement products have been used by local homeowners as well as to renovate historical buildings at such prestigious places as West Point, RPI and Yale.

Energy Matters

Many Council members stand to benefit from growth in the renewable energy and energy efficiency industries. That growth will only be "sustainable", to borrow a phrase, if they are adding real value to a truly viable technology.

Green New Deal

One "stimulus" topic being bantered about in Washington by the President-Elect and his staff is the green equivalent of Franklin D. Roosevelt's New Deal. This new — "New Deal" will focus on rebuilding infrastructure, but one of its aims is also to legitimize the renewable energy industry. Proponents claim that such an effort will result in some six million — "green collar" jobs in a relative short time. However, they fail to consider — or choose to ignore, that technology and markets are not created in a vacuum, are not cheap, and more often than not take far longer to find market acceptance.

There are plenty of promising technologies out there, wind, solar, geothermal, micro-turbines, and nuclear to name a few. Who decides which will succeed? Despite recent history, financial markets are still the most efficient means of allocating capital. While decisions are often imperfect the constant struggle to balance risk and reward leads to resources being allocated to the most promising products, services and technologies. Investment is made based on the potential return balanced against the risk of failure. This is certainly the case in the area of renewable energy. What are the chances that 100 senators, 435 representatives, one president and dozens of cabinet members, using other peoples' (taxpayers) money will make better investment decisions than investors using their own money? It's possible that some of the government choices will be sound, but in those cases, all that is accomplished is the unnecessary transfer of resources from taxpayers to investors. The government isn't subsidizing energy as much as it's subsidizing dubious investments and/or particular investors. Ethanol comes to mind.

Many Council members stand to benefit from growth in the renewable energy and energy efficiency industries. That growth will only be "sustainable", to borrow a phrase, if they are adding real value to a truly viable technology. Investors are far better at determining success and viability - at choosing winners and losers - than governments ever can be.

If the intent of this new "New Deal" is to prop up an industry that is not ready for primetime - and one who's proponents rely on fear tactics rather than market forces to legitimize itself, than it is not likely to succeed. If the plan focuses only on renewable technologies then we will perhaps miss the greatest opportunity this country has ever had in building a legitimate energy efficiency industry - an industry that can have far more influence on the real energy problems we face.

Speculation on "Gas OPEC"

From the International Energy Agency (IEA)

There is a lot of speculation about possible creation of a gas monopoly among gas-rich nations.

The IEA believes that a cartel is always bad news for consumers and consumer countries. But cartels are also counterproductive for producing countries. Pushing up prices by forming a cartel will encourage consumers to reduce demand or switch to other fuels. This is particularly true for gas which can be substituted with coal and nuclear.

The IEA believes that the market is simply more efficient. Cartels distort behavior and do not strengthen security of supply.

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CI Calendar—What’s Ahead

Jan. 9	<u>Human Resources Sub-council—New FMLA regulations-</u> 8:30 am –11:00 am Location: The Council of Industry Office, Newburgh, NY. No cost for members.
Jan. 14 & 21	<u>Certificate in Manufacturing Leadership: Fundamentals of Leadership</u> 8:00am –4:30pm Location: Dutchess Community College, Poughkeepsie, NY. Cost \$370 single participant, \$320 two or more from the same company.
Jan. 16	<u>Environment Health and Safety Sub-council—Elements of an Effective Health and Safety Program-</u> 9:00 am –11:00 am Location: To Be Announced (in the greater Newburgh area). No cost for members.
Jan. 20	<u>Strategic Management Seminar: Strategic Decision Making -</u> 4:30 pm – 8:30 pm Location: SUNY New Paltz, New Paltz, NY. Cost: \$125 single member, \$100 two members from same company.
Jan. 27	<u>Strategic Management Seminar: Corporate Level Strategies -</u> 4:30 pm – 8:30 pm Location: SUNY New Paltz, New Paltz, NY. Cost: \$125 single member, \$100 two members from same company.
Feb. 3	<u>Strategic Management Seminar: Business Level Strategies -</u> 4:30 pm – 8:30 pm Location: SUNY New Paltz, New Paltz, NY. Cost: \$125 single member, \$100 two members from same company.
Feb. 4	<u>Certificate in Manufacturing Leadership: Making a Profit</u> 8:00am – 4:30pm Location: Dutchess Community College, Poughkeepsie, NY. Cost \$185 single participant, \$160 two or more from the same company.

Council of Industry Members will receive a 25% discount off of the \$40 a year per employee price for unlimited access to esafetyonline's 46 course library (with more on the way) and the supporting Learning Management System.

EHS Matters

The Council of Industry is continuously striving to find ways to give our small and mid-size members opportunities usually afforded to large companies. One of these efforts is a discount offered for online safety training through esafetyonline.com. Esafetyonline offers a complete line of OSHA required Health and Safety training that can be completed online.

- Council of Industry Members will receive a 25% discount off of the \$40 a year per employee price for unlimited access to esafetyonline's 46 course library (with more on the way) and the supporting Learning Management System.
- This online health and safety training system offers:
- Web based courses that allow individual training 24/7 when the employee is available.
- Courses are 15 to 30 minutes long, followed by a test with randomized questions to ensure comprehension. They are designed for individuals with limited computer skills.
- All testing is documented, secured, and easily retrievable.
- This is truly a turnkey system. Your company and employee information will be uploaded for you.
- Courses are offered in both English and Spanish.

To take advantage of this Council of Industry member benefit, use the link below to go to the esafetyonline.com website and then enter the following information:

Company ID: **safety** Username: **colsenym** Password: **safety**

The esafetyonline website: <http://www.esafetyonline.com/index.vml>





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Manufacturing Matters

The Importance of Training in Difficult Economic Times

There has been evidence that the growing global financial crisis is starting to impact Hudson Valley businesses. Though the poor economic conditions began months ago, we are encouraged by stories from some of our members of increased sales and profitability despite these circumstances. Yet, as the global economy continues to be unstable, we anticipate that our members will need to tighten their budgets to remain competitive and profitable in 2009. In an effort to add value to your company without busting your budget, we would like to share some information with you on how Council of Industry training opportunities are an excellent investment during these difficult economic times.

•**Focus Your Training Dollars on Cost reduction Initiatives:** The Council of Industry provides world class training services and solutions for driving costs out of your process. This year we are offering a Lean Six Sigma Overview, Value Stream Mapping and Lean Six Sigma Yellow Belt Training. These are the tools you need to eliminate waste and reduce subsequent costs within your business process.

•**Stay Local and Save on Training Costs:** There is no reason to spend training dollars on non-value items such as transportation, travel time for your employees, dining and high priced courses outside our region. There is no need to travel to New York City or Albany, the Council of Industry can provide the training you need right here in the Hudson Valley.

•**Council of Industry Courses Cost Less and Provide More:** The Council is able to provide training services at reduced rates due to our strategic partnerships with reputable trainers and consultants. We negotiate pricing with our providers to ensure that our members save on training costs. Typically, training services through the Council of Industry will save our

members 50% or more off the “street rate.”

•**The Council of Industry Can Subsidize Your Training Costs:** The Council of Industry and a consortium of Hudson Valley Community Colleges (Dutchess, Orange, Sullivan, Ulster and Rockland) have been awarded for the fifth year in a row a grant by the State University of New York to subsidize training for Hudson Valley Manufacturing. This consortium award was the first of its kind state-wide and a milestone in cooperation among the colleges. Each of the colleges delivers the training that they are best qualified to deliver and the grant allows us to offer more and varied training at reduced costs.

•**Understanding the Big Picture :** Our strategic management seminar series will help you focus on the big issues facing your business and will get you thinking about how to position your company for success in both the near and long term.

•**RETURN on Your Investment :** Supervisors with the skills taught in the Certificate in Manufacturing Leadership Program are more productive themselves and better able to squeeze productivity out of the people who work for them. An investment of \$1500 dollars for a supervisor to be trained could return ten times that amount in increased productivity, reduced legal exposure, and decreased employee turnover.

It should be clear that even in difficult economic times, investing in your workforce is always a good idea and the Council of Industry can help by providing you with valuable training at price that can fit into your budget. For more information visit our website

www.councilofindustry.org and click on one of our training options or contact Ana Maria at (845)565-1355 or ana-maria@councilofindustry.org.

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*The Manufacturers Association
of the Hudson Valley*

**Manufacturing
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Strong!**

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