



## Taking Action in a Down Economy

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A grim reality is now dawning across the U.S. economy. Deep problems existed long before the meltdown on Wall Street and won't be fixed by the government's injection of taxpayer money into the nation's banks. Even if the credit crunch eases, as now appears to be happening, many companies are bracing for a painful recession and taking steps to survive it.

Car sales and industrial production have plunged, consumer confidence has wilted, and companies have accelerated layoffs. Manufacturing, particularly autos and machinery, is leading the way down. Exports can't be expected to cushion the impact because the slowdown is global.

Companies have shifted into austerity modes. Many are reviewing every supplier, both for price and financial viability. Many are examining each step of the production process for unnecessary movement, in an effort to boost efficiency and reduce costs. Many are designing products with nervous and stingier consumers in mind. Other manufacturers, likewise seasoned in surviving cycles, are taking the opportunity to implement lean concepts into their manufacturing and support operations, streamlining their processes, eliminating waste, increasing capacity and positioning themselves for the eventual turnaround. Many are reviewing their products and services and eliminating those that are unprofitable.

Now may be the time to clearly focus on your business mission and vision, and if necessary, redefine and retool exactly what business you are in and why. When small business owners don't seize good opportunities, even during challenging times, they make it easy for their

competitors to gain an edge. It's a good time to put the needs of your customers in strategic alignment with your business needs and focus.

Perhaps the best actions small businesses can take are:

1. Do some strategic thinking & planning—examine your markets, core capabilities, SWOT, identify new growth opportunities, review your supply chain, develop a roadmap for growth & profitability, decide the direction and actions you must take to survive.
2. Ensure your sales organization is trained and prepared to implement your new strategies for survival and growth.
3. Improve the skills of your workforce - teams, supervisory training, etc.
4. Use the time to train your key people and implement Lean concepts to improve core processes and position your plant for the future upturn.
5. Get started on developing a robust Quality Management System. Many prime contractors in the defense and aerospace industries are increasing their requirements for suppliers to be certified to the ISO or AS standards. Use this opportunity to become certified and prepared to enter new markets.

Your competition may already be started down this road. These are uncertain times, but may also be times of opportunity. We can help you navigate these tough waters.

To discuss how AM&T can help, call:

Jim Cunningham  
607-774-0022 Ext. 311 or  
607-725-1225



## **New EMC Standard Could Mean Retesting**

On Feb. 1, a new version of the electromagnetic compatibility (EMC) compliance standard EN 61326-1:2006 became mandatory.

The 1997 standard and its amendments are no longer valid. EN 61326-1:2006—"Electrical Equipment for Measurement, Control, and Laboratory Use EMC Requirements" covers the minimum EMC performance of electrical equipment intended for professional, industrial process, and educational use. It includes equipment and computing devices for measurement and test, control, and laboratory use and associated accessories.

With the new mandate, laboratory device manufacturers may need to retest some of their products to satisfy certain technical revisions to the newly updated standard. If you are CE marking products that fall under the new EMC directive 2004/108/EC and EN 61326-1 for EMC compliance, it's important to retest or risk being pulled from the global market.

The following are the standards' newly updated technical requirements:

- The frequency range for radiated immunity testing has increased from 1.0 ghz to 2.7 ghz
- More extensive voltage dips and variations test according to IEC 1000-4-11
- A technical revision to fast transient testing according to IEC 1000-4-4
- The new test report should reference the new dates for the basic standards

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## **Calling for Entrepreneurs for**

## **Upstate NY's Largest Venture Forum**

AM&T is pleased to support the Center for Economic Growth and the Upstate Venture Association of New York in presenting the ninth annual

## **SmartStart UNYTECH Venture Forum**

**May 19-20, 2009**

**DEADLINE to APPLY: March 20, 2009**

Contact Elena D'Agnesse at 518-465-8975 or [elenad@ceg.org](mailto:elenad@ceg.org).

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## **"Materials for a Sustainable Future" - 2009 CCMR - KAUST-CU Symposium:**

The Cornell Center for Material Research and KAUST-Cornell University Center invites you to participate on May 18, 2009, in their first joint Symposium.

The CCMR focuses on advanced materials and the KAUST-CU Center focuses on a new tunable materials platform based on nanoscale inorganic-organic hybrid materials recently discovered at Cornell. The materials and processes developed at both centers have applications in multiple fields related to sustainability. This year's program will reflect the current interest in materials synthesized using sustainable processes or enabling them. Among other topics, the program will focus on the syn-

thesis of green materials and carbon dioxide capture, sequestration and use.

Symposium presentations will showcase advances in these fields of research at Cornell. It will also include the ever-popular poster session highlighting CCMR's entire research portfolio plus work of graduate students and post docs.

**Date:** May 18, 2009

**Location:** Statler Hall, Cornell University, Ithaca NY

**Registration:** [www.ccmr.cornell.edu/symposium/](http://www.ccmr.cornell.edu/symposium/)



## The Symptoms:

- Workforce Downsizing
- Poor Employee Relations
- Lack of Cooperation and Motivation
- Unresolved Conflicts

## Our Treatment: TWI\* Job Relations

*For managers and supervisors  
with direct reports*



This 4-hour workshop provides an introduction to the development and maintenance of good employee relations.

Supervisors will learn about Job Relations Principles including:

- Delivering constructive feedback
- Giving credit when due
- Discussing changes with employees in advance (e.g., layoffs, performance, etc.)
- Making the best use of each person's ability
- Earning employee loyalty and cooperation

When problems do arise, this 4-step workshop teaches supervisors how to:

- Get the facts
- Weigh them and make the decision
- Take action
- Check results

Job Relations emphasis is that people must be treated as individuals.

\*TWI (Training Within Industry) is a proven standardized program covering essential skills needed by all supervisors and team leaders, regardless of their industry.

<b>Presenters:</b>	AM&T and the Tompkins County Chamber of Commerce
<b>Date:</b>	Friday, April 17, 2009
<b>Location:</b>	Tompkins County Chamber of Commerce, 904 East Shore Drive, Ithaca, NY
<b>Sign-in:</b>	7:30 am with continental breakfast available
<b>Class:</b>	8:00 am – 12 noon
<b>Fees:</b>	\$50/attendee for AM&T Associates or Chamber Members \$100/attendee all others (Credit Card Payments accepted)

### Registration deadline: April 10, 2009

Register with Norma Cushner at AM&T  
607-774-0022 ext. 302 or online at:  
<http://www.amt-mep.org/events/index.htm>



AM&T is the NYSTAR® designated Regional Technology Development Center for the Southern Tier, and is one of nearly 350 NIST MEP locations across the country *working directly with regional companies to increase their competitiveness and profitability.*

The Tompkins County Chamber of Commerce is an advocate for the free enterprise system and sound economic development, fostering success for its for-profit and not-for-profit members, and promoting a high quality of life for all Tompkins County residents.



## Protecting Intellectual Property

Strategic initiatives such as nanotechnology heighten the need for intellectual property safeguards, advises attorney Alan J. Ross, of Bricker & Eckler LLP. He recommends periodic reviews of operating procedures and policies as well as establishing an on-going dialog with appropriate legal counsel.

To facilitate initiating that dialog, Ross offers the following list as preparation:

**Designate an oversight team to handle electronic records management that includes business, legal, and IT staff.** Electronic records have become a major problem for business from both compliance and litigation discovery standpoints. The law is clear that record retention policies must be enforced and routine destruction of relevant records must cease once a company learns of a claim. Failure to follow proper procedures may completely undermine a company's litigation position. New federal civil procedure rules governing electronic records will heighten the problem.

**Apply sensible metrics to intellectual property decisions.** Increasingly, businesses are required to value their intangible assets and justify their acquisition and maintenance costs. Sarbanes Oxley effectively mandates this for public companies. A team from R&D, marketing and legal should develop business-based metrics for your company's IP program. You need to know to what extent a market is protected by patent or trademark.

**Require blanket IP assignments from employees and develop post-employment strategies.** You must be able to claim exclusive ownership of IP assets developed by your employees. Get assignments in writing before employment begins. In an exit interview get an acknowledgement that the employee is not leaving with company assets and will not be disclosing company trade secrets. Then confirm everything in writing to the employee with a copy to his new employer.

**Update electronic use policies periodically and enforce compliance.** Technology evolves rapidly. Stale electronic use policies will eventually present ambiguities or vulnerabilities. Company policies should be updated periodically and require that PDAs and electronic files taken off site be password-protected or encrypted.

**Leverage technology to bolster IP protection and increase productivity.** Most employees are unaware that the identity and nature of the sites they visit, how long they remain online, and sensitive information in search terms are routinely captured. You may realize productivity gains by periodically reminding employees of this practice. You also should consider programs or services that quarantine communications referencing words associated with proprietary information and communications to a competitor's Internet domain.

**Monitor employee blogs.** Current estimates suggest that there are 2.5 million blog sites in the United States, and 10,000 are coming online every day. While company-sponsored blogs may

be an asset, employee blogs represent a potential source of competitive intelligence and a place where "dirty laundry" may be publicly aired. You clearly have a right to protect yourself from disclosure of proprietary information and should monitor blogs for references to your organization and react to inappropriate postings.

**Monitor competitors' patent developments.** Under current law, knowledge of a competitor's patents can be problematic. But Congress is moving quickly to change that with a package of patent reforms that likely will include universal publishing of patent applications after 18 months and post-grant opposition procedures. You should begin monitoring your competitors' patent activities. Advance knowledge can forewarn of a competitor's R&D direction, potential patent coverage that might intersect with your own developments, and potentially weak patents that should be challenged before they are issued.

**Make privacy a top priority.** Although several federal privacy acts like HIPAA, GLB and COPPA protect specific, limited categories of information, privacy issues are currently governed by a patchwork of state regulations that are rapidly evolving as identity-theft crimes explode. Compliance with one state's laws does not guarantee compliance will all. You should periodically re-evaluate the privacy requirements of each state in which you do business or every state if you sell via the Internet and should comply with the most stringent regulations.

**Employ confidentiality agreements when outsourcing.** The risk of exposing trade secret information to non-employees increases exponentially with outsourcing. Every outside organization performing work for your business should execute a non-disclosure agreement. They demonstrate your company's dedication to preserving its proprietary information, which is essential in trade secret misappropriation litigation, and they make the outsider more cognizant of confidential information.

**Monitor trademark usage on the Internet.** Today's technologically-savvy users often copy companies' marks and paste them onto their own Internet sites. While such use is often inoffensive, courts routinely hold that to maintain trademarks, the owner must police them and ferret out inappropriate uses of its marks.

**Prohibit mobile phones with cameras in sensitive areas.** Mobile phones with built-in cameras have become the bane of trade secret protection. A picture continues to be worth a thousand words, and perhaps more, if it shows your newest development before it's been released to the public.

**Require employees to encrypt their home wireless networks.** In the computer age, e-employees often take their work home. With the proliferation of wireless home networks, it is essential that you require your employees to activate their router's encryption to exclude outsiders from the network.

*By John Teresko - IndustryWeek.*



## Crowley Fabricating & Machining

*"Crowley is the Fabricating and Machining company to handle your needs, from your simplest to your most complex jobs."*

*AM&T Associate Since 2/2008*



Crowley continues to grow at a steady pace by focusing on good customer relationships, high quality, quick turn-around, on-time delivery, and competitive pricing. Tom Crowley states, "We have some of the best people in their field working for us which has helped us grow as a company". Incorporated in Johnson City in 1986, Crowley has recently moved their headquarters to Endicott, NY and uses the Johnson City facility for warehousing and new product development.

Services include R&D, Tooling and Fixturing, Waterjet Cutting, CNC Turning, CNC Milling, Wire Work, and Sheet Metal Fabrication. Crowley also provides advanced inspection services, and has the ability to work with a wide variety of materials, including plastics, titanium, aluminum, brass, copper, crs, stainless steel, tool steel, alloy steels, casting, and carbon spring steels, from .004 thickness on up.

To learn more about Crowley Fabricating & Machining capabilities, visit:

**www.crowleyfab.com** or contact:

**Tom Crowley at 607-484-0299**

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## Finger Lakes Engineering

*AM&T Associate Since 2/2005*

Finger Lakes Engineering was formed in 1999 by Steven Spano to provide software development and support for companies developing microprocessor and FPGA based data manipulation systems.

In 2001, FLE began working with a start-up company to assist on what would become multi-year product developments for the company's variable speed 3-phase AC motor drive systems. The technology developed on this program is now implemented in the U.S. Army Active Denial program.

Throughout 2004 and 2005, FLE assisted over two dozen local clients on various programs including power supply design, 8-bit through 32-bit embedded control systems, high performance Xilinx FPGAs, and several Windows/Web-based software programs. In 2005, the company relocated to Dryden and began a concise effort to focus the company's engineering activities on IP Core Development and high performance Data/Media processing systems.

FLE has created over 3 dozen various products for companies located in New York, Chicago, California, Georgia,

France, and Taiwan. These include RS232<->PS/2 data converters, industrial lift-gate/door control systems, wireless data collectors, 3-Phase AC motor control systems, and multi-gigabit ethernet network appliances.

Finger Lakes Engineering is now directly licensing sections of the company's FPGA IP core technology and software operating systems technology. The license opportunities have occurred along with the development of very high performance single board computer systems based on the X86 and ARM architecture as well as complex Xilinx Virtex5 FPGA designs. Part of FLE's core technology has been leveraged to produce a network based finger print recognition system for time-and-attendance as well as security applications.

At the start of 2009, FLE has begun releasing their new FLE FUSION Linux development system, reference designs, and IP-Cores targeting Video, Audio, and Ethernet based system using Xilinx FPGA technology.

For more information, contact:

**Steven Spano at 607-277-1614** or  
visit: **www.fl-eng.com**



# Alliance for Manufacturing & Technology

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profitability and world-class performance

A NYSTAR Designated Regional Technology Development Center and a NIST MEP Center

April 2009 Newsletter

## SBIR/STTR INFORMATION

Program	Release	Accepts	Closing
DoD STTR 2009.A - <a href="http://www.acq.osd.mil/osbp/sbir/solicitations/">http://www.acq.osd.mil/osbp/sbir/solicitations/</a>	27 Jan 2009	24 Feb '09	25 Mar 2009
DoD SBIR 2009.2 - <a href="http://www.acq.osd.mil/osbp/sbir/solicitations/">http://www.acq.osd.mil/osbp/sbir/solicitations/</a>	20 Apr 2009	18 May '09	17 Jun 2009
DoD SBIR 2009.3 & DoD STTR.B - <a href="http://www.acq.osd.mil/osbp/sbir/solicitations/">http://www.acq.osd.mil/osbp/sbir/solicitations/</a>	27 Jul 2009	24 Aug '09	23 Sep 2009
DOT SBIR Program Solicitation - <a href="http://www.volpe.dot.gov/sbir/sol09/topics.html">http://www.volpe.dot.gov/sbir/sol09/topics.html</a>	2 Feb 2009	13 Feb 2009	14 Apr 2009
PHS 2009-2 SBIR/STTR Program <a href="http://grants.nih.gov/grants/funding/sbir_announcements.htm">http://grants.nih.gov/grants/funding/sbir_announcements.htm</a>	25 Jan 2009		5 Apr 2009 5 Aug 2009 5 Dec 2009

*Around the Southern Tier - call number listed or visit [www.amt-mep.org/events.htm](http://www.amt-mep.org/events.htm) for details*

- Mar 23** Advances in Bioprocessing: Cultivating Economic Growth  
[www.esf.edu/outreach/pd/2008/bioprocessing/agenda.htm](http://www.esf.edu/outreach/pd/2008/bioprocessing/agenda.htm)
- Mar 25** Women Business Owners Roundtable — Binghamton SBDC — 607-777-4024
- Mar 25** Upstate NY Biocareer Connection — <http://www.tompkinsworkforceny.org/>
- Mar 25** Using Technology to Market Your Business — Corning SBDC — 607-937-6861
- Mar 25** Tools of Internet Marketing — Binghamton SBDC — 607-777-4024
- Mar 26** Business After Hours — Corning Area Chamber — 607-936-4686
- Mar 26** Business Survival in Delaware County, Part 1 — Delaware County Chamber — 607-746-6268
- Mar 26** Business After Hours Mixer — Greater Binghamton Chamber — 607-772-8860
- Mar 26** Business After Hours — Tioga County Chamber — 607-687-2020
- Mar 28** Tri-Town Business Expo & Community Fair — Sidney Chamber — 607-561-2642
- Apr 2** Annual Dinner — Commerce Chenango — 607-334-1402
- Apr 3** Annual Banquet & Celebration of Business — Otsego County Chamber — 607-432-4506
- Apr 8** Facilities 101 — CCMR — [www.ccmr.cornell.edu/industry/facilities101](http://www.ccmr.cornell.edu/industry/facilities101)
- Apr 8** Small Business Training Program, Part 1 — Binghamton SBDC — 607-777-4024
- Apr 9** Business Survival in Delaware County, Part 2 — Delaware County Chamber — 607-746-6268
- Apr 15** Business After Hours Mixer — Watkins Glen Area Chamber — 607-535-4300
- Apr 15** Small Business Training Program, Part 2 — Binghamton SBDC — 607-777-4024
- Apr 17** TWI Job Relations Workshop — Tompkins County Chamber and AM&T — 607-774-0022 x302
- Apr 22** Small Business Training Program, Part 3 — Binghamton SBDC — 607-777-4024
- Apr 23** Annual Business Show — Greater Binghamton Chamber — 607-772-8860
- Apr 29** Women Business Owners Roundtable — Binghamton SBDC — 607-777-4024
- May 14** Business After Hours — Corning Area Chamber — 607-936-4686
- May 19-20** Ninth Annual SmartStart UNYTECH Venture Forum — 518-465-8975
- May 20** Women Owned Business Roundtable — Corning SBDC — 607-937-6861
- Jun 21** CCMR's Jumpstart 2009 Registration Deadline — [www.cornell.ccmr.cornell.edu/industry/request](http://www.cornell.ccmr.cornell.edu/industry/request)

## Technology Transfer

Technologies of the Week describe inventions offered for license and anonymous requests for technology, distributed through the yet2.com marketplace, that you and your organization may be able to fulfill. Responding to a Tech Need is the first step to gaining an introduction with a prospective seller or "buyer" for a technology solution.

A technology offers a clear coat with very high solids content at the lowest possible VOC (volatile organic component) levels. The coating is ideal for multi-layered vehicle basecoat/clear-coat systems, but also may be applicable to products that need protection or that must preserve a colorful, glossy, highly-polished appearance when exposed to sun and weather. This technology provides those resistances and also achieves a balance of performance characteristics after application, high gloss, and distinctness-of-image at high solids levels, and at the lowest VOC possible.

<http://link.abpi.net/l.php?20090203A4> .

A system has been developed for crack routing. The crack router is a tool that cleans out and widens a crack in pavement, leaving a clear empty surface that a crack sealer can inject its sealant bond into, completing the crack repair process. This router automatically follows a crack with a robotic sensor system mounted in front of a drive unit. This saves the operator from having to steer the router along every twist and turn of a crack in a road.

<http://link.abpi.net/l.php?20090203A5>

A company is seeking innovative ways to join identical elastic materials. The current method is to use adhesives to bond the elastic components physically, but adhesives lack the strength of a chemical bond or weld. The solution should have the ability to join or bond natural or synthetic rubber in a way that can withstand a 25lb tensile load. The mating geometries are between 0.5 square mm and 7 square mm. The bond joining the faces must be unaffected by moisture, temperature, and chemicals.

<http://link.abpi.net/l.php?20090205A3>

A reflective, plastic substrate sheet is sought. The bent modulus should be over 10,000 MPa and the thickness should be under 1.8mm. The sheet's dimension's should be a maximum of 24 x 30cm. There must not be any hills

or pits on the surface, and the color should be homogeneous with more than 70% reflection. No change in shape should occur upon storage.

<http://link.abpi.net/l.php?20090205A4>

A process to generate sodium hydroxide (caustic) from sodium sulfate and calcium hydroxide is sought. A current process produces tens of tons per day of crystalline sodium sulfate as a byproduct. Due to process requirements there is also a source of calcium hydroxide. Sodium hydroxide should be produced in situ within the confines of the plant. An aqueous product from a process with the lower limit being about 8% caustic solution with moderate sulfate content would be acceptable. Low calcium content in the caustic is important.

<http://link.abpi.net/l.php?20090212A3>

Innovative binder solutions for the manufacture of molds and cores used in the production of metal castings is sought. The molding and core making processes demand robust, environmentally-acceptable binder systems with easy breakdown and removal after casting. The solution should be a chemical curing reaction, not a dehydration process. The curing mechanism should not be dependent on an external heat source and should take place under ambient conditions. It should be a low hazardous material in terms of labeling and occupational exposure limits.

<http://link.abpi.net/l.php?20090212A4>

A corporation seeks innovative product packaging that can enhance consumer impact, simplify manufacturing, and increase post-consumer sustainability (green packaging). Packaging that incorporates RFID, product tracking, and anti-counterfeit practices are of additional interest. The packaging must ship well, and work well in production and shipping environments where efficiencies and costs are measured in the fractions of a currency unit.

<http://link.abpi.net/l.php?20090219A13>

For licensing opportunities through Binghamton University research: <http://research.binghamton.edu/TT/LicensingOpps.htm>  
For licensing opportunities through Cornell University research: <http://www.cctec.cornell.edu/technology/>

## CREATE THE FUTURE WINNER

LifeBelt(R) CPR, a new device that makes it easy for anyone to perform high-quality CPR compressions in the event of cardiac arrest, has won the \$20,000 grand prize in the 2008 Create the Future Design Contest.

The compact, lightweight device was developed by Thomas Lach of Deca- Medics Inc., Columbus, OH. It is designed to attach quickly, enabling a rescuer to start CPR in 15 seconds or less. An intuitive readout warns if the compression depth is too deep or shallow, giving the rescuer confidence that he or she is pushing properly.

Lifebelt was among a record 1,091 entries in the seventh annual contest sponsored by Tech Briefs Media Group and Dassault Systemes SolidWorks Corp.

To learn more about the grand prize winner, and find out which inventions earned top honors in six categories, visit:

<http://link.abpi.net/l.php?20090312A17>

For free, on-demand viewing of the webinar announcing all of the winners, go to:

<http://link.abpi.net/l.php?20090312A18>



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- ✓ **Project Management**
- ✓ **SEA (Supplier Excellence Alliance)**
- ✓ **Management Operations Improvements**
- ✓ **Process Analysis & Improvements**
- ✓ **MRP/ERP Selection**
- ✓ **Failure Mode & Effects Analysis**
- ✓ **High-tech Start-up Assistance**
- ✓ **Grant Assistance**

Contact: Jim Cunningham at AM&T  
 607-774-0022 Ext. 311  
 mobile: 607-725-1225

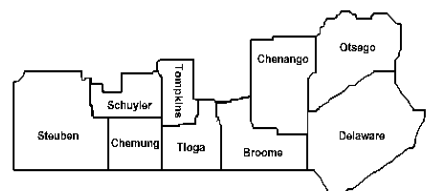
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<http://amt-mep.org/newsletter.htm>



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Southern Tier Region of NY