

THE MFG MEETING

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FEATURED THIS MONTH: NTMA Insurance
Find out more about what options
are available for members.



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2018 EVENTS

LEARNING

- Plant Managers Roundtable • Chicago, IL • March 19—20
- Software Bootcamp • Cleveland, OH • May 10—11
- Sales & Marketing Conference • St. Louis, MO • June 6—8
- Emerging Leaders Roundtable • Nashville, TN • August 22
- Plant Managers Roundtable • Cleveland, OH • September 24—25
- Financial Managers Conference • Dallas, TX • November 7—9

GLOBAL

- Japan Tour • Japan • April 22—28

NETWORKING

- Chapter Leadership Summit • New Orleans, LA • January 28—30
- MFG Meeting • Miami, FL • March 7—10
- Emerging Leaders Conference • Pittsburgh, PA • April 30—May 2
- Fall Conference • Denver, CO • October 23—26

ADVOCACY

- Legislative Conference • Washington, DC • April 16—18
- NRL Competition • California, PA • May 18—19

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LOOK FOR THIS SYMBOL THROUGHOUT THE ISSUE FOR STORIES RELATED TO THIS MONTH'S FEATURED TOPIC.



NATIONAL TOOLING AND MACHINING ASSOCIATION

75 YEARS OF MANUFACTURING SUCCESS AND EXCELLENCE



In 2018, the National Tooling and Machining Association is celebrating our 75th Anniversary. We'll share stories, information and the history of the organization throughout the year. Do you have something that you would like to share? Please contact Kelly LaMarca at klamarca@ntma.org with any stories, photos or ideas. We look forward to celebrating our diamond anniversary together!

NTMA NEWS

THE 2018 SCHOLARSHIP SEASON IS HERE!

APPLICATIONS ARE DUE APRIL 1, 2018

BY STACEY SCHROEDER,

NTMA DIRECTOR OF WORKFORCE DEVELOPMENT

APPLY NOW

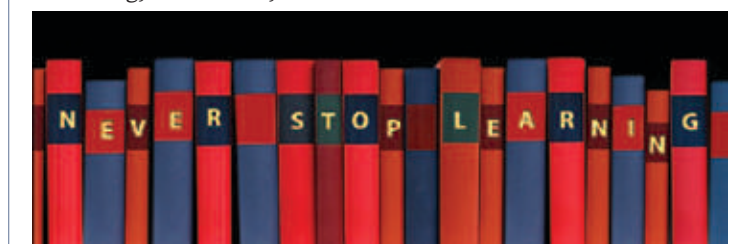
The National Tooling and Machining Foundation is a 501(c)3 nonprofit designed to fund manufacturing education—building skills while increasing awareness. All contributions to the foundation are fully tax-deductible.

In 2017, the National Tooling and Machining Foundation awarded \$2,000 scholarships to thirteen students across the country, for a total of \$26,000. \$2,000 makes an impact for students. These scholarships can mean the difference between a student taking classes, or dropping out for a semester – or for good.

We need your help getting more qualified applicants for the Brock Babb and Edwin Vobeda Scholarships for 2018. Do you know a deserving, dedicated student in your shop, your community, your Chapter or your family that is pursuing their education in manufacturing or a related field?

Students that apply for either scholarship must have a letter of recommendation from an NTMA member in good standing. Please check out our website for more information on each scholarship, as well as downloadable applications (link at the end of this article).

Please share the scholarship information below with your employees, interns, co-ops, and others in your community to help connect people with financial assistance for their educational pursuits in the machining, tool and die, and other related industries.



BROCK BABB MEMORIAL SCHOLARSHIP

The Brock Babb Memorial Scholarship is an annual scholarship in support of students advancing their education and pursuing careers in manufacturing. The scholarship is named in honor and memory of Sergeant Brock A. Babb who gave his life defending our country and our freedom, the son of one of our long time members Terry Babb, Apex Tool & Manufacturing, Inc. in Evansville, IN.

EDWIN VOBEDA MEMORIAL SCHOLARSHIP

The Edwin Vobeda Memorial Scholarship is an annual scholarship created through a charitable donation from the Edwin F. and Mildred Vobeda Charitable Remainder Trust in support of students residing in the Central Time Zone advancing their education to pursue a career in the tool and die industry.

Applications are available for download at: <http://www.ntma.org/initiatives/foundation/> and are also attached to this message.

Please contact Stacey Schroeder at sschroeder@ntma.org with any questions, or to submit completed applications.





PRESIDENT'S UPDATE

DAVE TILSTONE / NTMA PRESIDENT



In this edition of the Record we focus on insurance. As many of you know, the NTMA has an insurance offering specifically designed for precision manufacturers. It's not new, however, it has been updated to keep up with your general insurance and liability needs to help you protect your investments and company. We work closely with AIX and their underwriters to be sure you are getting a comprehensive offering as a precision manufacturer. Specially trained insurance agents provide a valuable assessment of your company to help you understand the obvious, and not so obvious, exposures you may have in the case of fire, theft or other unexpected events. Because of their partnership and specialization in precision manufacturing, you are getting a policy that's specific to your company. In addition, NTMA's insurance program also includes access to our Safety Resource Center. Once logged in, members can find important safety information to aid them with current or future insurance carriers. The center has a wealth of information on state and federal requirements, including many downloadable materials.

For NTMA members involved with aerospace parts, and especially for those who have an aero parts rider, please know that in many cases the NTMA insurance program already provides coverage. If you qualify and a separate rider is not needed, the savings through NTMA insurance can be significant. A member in Denver saved over \$10,000 per year with the elimination of the separate rider. It's definitely worth your efforts to look into this additional benefit.

When you purchase NTMA Insurance, a portion of the profits are returned to the NTMA to help fund NTMA-U, the NRL and several other member program and services. For additional information, please visit our website; <http://www.ntma.org/initiatives/insurance/> or you can contact Matt Gilmore: mgilmore@ntma.org for additional information.

At the 2017 Fall Conference, NTMA rolled out the "members only" healthcare plan. It is designed to leverage the buying power of NTMA members while minimizing and stabilizing your annual premiums. The plans offer comprehensive healthcare coverage and ancillary programs to provide the best healthcare coverage at reasonable rates and renewals only for NTMA members. The

NTMA plan helps American manufacturing stay strong by providing health and wellness opportunities for its members and their employees. The program will continue to expand throughout the year with additional plans and an expanded offering. You can find out more by going to the NTMA healthcare portal: www.ntma.org/?s=ntma+insurance and putting in required information shown below.

REQUIRES COMPLETION:

- Census Information
- Current Certificates of Coverage for all lines
- Current Benefits Summaries of Coverage for all lines
- Current Rates for all lines

If you have any questions, please contact Matt Gilmore @ mgilmore@ntma.org.

Thank you for your membership and I encourage you to explore these NTMA insurance programs to the benefit of you, your company and your employees.

DAVE TILSTONE / NTMA PRESIDENT

Dave Tilstone



THE RECORD

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To advertise in *The Record*, or for information on publishing your corporate newsletter or sales literature, contact NTMA at (216) 264-2847 or mgilmore@ntma.org for advertising, mwest@ntma.org for editorial content. Layout by Z Graphics dave@DaveZgraphics.com



NATIONAL TOOLING & MACHINING ASSOCIATION

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Volume 39 / No 2



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The 5 W's of the NTMA Membership Healthcare Plans



Healthcare and ancillary benefits are a huge part of the employee experience. As an employer, these programs, or lack thereof, can help or hurt your organization. The NTMA has taken proactive steps to leverage the collective power of its membership to build a platform of benefit options exclusively for its members. Through your association with the NTMA, review and compare your current benefits, rates and features with programs being offered to all NTMA members. Purchase new programs or replace existing benefits – whatever your needs may be.

We are currently in the data collection phase. Members who are interested are being encouraged to engage the NTMA. To help simplify the offerings, please refer to the 5 W's listed below: Who, What, When, Where and Why. We will also answer "How" you can get involved:

WHO:

All NTMA members may be considered assuming they meet the criteria for each program. Groups of two or more eligible employees may be considered for the program. Eligible employees are described as working 30+ hours per week. Employees who are currently electing COBRA should also be included in the benefit eligible count. All other employees are not eligible (part-time, seasonal, temporary, etc.).

NTMA MEDICAL coverage currently has nine (9) states approved: Arizona, California, Connecticut, Colorado, Indiana, Missouri, Ohio, Pennsylvania and Texas. More states are being added quickly as the program unfolds. Also, only groups that have current, in-force medical coverage are eligible through the NTMA. Initial indications suggest rates will be 3 to 5 percent better than market.

NTMA ANCILLARY coverage is approved and available in all 50 states as of January 1, 2018. This includes Dental, Vision, Life and Disability coverages. All member groups are eligible, regardless if they currently have in-force coverage

or not. Minimal eligibility/participation requirements need to be met for ancillary programs. Initial indications suggest rates will be 10 to 15 percent better than market.

WHAT:

Healthcare is being provided through Aetna. Currently, five (5) plan options are available to choose from. A two year commitment is required.

Guardian is the Ancillary provider (dental, vision, life, disability). A two year commitment is required. In addition to the coverage itself, your employees will benefit from several value-added features, such as Travel Aide, Will Prep & Legal Services and College Tuition Benefit Rider.

EaseCentral is an online Benefits Administration Management solution that manages employee benefits information from one central location. It is a platform that will improve human resources effectiveness, offer ACA tools, facilitate employee onboarding and enable a sleek enrollment experience. NTMA groups who purchase medical and/or ancillary coverage through the program will receive access to the EaseCentral site for free with little time required for implementation.

A company may select either Medical coverage, or Ancillary coverage, or both Medical and Ancillary. EaseCentral will be provided regardless of selection.

WHEN:

We are currently in the data collection phase as Aetna requires 300 employees in order to launch the plan. Medical coverage through Aetna is slated to begin on or before April 1, 2018, and ancillary coverage through Guardian began on January 1, 2018.

WHERE:

Reach out to the NTMA to discuss your current situation. The website www.ntma.org has a link ("NTMA Membership Health Care Plans" – top right, red box) that will describe the program and provide

downloadable forms and census examples, as well as an FAQ regarding the program. Matt Gilmore from the NTMA is also available for questions. He can be reached at mgilmore@ntma.org or 216-264-2858.

WHY:

The goal of the program is to build a long-term sustainable benefit offering that is considered an asset to the NTMA membership. As an employer, the cost of your benefit program should become more predictable and less costly over time. A strong benefit offering will increase employee retention and help attract talent to your organization. The collective group of the NTMA will allow your organization to be treated as a large group with the same level of benefits available to employers with greater scale.

HOW:

Engage the NTMA to begin the quoting process. Information needs to be submitted to determine eligibility, and that includes the NTMA proposal request form, census information, current plan designs for all lines of coverage, current rates for all lines and current experience for groups with 100+ enrolled (Medical, Dental and/or Short Term Disability).

Once it is determined that your group can proceed with the application process, FormFire status will be determined. FormFire applications are required for groups enrolling in Medical coverage that have 20 or fewer eligible employees. FormFire is an easy process of completing your healthcare application online. If your group currently has in-force medical coverage and 21 or more employees, FormFire is not required.

Contact the NTMA for specifics regarding your company. By answering a few of the eligibility questions, it can be determined rather easily if you qualify for medical or ancillary benefits through the NTMA.



GETTING BACK TO THE BASICS

BY BILL PADNOS, NTMA DIRECTOR OF YOUTH ENGAGEMENT

Before you can move forward, you need to take a look at where and who you are.

WHO ARE WE

The National Robotics League (NRL) is the manufacturing workforce development program of the National Tooling & Machining Association Workforce Development 501c3 organization (NTMA-WD).

NRL VISION: Our vision is for every student in the United States to understand, explore and consider manufacturing as a viable career option.

NRL MISSION: Our mission is to provide exciting, hands-on STEM learning experiences through business/education partnerships that will build the current and future workforce needed by the manufacturing industry.

GUIDING PRINCIPLES: The guiding principles of the NRL program include the following.

The NRL program:

- is an exciting and engaging job-driven, project-based STEM learning experience where students learn the technical and critical thinking skills needed for a career

in manufacturing.

- is accessible and cost-effective to any school or youth organization that wants to participate.
- is a catalyst for promoting the benefits of a career in manufacturing to students, educators, parents and the community.
- is an opportunity for manufacturing companies to develop worker talent pipelines with their local schools.

WHERE ARE WE

The NRL currently has 15 programs with three additional programs in start-up mode. Hundreds of schools and thousands of students participate in our program on a yearly basis. Also, hundreds of manufacturing companies and educational institutions volunteer their time, talent and resources to support the student teams in building their bots and promoting the benefits of working in manufacturing. Most importantly, hundreds of students start on pathways to careers in manufacturing.

We are developing strategic alliances with national manufacturing and workforce development organizations and within



the combat bot community. We are building relationship with the National Guard Youth Foundation to connect manufacturing careers to at-risk youth. Our program is recognized by ASSET STEM Education as being aligned with practices and capacities included in national educational standards and the NRL is proven to be a Project Lead the Way Engineering & Design curriculum resource for teachers.

The NRL is now a program of the new 501c3 organization, NTMA-Workforce Development. We received a grant from the General Motors Foundation and from the NTMF to provide us with the financial resources to continue our expansion efforts.

MOVING FORWARD

With a firm footing in place, we are ready to move forward and we need for you to join our efforts to Engage Manufacturing's

SEE "NRL" PAGE 9

JAPAN TOUR

APRIL 22–28, 2018

Learn, network and get inspired!



THIS IS YOUR OPPORTUNITY TO BREAK AWAY FROM YOUR ROUTINE AND GET INSPIRED! TOUR MANUFACTURING FACILITIES, NETWORK WITH PEERS AND NATIONAL ASSOCIATES AND GAIN INSIGHT AND IDEAS THAT CAN IMPROVE YOUR OPERATIONS.

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DO NOT BOOK YOUR FLIGHTS UNTIL YOU ARE CONFIRMED FOR THE TOUR.

Only
25

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BBELKO@NTMA.ORG

Registration & Payment Deadline:

MARCH 23, 2018

NTMA NEWS

NATIONAL TOOLING AND MACHINING ASSOCIATION



"NRL" CONTINUED

Next Generation. There are a variety of ways to connect and become involved in the NTMA's NRL initiative.

SHARE YOUR STORIES

Are you already involved? Share your stories so we can showcase your good work and success.

JOIN YOUR LOCAL PROGRAM

Visit www.gonrl.org and see where the NRL is already up and running. Contact the local program manager or let us know if you need any help in finding the right person to reach out to. Also, learn what it means to be an NRL Industry Advisor at www.gonrl.org/toolkit.

CHAMPION YOUR LOCAL PROGRAM

Looking for a way to make a difference in the future of your company and your local manufacturing community. We are here to help you start an NRL program in your area. You will not be alone in this effort, you just need to raise your hand and be our main contact on the ground.

ATTEND AN EVENT

Not sure what the NRL is all about or what it means to have a program in your area, then we invite you to join us at the NRL 2018 National Competition, May 18-19 at the California University of Pennsylvania (45 minutes south of Pittsburgh). We will provide you with a behind the scenes tour that will put you in the middle of action.

Whether you want to lead the way or cautiously move forward, we are here to support your efforts. Contact me at bpadnos@ntma.org or at 216-264-2828 and let's get started.



THE NTMA WELCOMES NEW NATIONAL ASSOCIATE MEMBER ALLIED MACHINE & ENGINEERING



Allied Machine & Engineering is a leading manufacturer of holmaking and finishing tooling systems. Allied devotes its advanced engineering and manufacturing capabilities to creating the widest selection of value-added tooling available to metal-cutting industries around the world. Allied's tooling solutions deliver the lowest cost-per-hole in a wide range of drilling,

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Top 5 Reasons to Attend

- 1 Accelerate connections by networking with other leaders in the industry
- 2 Gain the latest information on industry economics, market trends and business leadership
- 3 Learn best practices about cybersecurity and transformational technologies
- 4 Build bridges to unfamiliar territory to help your business thrive
- 5 Be inspired to chart a new course for the future

BEST RATE (1/31)

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\$1,095
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ACTIVITIES

Golf Registration: \$235

Miles for Manufacturing (5K): \$30

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Group Rate: \$245
Book By: Monday, Feb. 5

Learn from Experts



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Jim Carroll is a world-leading futurist and expert on trends and innovation. His clients include NASA, Gap and the PGA.



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Dr. Eric Cole | Cyber Security Expert

Eric Cole, PhD, is an industry-recognized security expert with over 30 years of hands-on experience in consulting, training, public speaking and expert witness testimony.

As one of the NTMA's cornerstone events, members are highly encouraged to attend this information-packed seminar.

**To register, visit: www.themfgmeeting2018.com
or call: 508-743-0502**

NTMA EXECUTIVE
COMPENSATION
DASHBOARD

By Taylor Mackay, Mackay Research Group

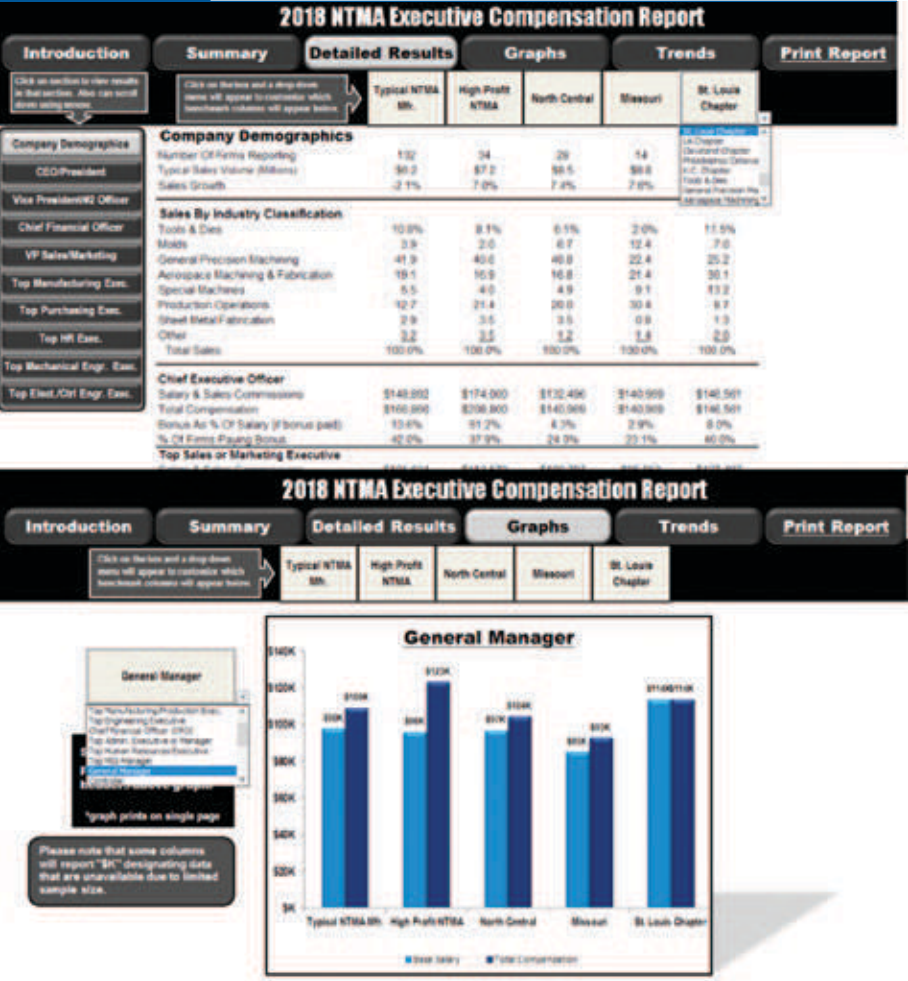
NEW INNOVATIVE RESULTS FORMAT FOR 2018!

New this year, the 2018 NTMA Executive Compensation will be delivered in an Excel® dashboard that allows members to create customized reports in a more efficient and user-friendly format. The interactive dashboard allows you to select just the specific columns of data you need to benchmark against your company.

DASHBOARD HIGHLIGHTS

- Navigation buttons allow you to jump to a specific section of study. Five dropdown headers permit you to select the columns of data that apply to your company.
- Data visualization and interactive graphics enable you to instinctively see previously hidden patterns.
- Once you have selected the columns to benchmark against your company, the result is a short but detailed report customized for your needs.

SEE "DASHBOARD" NEXT PAGE



"DASHBOARD" CONTINUED

CONFIDENTIALITY

Only the staff of the Mackay Research Group will have access to your compensation and benefits information. Because the members send the survey directly to Mackay Research Group, neither the

NTMA staff nor its members have access to any individual company's data. Participant data is aggregated in a way that prevents identification of any individual company's results. Survey responses are due now. To participate, Contact: Mackay

Research Group 720-890-4255, Email: Taylor@mackayresearchgroup.com



FEATURE

NATIONAL TOOLING AND MACHINING ASSOCIATION

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Coverage Highlights:

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 - Includes: Extended Premises; Pattern, Molds, and Dies; Extensive Crime Coverage; Coverage for Property in Transit; Coverage for Newly Acquired or Constructed Buildings, etc.
- Ability to waive Aviation Exclusion on General Liability Coverage for NTMA members meeting specific requirements
- General Liability Coverage Enhancement available to help minimize exposures when working with multiple customers
 - Includes: Broad Named Insured; Damage to Premises Rented to You; Unintentional Failure to Disclose Hazards or Prior Occurrences; etc.
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THE RECORD — FEBRUARY 2018 / P13

THIS IS MY OFFICE.



Jeff Schoenfelder
Vice President, Black Diamond Xtreme

It doesn't have a chair or a desk, but it comes with a view. Each day, I watch jobs come in and go out, executed with reliability and precision. My Mazak gives me everything I need — from simple controls to versatile machining capabilities — to make my office productive.

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Mazak

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Based in Florence, Kentucky, Mazak has been manufacturing its highly productive machine tools in the United States since 1974. Over the past four decades, the company has continuously grown and advanced its manufacturing operations to support the ever-changing demands of its customers.

Continuous investment in manufacturing technology and digital connectivity allows the Mazak iSMART Factory™ in Florence to be the most advanced and efficient in the industry. Today, the company can produce up to 200 high-quality and reliable machine tool units per month at its world-class facility, including its highly innovative additive manufacturing (AM) machines. Each new machine coming off the line includes the absolute latest technology.

Furthermore, because Mazak is committed to serving as a strategic partner to its customers, the company offers the Mazak SmartBox, a scalable, end-to-end solution that enables manufacturers to easily and securely connect their manufacturing equipment and integrate into the Internet of Things (IoT). Mazak also offers a total support program, known as Optimum Plus that encompasses training and 97% same day parts shipment, and maintains eight Technology Centers across North America to provide local hands-on applications, service and sales support.

For more information on Mazak's products and solutions, visit www.MazakUSA.com or follow us on Twitter and Facebook.



DIVERSITY AND INCLUSION: A GROWTH STRATEGY FOR YOUR COMPANY

BY BILL PADNOS, NTMA DIRECTOR OF YOUTH ENGAGEMENT

Let's talk numbers:

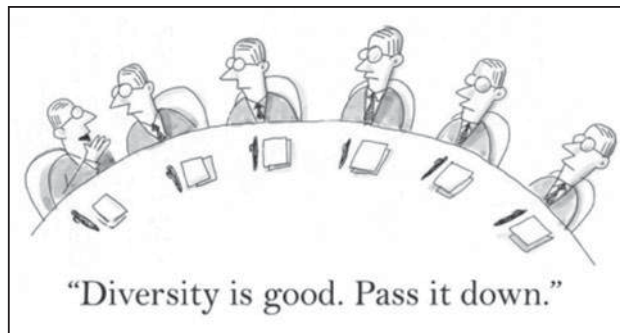
According to a 2015 by the McKinsey Global Institute (MGI), employee diversity is associated with better business results. In the study, titled "Diversity Matters", 366 public companies were surveyed from the United States, Canada, United Kingdom and Latin America. Two key findings came out from the study:

- Gender-diverse companies are more likely to perform 15% better
- Ethnically-diverse companies are more likely to perform 35% better

Although being diverse doesn't directly translate to more sales or profit, companies who have a diverse population tend to be more successful. Here is another statistic for you to consider:

A 2015 study from Bersin by Deloitte showed that diverse companies had 2.3 times higher cash flow per employee over a three-year period than non-diverse companies did.

In other words: employee diversity is good



and we will see our workplaces becoming more and more diverse since groups that were traditionally seen as "minorities" in the United States will reach majority status by 2044 due to their projected growth.

A commitment to diversity and inclusion should be much more than a feel good HR exercise – it is business imperative. Diversity and Inclusion (D&I) is not a company problem that needs to be solved by one department and viewed as a cost center. It is a potential profit center that will drive influence in the workplace and growth in the marketplace. D&I is an investment in time, talent and resources that needs to be at the center of your organization.

Since D&I is a part of the whole company, the road to greater diversity can start with anyone at any level. It does not need to be top-down or bottom-up, it can be side-ways or a zig-zag. Ultimately, this will lead your company to a more inclusive environment with happier and more productive employees. Which then, because a more inclusive workforce is more innovative, better understands its customers and outperforms the competition.

For now, it is important to look within your company. Confront potential unconscious bias within your workplace. Does your job listing include any biased language? Do you provide underrepresented colleagues with a voice? Does your company open up opportunities for advancement to workers at all levels?

Working to move your business beyond bias is critical to advancing workplace equality. All employees need to feel connected and feel that they can be influential in their own way. Your business needs to be defined by the individuals that work with you. And, as shown above by the numbers, a more diverse and inclusive workforce will define your business as a success.



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FOUNDING FATHERS



It was 1943 in the United States of America, and young men were being drafted to fight in World War II. "While other skilled men were being deferred, tool makers were being drafted; machine tools were being allocated elsewhere," retells one industry leader in an NTDMA yearbook. "In the nation's capital, they spelled the word DYE and thought that tools made in tool shops were hammers, chisels, screwdrivers and wrenches. Something had to be done to change these concepts."

L.A. Sommer, president of Cleveland's Sommer and Adams Tool Co., F.C. McKinney, treasurer of the McKinney Tool and Manufacturing Co., and E.B. Bunnell of the Bunnell Machine and Tool Co., took the lead and began forming the idea of a professional association to represent tool and die makers.

In the spring of that year, these three forward-thinkers approached a man named M.W. Rowell, one of L.A. Sommer's employees and a vice president of the Sommers and Adams Co. Each of the manufacturers contributed \$1000 to defray expenses, and they asked Rowell to travel to the major tool and die centers around the country to talk to shop owners about the possibility of forming a national industry organization. Rowell enthusiastically set out on his journey and was met with success across the nation.

By the autumn of 1943, forty delegates convened in Chicago to work out the bylaws and an organizational structure for the founding 78 members of the National Tool and Die Manufacturers Association (which would later be known as the National Tooling and Machining Association). A professional organization

was born, with the mission of speaking with a united voice for the industry to gain recognition at a national level and educate a nation about the essential role of tool and die manufacturers. L.A. Sommer served as the first president.

L.A. Sommer, more than any individual, was responsible for the formation of the industry as a working national trade entity. As founding president of the association,

his memory is still perpetuated in the L.A. Sommer Memorial Award, presented periodically to association members who have made outstanding contributions to the NTMA and the industry.

** Information from the 25th Anniversary National Tool Die and Precision Machining Association yearbook, 1968



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Presentation Topics

Digital Manufacturing and What to Consider - Heidenhain

This section will cover a host of relevant and timely criteria in regards to digital manufacturing, with a focus on CNC's for machine tools.

In-Process Quality Monitoring is a Must - Zeiss

This presentation will talk about metrology, quality inspection and precision measurement.

Workforce Development - NTMA

What will your future workforce look like? What roles will be needed and valuable, where can you find people to fill those roles and how can you entice them to your company?

Cyber Security - TBD

Learn the basic steps to prevent a security hack, what your recovery plan should be if you are hacked and cyber security insurance options.

Key Elements of Lean and Expected Benefits - NTMA

This presentation will cover Lean Six Sigma – how to identify and define problems, DMAIC basics and the culture of lean.

Hosted By:



222 Remington Road
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For registration information
or questions contact:
Brittany Belko • bbelko@ntma.org

216-264-2848



WHY ISN'T INDUSTRY HIRING MORE VETERANS?

BY BRIG. GEN. (RET) MARIANNE WATSON, DIRECTOR OF OUTREACH, CENTER FOR AMERICA

The second part of a two part series

“We would love to hire veterans,” one CEO recently told us, “because they are very disciplined and loyal employees, but we’re just not getting military candidates through our job postings.”

This comment doesn’t surprise me. It lines up with the findings of our national small employer survey in which 60 percent of 384 companies with 500 or fewer employees said that their job postings aren’t attracting veterans, National Guard members or Reservists.

While posting jobs on public websites and providing them to military support websites is worth doing, relying primarily on job postings is not a winning strategy. First, most job postings are not tailored to engage the interest of military candidates and second, military candidates aren’t all that focused on continuously scanning the multitude of job websites to find their best career option.

So, what can employers do to take a more active approach to attracting these proven veterans?

In working with the 2,300 companies par-

ticipating in the national nonprofit American Jobs for America’s Heroes campaign, Center for America has conducted a “systems review” to identify the specific reasons why key industries are not successful in hiring more veterans and service members. Our mission is to provide free resources to employers to solve these system failures.

Here are some practical ways you can increase your company’s likelihood of attracting veterans:

1. Explicitly state your company’s high priority commitment to hiring veterans and service members. In our 2016 CFA national survey, only about 26 percent of manufacturers have explicitly stated that veteran hiring is a high priority for their companies.

As experienced business leaders know, company staff focus attention on the priorities set by senior leaders. Subordinates will go the “extra mile” when they know company leaders will recognize their performance, even if this recognition is simply a sincere “thank you.” Those responsible for hiring become more committed to veteran hiring when the

CEO is committed to achieving this goal.

2. Focus your recruiting on those veterans and service members who already have the skills and experience you need.

You can develop relationships with the military units that include service members with the skills sets that align with your company’s operations. This will help you focus your military recruiting efforts on veterans, Guard members and Reservists who have the attributes and skills and who are the most ready to succeed in your jobs.

In the National Guard, there are employment transition teams in every state and there are transition teams at most bases in the other military branches. You can familiarize these teams with the jobs you have open and with the skills your jobs require.

You can also explain why careers with your company will be attractive to military candidates. When you do a good job of helping these teams with the information they need to enthusiastically refer their candidates to you, you will have created an ally, and at no out-of-pocket cost.

3. Review your recruiting and hiring process from a “systems perspective” to assess whether each step is producing desired results. A simple “process map,” identifying critical success factors will highlight needed improvements. Is your HR recruiter working with the right free referral sources to connect with qualified military candidates?

Are your line managers fully prepped to relate military experience to your job requirements? Are your job postings being distributed directly to military transition counselors?

CFA’s free Employer Guide for Military Hiring provides you with a succinct and practical Best Practices guide to use as a way to review your military hiring process. You can download it from the Center for America website.

4. Improve your team’s expertise in understanding, assessing and communicating the skills, knowledge, experiences and potential of military applicants. Many very qualified veterans have told us that they have had more than 20 interviews before being hired. A common complaint is that recruiters or division supervisors only superficially explored the veterans’ actual skills and on-the-job experiences during interviews.

Most recruiters – especially in smaller companies – don’t know how to interpret all the military jargon on resumes. For example, many don’t appreciate how someone who supervised maintenance on multi-million computer systems in mobile armor units is a good candidate — with some gap training — to supervise maintenance on computer systems in manufacturing companies.

A very productive step is to create a Skills and Knowledge Matrix for each of your career tracks to help your team and the candidate focus specifically on the skills and knowledge required by each job you want to fill. Down the left column, you can list the broad categories of skills and knowledge that you need each candidate to have. These might include machine operation, machine maintenance, product testing, Computer Aided Design (CAD) system operation as well as safety management and project management. You would want to create a custom list for each of the types of jobs you are trying to fill.

Then, create a column to the right for each level in the job series, such as “Fabricator Level 1,” “Fabricator Level 2” based on the increased skill and knowledge requirements for each higher level position in the job series, and so on. Then, fill in each cell in the matrix with the specific skill or skills and knowledge you require.

Such a Skills and Knowledge Matrix,

which succinctly presents what you require for each job, focuses the attention of your recruiter and the candidate directly on how the candidate matches to your job. The matrix can greatly improve the effectiveness of your candidate assessment process, especially when your recruiter may not be an expert in interpreting the military training courses, deployments, awards and assignments presented on the candidate’s resume.

If the person has a majority of the skills and knowledge you require, then you can decide whether to hire and provide gap training through apprenticeships, partnerships with community colleges, or in-house on-the job training programs.

Our friend Tom is an example of a veteran whose qualifications were overlooked by many companies before being hired.

A 12-year veteran of the U.S. Navy with a numerous achievement medals and a track record of successful high-responsibility roles ranging from engineering to ship wide maintenance supervision, Tom had more than 20 job interviews before being offered a role as operations manager with a top-shelf manufacturing company. He even received a signing bonus.

Keep in mind that service members do not have “job interviews” while in the military. Their familiarity with how they should perform in civilian job interview is usually very limited and they are not accustomed to offering information that is not asked for by supervisors.

So, interview questions need to be formulated to bring out the experience of the candidate that is most important in your evaluation of him or her.

5. Review your relationships with state labor agencies, nonprofit referral sources and military transition teams. Many companies don’t take the time to learn what help they should expect from military, nonprofit and state workforce agencies and subsequently don’t manage these relationships very well. Every service member transitioning from the military is encouraged by the military to register with their local American Job Center or state workforce agency, where they receive preferred Gold Card assistance in finding the right job. So your state labor department can be a vital source of help in connecting with these veterans.

All these candidate referral organizations respond best when they are treated as a valuable ally, phone calls and emails are responded to promptly, and truly informative job materials are provided at the outset.

Many employers place far too much

dependency on these referral sources for achieving their veteran hiring goals and then complain when the goals aren’t met. When companies provide incomplete information about the jobs and don’t provide helpful information about how the company is a military-friendly employer, the employment counselors will not make their best effort to forward matching candidates. Counselors generally don’t have time to chase down HR recruiters to ask them to improve their submissions.

One way to put your job postings and company information in the hands of military employment counselors is to register at no cost for the American Jobs for America’s Heroes campaign to post your jobs for veterans and service members. Your postings are distributed directly to military transition counselors in the National Guard and all other branches at no cost to you or the applicants.

Our partner nonprofit, Corporate America Supports You, known as CASY, manages this distribution and works with transition counselors throughout the military to help them create matches with civilian employers. Already this year, CASY has placed more than 6,000 veterans and service members, most of them members of the National Guard.

You can register for the campaign on our website, www.CenterForAmerica.org

I hope I’ve convinced you that it is very worthwhile for your company to make it a high priority to find and hire our veterans, National Guard members and Reservists. The military has invested literally hundreds of thousands of dollars in training service members in occupational specialties your companies need.

Whether they have left the military years ago or just last month, they are men and women with proven track records who have already demonstrated the qualities that companies in your industry value most. I have every confidence they will help you build your companies for even greater success and prosperity in the future.

Brig. Gen. (ret) Marianne Watson, served as Director of Manpower and Personnel for the Army and Air National Guard at the National Guard Bureau in Washington, DC. She is Director of Outreach at Center for America, a nonprofit 501(c)(3) organization that provides a wide range of free resources on hiring veterans to employers and trade associations across America.

Visit <http://www.CenterForAmerica.org>
Email: MWatson@CenterForAmerica.org



LA CHAPTER NTMA PREPARES FOR GOLF OUTING

SUBMITTED BY KAITY VAN AMERSFORT,
LA CHAPTER NTMA EXECUTIVE DIRECTOR



LA/NTMA will host their annual Golf Tournament sponsored by PMIS on Thursday, April 19th at Oak Creek Golf Club. This year's tournament benefits the LA/NTMA Foundation which gives scholarships to students going into manufacturing careers. The Foundation is seeking donations that help support these scholarships for the Golf Tournament's silent auction. If you or your company would like to donate to this cause, please call Kaity Van Amersfort at LA/NTMA- 949-369-7309.



AKRON CHAPTER NTMA PARTNERS WITH OTHERS TO OPEN NEW HOBAN INNOVATION CENTER

CONTRIBUTED BY JON KOZESKY, NTMA AKRON CHAPTER EXECUTIVE



The new Hoban Innovation Center opened in the fall of 2017. The 3,050 square foot former library includes a makerspace and Entrepreneurship and Communication Study. The makerspace includes zones for self-directed and collaborative learning. This hands-on center is equipped with tools, technologies and raw materials that support innovation and provide the ultimate workshop for students who learn best by doing. The makerspace provides a physical laboratory for inquiry-based learning

to promote and nurture entrepreneurship. It includes 3D printers, laser cutters, FTIR and NMR spectroscopy, engineering design software vinyl cutters, dye-sublimation printers, circuit and coding equipment as well as hand, power and bench tools and consumables such as metal, wood, cardboard, paints and more.

The Akron Chapter is a proud partner of this space. If you are interested in donating tools, materials or funding, please contact Jon Kozesky at jkoszesky@ntma.org.



NORTH TEXAS CHAPTER NTMA WELCOMES SECOND STUDENT CHAPTER



The North Texas Chapter of the NTMA is proud to be growing its partnership with its two student chapters by offering NTMA-U courses free of charge to any members of those student chapters. In 2017, students at Lincoln Tech College had the opportunity to become NTMA's first student chapter, designated under the North Texas Chapter. Later in the year, NTMA designated a second student chapter also under the North Texas Chapter at Richland College.

"This is an exciting & innovative way for students in our region to get involved with the NTMA at a young age, grow their knowledge of the industry, and be better prepared to work in our field upon graduation" said North Texas Chapter Executive Jon Kozesky.

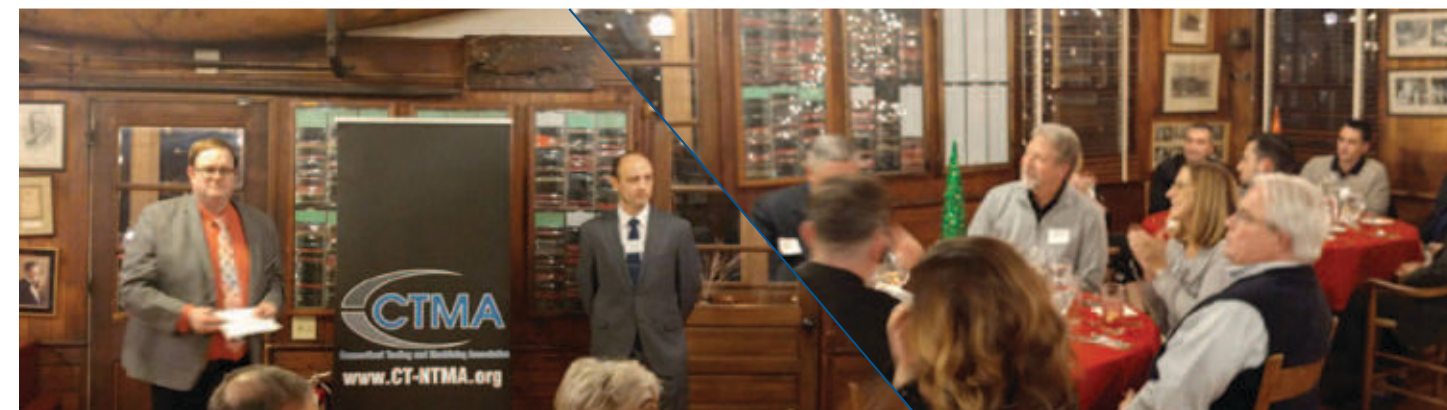


CONNECTICUT CHAPTER CELEBRATES THE HOLIDAYS

CONTRIBUTED BY DEE BABKIRK,
CONNECTICUT CHAPTER EXECUTIVE



December 12, the Connecticut Chapter gathered at the Hartford Canoe Club in East Hartford, CT. The joint event with APICS was an opportunity to celebrate, network and connect with manufacturing colleagues as the year came to a close.





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FEATURE

NATIONAL TOOLING AND MACHINING ASSOCIATION

ACCUROUNDS NAMED A 2017 WWCMA WORKWELL MASSACHUSETTS SILVER LEVEL WINNER FOR EXEMPLARY WORKSITE HEALTH PROMOTION

NTMA Member AccuRounds, an advanced manufacturer of precision components, is proud to have been named a WorkWell Massachusetts Award Program Silver Level winner for exemplary worksite health promotion. The award recognizes AccuRounds' achievements developing, implementing, and participating in corporate health improvement and wellness programs.

In an effort to increase physical activity at AccuRounds, they established flexible schedule policies so team members can use the on-site fitness center or walk on their indoor and outdoor AccuLap walking paths. They have found that team members gain new practical skills which they can apply at home, re-energize and reduce stress, and collaborate with team members. As part of the program, an on-site gar-



den, the AccuGarden, was planted. Team members can volunteer in the garden and enjoy their very own fresh organic produce.

"We are proud to recognize these innovative Massachusetts employers for their outstanding wellness programs," states Kristie Howard, WWCMA Board of Directors Chairperson. "The WorkWell Massachusetts Award is an important program put forth

to honor the work being done by employers in our state to improve the health and vitality of our communities."

Diane Ferrera, Director of Human Resources at AccuRounds has seen the positive effects of implementing a wellness program, "By providing a supportive work environment, it makes

it easy for team members to engage in healthy behaviors, while providing them with the knowledge, skills, strategies and resources to promote and protect their health."





WAYNE APPLGATE ON WHY HE USES APPI ENERGY

APPI Energy has been working with members of NTMA for over seventeen years, helping to provide data-driven procurement solutions that save time and create budget certainty. Over fifty members of NTMA currently work with APPI Energy, including Wayne Applegate of Applegate EDM, who first began working with APPI Energy in 2003, during the early days of energy deregulation in Texas.

Wayne was introduced to APPI Energy through NTMA, which he says made APPI Energy stand out among the many other brokers soliciting him for his business. "I always thought very highly of anyone NTMA recommended", said

Wayne. "I ventured out and connected with Carolyn, an energy adviser at APPI Energy. She explained a lot, kept me informed, and got better prices than (my previous broker). I was hooked."

Every penny Wayne saves per kilowatt-hour adds up to \$1000 a month in energy savings, but it's not all about the money. "It's really about the relationship," Wayne says. "Choosing APPI Energy means I have an honest partner at a trustworthy organization."

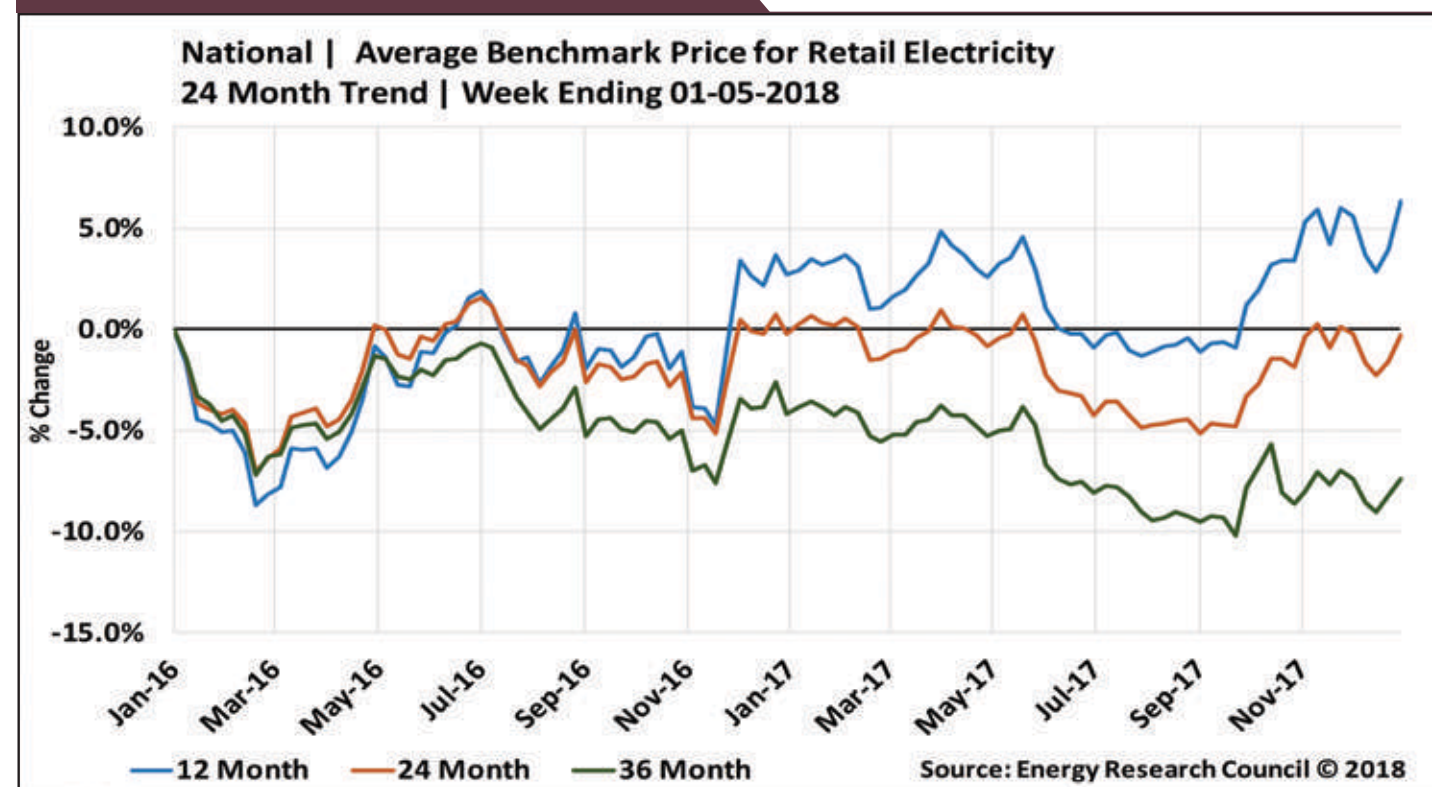
Wayne also appreciates that APPI Energy provides no-obligation price comparisons, and doesn't engage in pushy sales tactics. The firm also helped Applegate renew its tax-exempt status,

after the original one had lapsed.

All in all, Wayne appreciates having one less item on his to-do list, as well as having a trusted partner in the energy industry. "APPI Energy does all the searching; they find the best prices for our renewals and I go with it. I've renewed four or five times now. It's easy, and there's very little discussion. I think Carolyn and I talk more about what's going on in our lives than what her energy recommendation is."



APPI
ENERGY



ENERGY MARKET UPDATE: WINTER 2017/2018

Despite a delayed start, the winter of 2018 has finally materialized, and most of the continental United States is feeling it. December's mild temperatures gave way to a frigid January, with significant snowfall across the Eastern Seaboard.

Weather is a major driver for energy

prices. December's mild temperatures made for a favorable energy market, as record levels of production combined with lower-than-average demand for the month put downward pressure on prices. However, the sustained cold of January is expected to balance out prices and

normalize the market for the heating demand expected from winter weather.

On the supply side, pipeline construction will be the name of the game for 2018. FERC has regained its quorum, and has been rubber-stamping the construction of numerous pipelines out of the Marcellus and Utica Basins. These bountiful sources of natural gas will, once the proper infrastructure is built, allow for markets such as New England, where natural gas is not as plentiful, and thus prices are higher, to bulk up on their supply and drive energy prices down.

Natural gas production during the end of 2017 set record highs, a trend that the EIA expects to continue into 2018. Their current projections are for 2018 to increase production by 4.9 billion cubic feet per day, year-over-year.

In sum, weather will continue to be the dominant driver of electricity prices throughout the remainder of the winter season. Record levels of production will serve as a balance for severe weather spikes, but most analysts agree that our current supply of natural gas should be more than sufficient to bring us through the winter.



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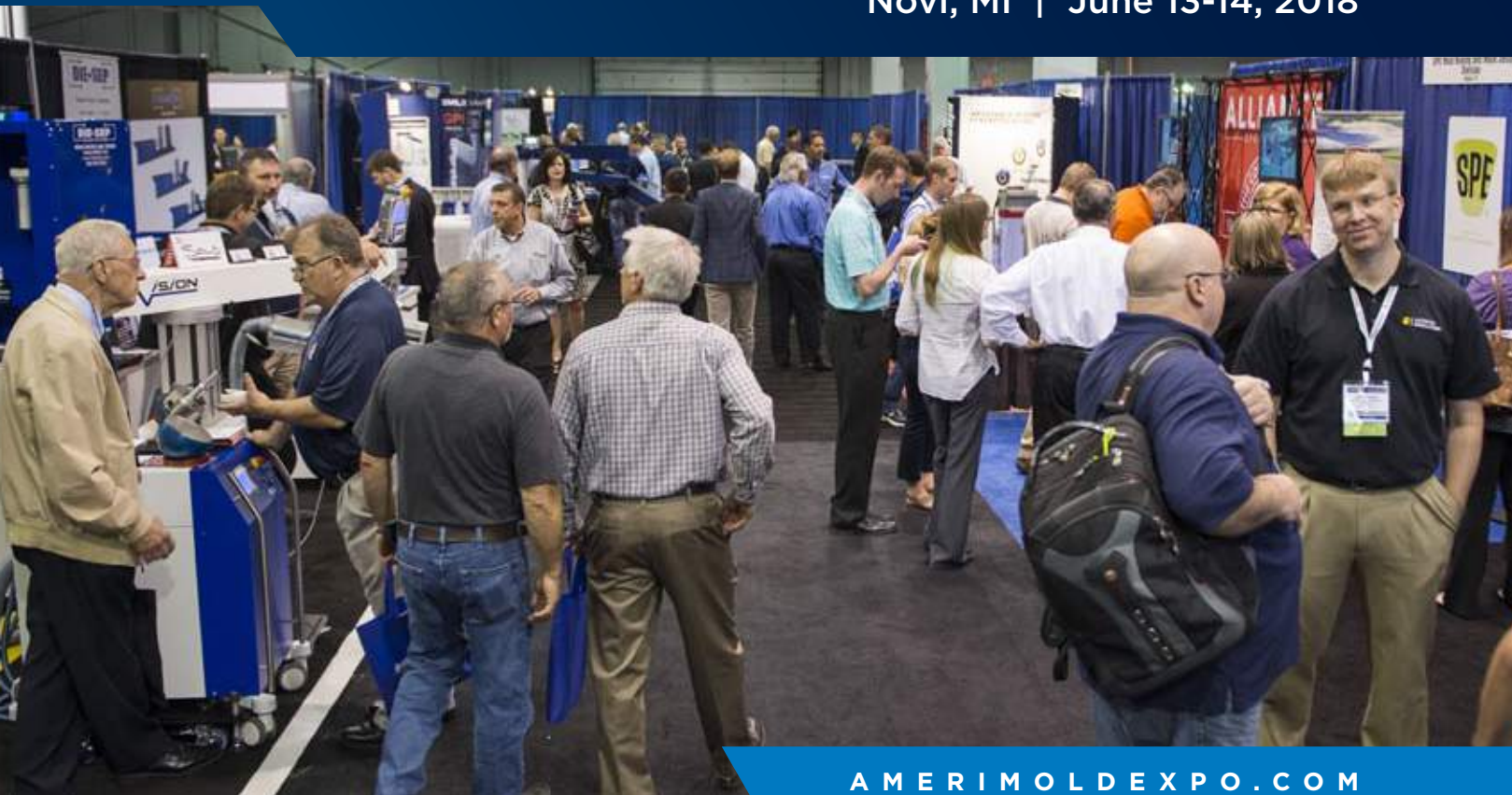
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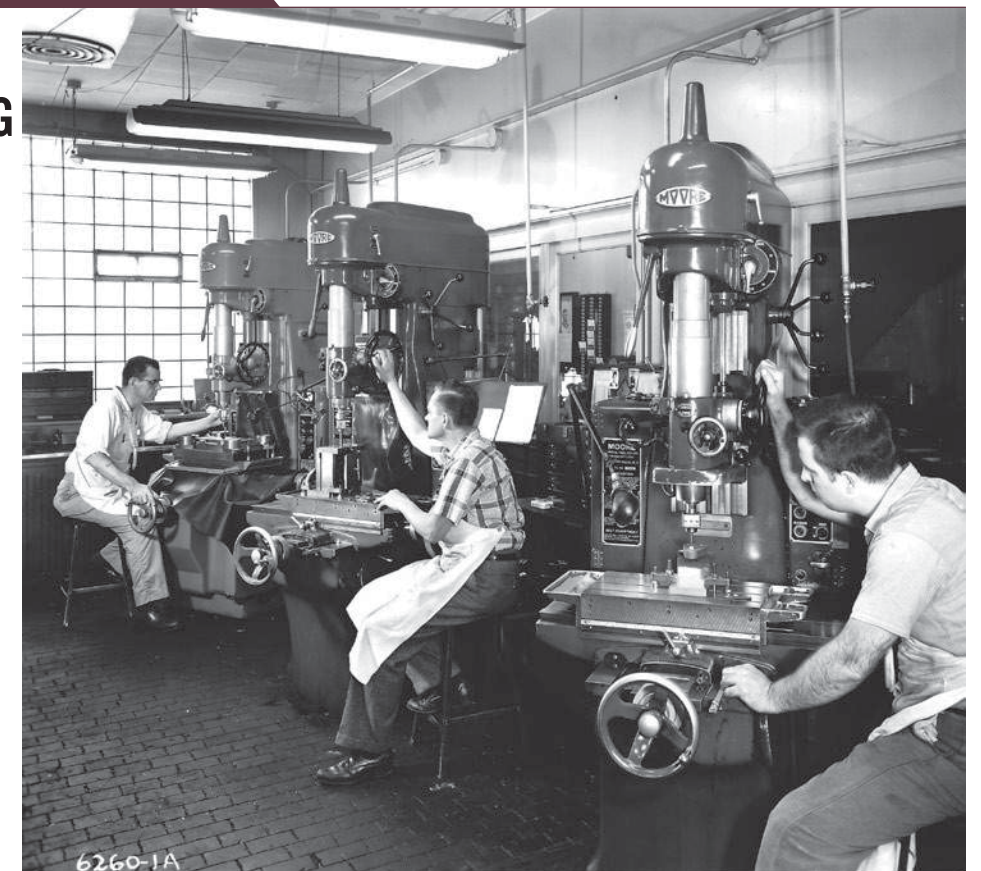
EHRHARDT ENGINEERED SOLUTIONS – A FOUNDING MEMBER OF THE NTMA

CONTRIBUTED BY PAT WALSH
EHRHARDT TOOL



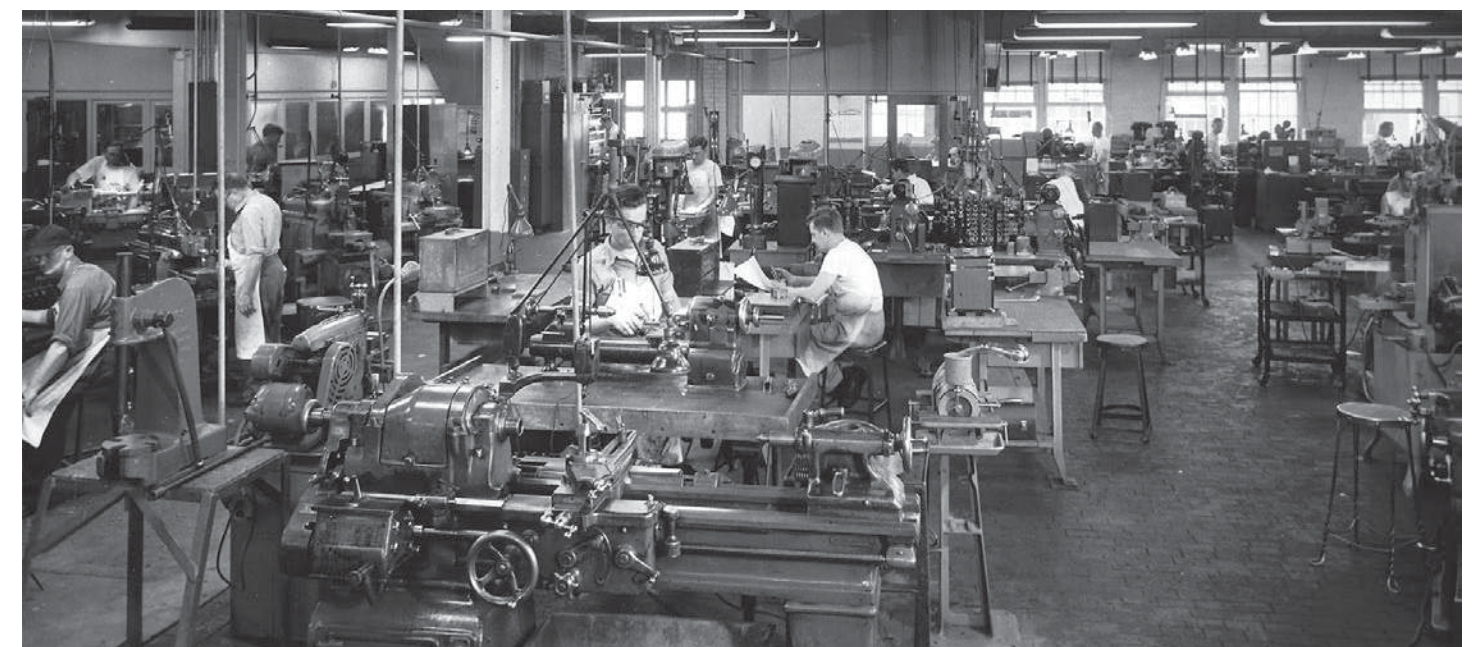
In the modest confines of an old horse stable in downtown St. Louis, Willis Ehrhardt established the company more than 80 years ago with the vision of being the first precision tool shop west of the Mississippi River. That same progressive thinking led the business to become a founding member of the National Tooling and Machining Association (NTMA) of which it has remained for over 70 years. From 1937 to 1970, Ehrhardt built a reputation as a premium tool & die house renowned for quality & performance.

Recognizing the need for continued growth & investment, Ehrhardt sold the business in 1970 to Alco Industries. Over the next 44 years, the company flourished, expanding beyond its core base of tooling to the manufacture of nuclear components and other high accuracy component parts. It was also during this period that the organization expanded into the new and burgeoning automation space incorporating controls engineering into an already strong mechanical team. Successes followed from the supply of single work stations to complete process lines to the likes of Fortune 50 producers in various markets including HVAC, appliance and industrial.



In 2014, Ehrhardt was acquired by Dunes Point Capital, poising it for continuous growth by remaining on the leading edge of technology needed to meet industry demands for automation and special machines, fully integrated solutions, dependable tooling and precision manufacturing long into the future. Through it all, one thing has remained constant-- our continuous focus to improve. Providing premium quality, competitive pricing,

superior delivery and assured sustainability supports this effort. At Ehrhardt Engineered Solutions, our traditions are truly a commitment to excellence.





SAVE THE DATE

10th Annual

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Washington has undergone profound changes since the 2016 elections and One Voice wants to continue building on our successes by keeping the pressure on Congress. We have passed a major tax bill, rolled back significant environmental regulations and raised the profile of apprenticeships in the nation's capital.



The 10th Annual One Voice Legislative Conference is your chance to keep the momentum going as we work to keep metalworking manufacturing front and center. We are heading into a contentious mid-term election and government officials need to hear from you about the priorities that affect your company, your industry and your community.

Join together to speak with One Voice, April 17-18, 2018 in Washington, D.C.

LEGISLATIVE CONFERENCE AGENDA

Monday, April 16, 2018

4:00 p.m. – 5:30 p.m.

Early Conference Registration

5:30 p.m. – 6:30 p.m.

Optional Early Arrivals Reception

Tuesday, April 17, 2018

8:00 a.m. – 11:30 a.m.

Conference Registration

11:30 a.m. – 1:00 p.m.

Conference Opening Remarks, Briefing and Lunch

2:00 p.m. – 4:30 p.m.

Capitol Hill Visits

5:30 p.m. – 6:30 p.m.

Networking Reception

Wednesday, April 18, 2018

8:00 a.m. – 9:30 a.m.

Breakfast, Issues Presentation

10:00 a.m. – 4:00 p.m.

Capitol Hill Visits

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NTMA | PMA | WiM members \$299 per person

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Registration deadline March 16, 2018.

Questions? Contact onevoice@metalworkingadvocate.org or 202-393-8250.



CONFERENCE LOCATION/ HOTEL ACCOMMODATIONS

The Dupont Circle Hotel
1500 New Hampshire Ave., NW
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Rate: \$289 per night (plus tax)

To make your hotel reservation, please call 202-483-6000 and reference NTMA/PMA One Voice Conference. Deadline to make reservations in our group block is **March 26**. Rooms reserved after this date are subject to space and rate availability.