“THANK YOU, I ALREADY HAVE INSURANCE.”

A common response insurance brokers receive when prospecting is: “Thank you, I already have insurance.” — p6

FALL CONFERENCE SCHEDULE OF EVENTS

October 24-27, Nashville, TN — p15

POST LABOR DAY MEANS THE ELECTION CAMPAIGNS ARE ENTERING THE HOME STRETCH

The presidential and congressional election campaigns are now in full swing. — p23

MARS, MACHINES AND THE MINNESOTA CONNECTION

Parts of the Mars rover were built right here. — p24

2012 PURCHASEING FAIR

NASHVILLE, TN
OCTOBER 22-23 — p8

2012 NTMA FALL CONFERENCE

OCTOBER 24-27, NASHVILLE, TN
The E2 Shop System helps you manage your shop... Anywhere... Anytime!

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ST. LOUIS AND KANSAS CITY CHAPTERS ENJOY A LONG-STANDING, 30+ YEAR TRADITION

Missouri, Kansas and Illinois members of the St. Louis and Kansas City Chapters enjoy a long-standing, 30+ year tradition each summer: the Joint “Lake” meeting. Beginning at Lake of the Ozarks, about mid-point between the two cities, the meeting has more recently moved to the Branson area and Table Rock Lake. Both resort areas provide a perfect place for a weekend of meetings with industry peers, hearty roundtable discussions and lots of networking time. Mixed into the weekend, of course, are some great opportunities for recreation on the lakes (you can’t have a “lake meeting” without some time on the water, some say), themed events, golf outings, shopping, shows and enjoying the areas’ local treasures.

Friday afternoon meetings bring in speakers to address industry and business management issues: the 2012 meeting featured a panel of three speakers (BIG Kaiser, Makino and Sandvik Coromant) addressing “What is needed to efficiently machine hard metals so to be competitive in today’s marketplace”). Following the presentation, a more informal Industry Roundtable provides opportunities for lively discussion among attendees.

One of the highlights of the weekend meeting for many is the opportunity to meet with NTMA leaders: in past years both NTMA Chairs and Presidents (and their wives) have joined the group. Past and current NTMA chairmen have reported that this is one tradition that they have heard about from past chairmen and look forward to experiencing themselves.

Why do members return, most year after year? Networking! Over and over this is one of the most common comments among NTMA members, associate members and sponsors. Meeting in a smaller, comfortable and relaxing environment with industry peers from across the region. Fun and relaxation in a great conference hotel with nearby recreation.

This looks like one tradition that will continue for years to come in Missouri!
Another month has come and gone. Little did I ever believe it when my Dad told me that life would one day seem to fly by. Well, let me assure you it is flying by and I bet I am not alone in the feeling. That said, the question then becomes for us; “how is the flight?”

Personally and professionally, I can say my view is good, the flight is mostly smooth with a few pockets of turbulence, and I have had to re-chart the course around a few storms. How about you? Have you taken assessment of your life flying by? Each of us must check the control panels of our lives and companies to make sure we are on course or if we need to make some adjustments.

This past month I had the pleasure to attend the Kansas City/St Louis Chapter’s joint conference in Branson, MO. It was over the top. What a wonderful group, wonderful facilities, great industry partners support, NTMA’s Congressional friend Billy Long from Missouri, and of course a great keynote speaker (yours truly). They put on a great conference and industry values that makes for a fantastic future. Emily Lipovan, Executive Director of our shared services group, in her position that NTMA is in for the long haul. Her vision and leadership for our organization coupled with Dave Tilstone and Emily makes for a fantastic future.

My travels again took me to a major machine tool Industry Partner’s headquarters to discuss how we work together for the good of all. From the President to other top managers their commitment to our industry and especially NTMA members was and is incredible. Their desire to support our focus on “Competitiveness” is understood and they are ready for the challenge.

To each of our National Associates and Industry Partners I say THANK YOU! For our NTMA Members I say reach out to them. They are ready, willing, and able to help us and provide great service. As many of us begin to focus on the upcoming IMTS Show in Chicago, let me encourage each of you to make yourself aware of our national associates and industry partners and engage them at the IMTS Show. Introduce yourself as an NTMA member and share your needs, ideas, and concerns; they need and want your input. Their time is limited at such a show; however, I can assure you that they will follow-up with you. As Dave Tilstone so often says about our national associates; “They Get It”. They do get it and completely support this year’s NTMA theme of “Transforming for Competitiveness”.

I was again reminded this month during our NTMA Insurance Meeting held in Toronto, Canada that we/NTMA now have an insurance product that is competitive, inclusive, and worth of one’s consideration. For those in the aerospace business, the aero writer on the insurance at no additional cost has been a major savings to many. For other members the competitiveness of the product alone has been worth the change.

As a reminder we have now gone to a Sponsored Program with AIX with no future liabilities to NTMA as an organization and yet pay NTMA royalties. Many of you have similar programs within your chapters with other carriers. It is our desire that the NTMA Sponsored Program would grow to help funding our local Chapters.

All we ask is that you give them an opportunity to quote your business. The other worthy part of the program is you can keep your long trusted insurance person if so desired.

We did kick off our Fast Friday’s Webinar Series this month with Joe Knight speaking on Financial Intelligence and what the numbers really mean. Joe is one of our Fall Conference speakers and his webinar was just a precursor of what’s to come in Nashville. Our upcoming webinars will be standalone subjects/issues and not tied to a conference follow-up series.

I do encourage each of you to participate in these members only, value added, “free” webinars. This is an opportunity to get others in your organizations connected to such valuable information maximizing your NTMA membership. Our webinar focus is to target industry specific subjects on; finances, people, technology, and growth. These are all focused on helping you and those in your company to be more efficient and competitive.

I cannot be more proud of the position that NTMA is in for the future. I had the privilege to host Emily Lipovan, Executive Director of our shared services group, in our shop last week. Her vision and leadership for our organization coupled with Dave Tilstone makes for a fantastic future. Emily has assembled a tremendous staff and they are working diligently for each of us as members.

Last month’s Record listed out...
for the good of all. NTMA is that rallying point and as I continue to say; it is a “New DAY at NTMA”. Join with me as we open the doors into the manufacturing world of tomorrow. My commitment to each of you remains “Transforming for Competitiveness”. Hope to see you in Nashville. Blessings to you all.

our staff and their respective responsibilities and I encourage you to get to know them. (See chart inside this issue of the Record) They are there, and desire to serve us the members. They are presently moving into our new NTMA Offices in Cleveland and by the time this article is read we will be moved and operating. Top that off with a clear and single focus on NTMA, we have exciting times ahead.

Your connection to what is available to you, and your connection to what is to come to you from NTMA is via our line of communication through our website, the Record, our on-line E-Trends Newsletter, and special mailings and email notices. Let me assure you it is worth your time to keep abreast of what is there.

Great things are happening and great things are coming as we manufacturers work together

© Copyright 2012 NTMA
A common response insurance brokers receive when prospecting is: “Thank you, I already have insurance.” This response comes as no surprise. All businesses have risk management strategies that include purchasing insurance. The brokers who work with NTMA members, however, see this response as an opportunity to introduce a solution that can outperform traditional coverage.

As the Western States Program Administrator for the NTMA endorsed AIX Metalworkers Insurance Program, B&B Programs works only with brokers who specialize in precision metalworker businesses. This proprietary program gives NTMA members a long-term insurance alternative aimed at eliminating the rate peaks and valleys typical in the traditional market.

**THE NTMA METALWORKERS PROGRAM DIFFERENCE**

This program and its coverages were designed by NTMA members and associate members. Michael Dochterman, one of the leading brokers selling the program, likes to ask companies if their insurance broker also handles florists and grocery store clients. He goes on to explain, unlike other brokers, “precision manufacturing is all we do.” He has led the charge with other specialist brokers like Justin Schneir and Jim Scanlon in the San Fernando Valley, Glenn Van Noy in San Diego, and Frank Herrington in the San Gabriel Valley. These committed brokers deliver solutions and advantages to NTMA members not accessible through just any broker. These advantages include a unique form for Patterns, Molds and Dies; coverage for the Personal Effects of Others; and a high limit for Property in Transit. These specialized coverages are often not included in standard policies. Without specialty knowledge of this industry, most brokers are unaware of your business needs for adequate risk protection. No losses, no problems… but if you have a fire or theft, gaps in coverage will be an issue for your company.

**EXCLUSIVE BENEFITS THROUGH NTMA METALWORKERS PROGRAM**

Competitive pricing is one of the biggest differentiators of the NTMA Metalworkers Program. As a valued benefit, available EXCLUSIVELY FOR NTMA MEMBERS, we can waive the insurance industry standard aircraft products liability exclusion. This coverage is almost always purchased and priced separately from the General Liability policy, with premiums starting at $15,000.

We work diligently to keep pricing and rate changes below the standard insurance marketplace. Anyone who has recently priced workers’ compensation insurance with B&B Programs will tell you, we are successful. For employers with effective safety programs and low losses, our specialty knowledge, directed claims adjusting, and knowledge of your industry help us maintain a clean pool of business providing stability in insurance, cost and employee safety.

**A STRATEGIC MOVE FOR YOUR BOTTOM LINE**

As the market begins to improve and manufacturing picks up, your business will grow. The insurance market overall is firming and prices are increasing, especially in the workers’ compensation and property lines. Now is the time to evaluate exposures and seek out alternatives. A broker who understands precision manufacturing and has a team of underwriters experienced in these risks is essential to developing a complete risk management strategy for the future.

If you want to learn more about this important benefit of your NTMA membership, please contact B&B Programs at (858) 875-3067.

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**TECH SUITES AT FALL CONFERENCE**

The Tech Suites are an opportunity for a company to showcase their products and services. Skies the limit on the wow factor. The first evening we will have a “Tech Suite Welcome Reception” the Tech Suites will be located right across from this event; which will bring the decision makers right to their suite for networking opportunities. This space is $10,000 and allows the company access to hundreds of C-level members. Mazak will have one of the 3 Tech Suites available.

Additionally, we will have charging stations located in this same hall way, another great opportunity for brand recognition. The charging stations have 2 screens to showcase products and services and branding signage..marketing a companies products and services while these decision makers re-charge.

The worlds technology leaders will be there displaying, presenting and discussing their latest technologies.
Kennametal redefines heavy duty with KM4X™ — the next generation of spindle interface.

In addition to its three-surface contact for improved stability and accuracy, KM4X™ provides optimized clamping force distribution and interference fit for higher stiffness. The result? A machine connection that delivers unmatched performance in heavy-duty conditions on even the most difficult-to-machine materials. Now that’s Different Thinking. That’s Kennametal.

To learn more about KM4X™ and the latest machining technologies, contact your authorized Kennametal distributor, call 800.446.7738, or visit www.kennametal.com.
October 22-23 2012
Nashville, TN

Connecting Buyers and Suppliers
Face-to-Face
Business-to-Business
Cost-Effective Sales Networking

Who Should Attend:
The focus of the National Tooling and Machining Association’s Purchasing Fair is to align OEMs (Original Equipment Manufacturers) with highly competitive and skilled domestic small to medium-sized manufacturers that supply:

- Machined Parts (Production, Short Run or Prototype)
- Stamped, Fabricated & Formed parts
- Metal Components and Assemblies
- Aerospace Machining & Fabrication
- Special Tooling (Dies, Molds, Jigs, Fixtures & Gages)
- Special Machines (Design and/or Build)
- Fabricated Sheet Metal Parts
- Screw Machine Products & Turned Parts
- Molded Plastic Parts

For more information visit www.purchasingfair.com or call 800.248.6862
The National Tooling and Machining Association (NTMA) is pleased to announce its newest National Associate Member, BlueSwarf (www.blueswarf.com). Based in State College, PA, BlueSwarf was founded by a team consisting of the world’s top machining experts from industry and academia.

BlueSwarf technology is used and recommended by Boeing, Mazak and Makino, as well as other suppliers and aerospace manufacturers worldwide to increase speeds and feeds by up to 25-50%, driving costs and lead times down. Optimizing the tool, spindle, and machine as a system, BlueSwarf produces operating parameter dashboards enabling significant increases in metal removal rates. Recent breakthroughs make the BlueSwarf system accessible and affordable to machine shops of all sizes.

“NTMA represents the companies that can most benefit from our patented and proven technologies,” says BlueSwarf CEO Fred Egerer. “NTMA members need to continually increase productivity to compete in world markets. With high productivity, companies can also mitigate the challenges resulting from a scarcity of skilled workers. BlueSwarf can help NTMA members meet these challenges and increase their productivity and profitability.”

BlueSwarf will be exhibiting at the upcoming IMTS show in Chicago in two locations; Boeing’s Advanced Manufacturing Center at the entrance to the West Hall (Booth W-160) and in the Emerging Technology Center’s MTConnect booth at the North Hall (Booth N-650). NTMA members can view comprehensive demonstrations of BlueSwarf’s Tooling Cloud tool management system and Dashboards for science-based speed and feed optimization of high performance milling applications. Visitors can also learn about the DARPA funded Machine Tool Genome Project and ask questions of BlueSwarf’s team of Ph.D. experts, Six Sigma Black Belts and Lean Masters.

BlueSwarf will also participate in the upcoming NTMA Fall Conference in Nashville on October 24 to 28, 2012.

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**NTMA Member Resource** | **Activities** | **NTMA Key Contact**
--- | --- | ---
Executive Office | -Executive Team  
-Association Strategy  
-ISTMA | Dave Tilstone  
dtilstone@ntma.org  
Tel: 216-264-2830

Membership Services | -Member Benefits  
-Advice and Assistance  
-Recruitment and Retention  
-Dues | Jeff Walmsley  
jwalmsley@ntma.org  
Tel: 216-264-2858

Education and Training | -NTMA-U  
-Industrial Testing and Pre-Screening  
-Textbooks and Publications  
-NIMS Certification | Ken McCreight  
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Tel: 216-264-2834

Chapter Development | -Advice and Assistance  
-Tools and Resources  
-Leadership Programming | Kelly Schneider  
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One Voice/ Government Affairs | -Lobbying  
-Congressional Alerts  
-Regulatory Advice  
-PAC / GAAF | John Guzik,  
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Meetings & Events | -Annual Conference  
-Fall Conference  
-Legislative Conference  
Purchasing Fairs | Amanda Nameneck  
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NTMA Insurance Program | -Program Information  
-Certified Agents | Jim Grossmann  
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National Associate Services | -Customer Promotion  
-Sponsorships  
-Advertising | Tiffany Bryson  
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Tel: 216-264-2847

Business Development | -Business Conditions and Customer Forecast  
Purchasing Fairs and Buyer Services  
Business Alliances and Partnerships | Rob Akers  
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Tel: 216-264-2828

Public Relations | -Industry Awareness  
Association Awareness  
Press Releases and Announcements | Paul Nathanson  
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Tel: 202-828-1744

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**THE RECORD — SEPTEMBER 2012 / P9**
TRAINING PARTNER, NEW CENTURY CAREERS RECOGNIZED WITH NATIONAL AWARD

Earlier this summer New Century Careers was nominated by Greg Chambers of Oberg Industries for a Trailblazers and Innovators award from the Department of Labor. The Award recognizes trailblazers and innovators from throughout the Registered Apprenticeship system for their long-standing success and innovative approaches to training U.S. workers.

New Century Careers (NCC) was one of the organizations recognized on August 2, 2012 by the U.S. Secretary of Labor, Hilda Solis in Washington, D.C. NCC representatives attended a private reception with the Secretary followed by a guided tour of the Capitol Rotunda and were recognized as a part of the 75th Anniversary of Registered Apprenticeship Summit. Additionally, NCC personnel were invited to stay to provide input on the advancement of registered apprenticeship in the U.S..

The programs selected for recognition come from a wide range of industries and geographic locations. Yet, according to the Labor Secretary, they all share a unique understanding of how a combination of mentor-based, on-the-job training and classroom instruction can provide a worker with the skills needed to not only do a job, but become a respected journeyworker throughout his or her career.
Optimize Your Workplace with Metalworking Fluid Technology

SPF ULTRA 3342
An Aqueous Product that Does the Work of an oil
For the most severe and heaviest duty applications

- Micro emulsion of high purity oil
- Best available EP additives on the market
- Biostatic for long sump life
- Will not foam

SPF Ultra 3342 outperformed 8 other products on a demanding custom stainless steel part for the mining industry. SPF Ultra 3342 produced more than 2.5 times the number of parts to the next best performer.

SPF Ultra 3342 has displaced oil based products in numerous trepanning, gun drilling, and deep hole boring applications where only oil had been previously used.

September 2012: Tip of the Month
Deep hole drilling and severe applications often work better with water-based chemistries that are formulated with the latest EP packages due to their boundary lubrication and cooling properties.

713-896-0606 | www.precisionfluids.com

The Northern Kentucky International Trade Association, a program of the Northern Kentucky Chamber of Commerce, recently awarded Mazak Corporation with a 2012 Greater Cincinnati International Trade Award, recognizing the machine tool manufacturer as a champion in the area of global commerce.

The Northern Kentucky International Trade Association presented the award to members of the Mazak team during the association’s Merx International Best Practices Summit on August 9, which included interactive discussions between international executives, business leaders and global leaders on best practices for navigating through the global marketplace.

The Greater Cincinnati International Trade Award program demonstrates to the local region that companies of any size can access overseas markets. Due to a dramatic increase in the region’s international activity and the number of nominations received for this award, the Northern Kentucky International Trade Association presented the award in two categories: the large company category with more than 500 employees and the small to medium company category with less than 500 employees.

Mazak, Toyota Boshoku and Toyota Motor Manufacturing were the top three finalists in the large company category. Both Mazak and Toyota Motor Manufacturing walked away from the summit as co-winners in this category.

Representatives from Mazak Corporation accept the 2012 Greater Cincinnati International Trade Award presented by the Northern Kentucky International Trade Association.

Mazak Corporation designs and builds several of the world’s most advanced machine tools at its North American manufacturing facility in Florence, Kentucky. While these machine tools serve the North American market, they are also in high demand throughout Asia and South America. In fact, Mazak recently expanded its manufacturing facility to be able to further increase capacity to export machines worldwide.

“It’s a true honor to receive this award and have the Northern Kentucky International Trade Association recognize our company as being a champion in global commerce,” said Brian Papke, president of Mazak Corporation.

“By exporting our Kentucky-built machines, we are able to reaffirm the fact that the United States remains a very competitive manufacturing environment for delivering advanced technology products that meet the needs of global economies.”

In order to be eligible for a Greater Cincinnati International Trade Award, companies must have established operations in the Greater Cincinnati area, hold memberships with a chamber of commerce as well as import or export from the Northern Kentucky/Greater Cincinnati area. Winners of the award are chosen based on revenue generation, global network and noteworthy accomplishments.
In a day and age where legal pads have been replaced by iPads and your Facebook page draws more interest than the price of oil, it’s important to stay connected.

With that in mind, NTMA has compiled a great resource for our members. The NTMA Manufacturing Suppliers Guide is a digital buyer’s guide that facilitates the connection between precision manufacturing companies and suppliers.

NTMA MANUFACTURING SUPPLIERS GUIDE

Our search engine is designed specifically for the benefit of precision manufacturers and related companies. The Suppliers Guide is easily accessible from a link on the NTMA home page (NTMA.org) or at ManufacturingSuppliersGuide.com

The Suppliers Guide enables you to conveniently perform targeted searches for the products and services needed to keep your company running -- without the unrelated clutter of a general Internet search engine.

MARKETPLACE FEATURES

You have the option of performing keyword-driven searches or a category-specific search. Both methods produce the most relevant results on the Web, saving you valuable time and money.

Additionally, the Suppliers Guide includes a Product Showcase section that provides one of the best ways to learn about both promotions and new products in the industry.

Take advantage of the services provided by NTMA and the new Manufacturing Suppliers Guide to assist in your purchasing decisions year-round.

SUPPLIERS

The B2B purchasing landscape is shifting. Business professionals are moving purchasing decisions online in increasingly large numbers.

Reach thousands of precision manufacturers year-round in the Manufacturing Suppliers Guide from NTMA. Opportunities are limited – call 800.816.6710 or send an inquiry to NTMA@multiview.com today.

NTMA TO SPONSOR MANUFACTURING DAY ON OCTOBER 5

EVENT TO HELP PROMOTE MANUFACTURING IN AMERICA AND PUBLICIZE CAREER OPPORTUNITIES IN MANUFACTURING

The National Tooling and Machining Association (NTMA) announced today its sponsorship of “Manufacturing Day” on October 5, 2012. The event will provide a platform to showcase the importance of manufacturing to the U.S. economy and highlight the job opportunities for skilled workers found in the industry. NTMA is co-sponsoring “Manufacturing Day” with the Fabricators & Manufacturers Association (FMA), the U.S. Commerce Department’s Hollings Manufacturing Extension Partnership (MEP), and the Manufacturing Institute.

Manufacturing Day will feature open houses, public tours, career workshops and other public events organized by NTMA and other sponsoring organizations at manufacturing facilities throughout the country. The high-profile event will highlight the extensive reach of the industry into communities throughout the United States and raise awareness of the rewarding career paths available in the increasingly sophisticated and technology-driven industry.

“NTMA has long advocated ‘marketing manufacturing to America’ to promote the importance of our industry, and Manufacturing Day is an excellent way to publicize manufacturing and highlight the lucrative career opportunities available at our member companies,” said NTMA Chairman Roger Atkins. “We are proud of our industry’s continuing growth and contributions to communities across America, and look forward to helping promote the industry on October 5th.”

“There are an estimated 600,000 job openings in manufacturing,” said NTMA President Dave Tilstone. “Our members work in key U.S. industries like aerospace and defense and some companies have a backlog of production extending to 2030. In order to capture these opportunities, companies must maintain and expand their skilled workforce by building the ranks of highly trained workers. Our industry offers great career opportunities to Americans looking for interesting and challenging career paths, and initiatives like ‘Manufacturing Day’ help to get that message across to a broader audience.”

“As co-founder of the House Manufacturing Caucus, I have long championed the need to maintain our competitive edge in all manufacturing industries,” said Congressman Don Manzullo (R-IL). I encourage all manufacturers to reach out and invite their members of congress to visit their facility on Oct. 5th for a tour and a chance to meet their constituents. Manufacturing Day is a great opportunity to do this.”
Manufacturing Day has been designed to expand knowledge about and improve general public perception of manufacturing careers and manufacturing’s value to the North American economy. In addition, manufacturers will learn about business improvement resources and services delivered through manufacturing extension partnerships.

**HOST AN OPEN HOUSE**

As a manufacturer it’s your opportunity to:
- Tell your company’s story
- Dispel outdated myths about manufacturing
- Inspire a new generation of manufacturers
- Connect with potential customers in your community
- Learn about manufacturing extension partnerships that can improve your efficiencies and work force skills and boost your profits
- Visit other manufacturers to initiate business relationships and learn what is being made in your community

The core element to Manufacturing Day is the schedule of manufacturer’s open houses. Manufacturing Day producers will promote the open house schedule through general and trade media campaigns which will alert thousands of people to visit manufacturers and see that American manufacturing is a vibrant career path and employers need skilled workers. The event will also make it possible for manufacturers to visit other participating companies in their region that may be potential business partners — either as customers or suppliers.

Register to host an open house at your company
Sign-up to visit other manufacturer’s open house events

[www.mfgday.com](http://www.mfgday.com)
2012 Fall Conference
Gaylord Opryland
Nashville, TN
October 23-27

Featuring:

- Captain Michael Abrashoff author of *It’s your Ship: Management Techniques from the Best Damn Ship in the Navy* speaking on “Transforming Your Organization and Achieving Sustainable Growth”
- Joe Knight author of “Financial Intelligence” will speak on “Knowing What Numbers Really Mean”
- Dan Bagley continuing his series on marketing your company
- Industry round tables to join fellow members in discussing business conditions, challenges and opportunities in your industry sector
- A trip to the #1 dining and entertainment destination in Nashville, The Wildhorse Saloon for a night of dinner and line dancing
- Savings of $378 by registering for the Fall Conference & Purchasing Fair by September 28th
- Opportunities to learn about new technologies, processes & equipment in our Tech Suites
- Numerous chances to network with over 250 of your industry peers
**SCHEDULE OF EVENTS:**

### Wednesday, October 24
- 7:00am - 6:00pm: Registration
- 7:30am - 9:00am: Continental Breakfast
- 7:45am - 8:30am: First Timers Breakfast
- 9:00am - 10:45am: NTMA General Assembly/Awards & Updates/Keynote Speaker
- 11:00am - 12:30pm: Team Meetings
  - Robotics Team
  - Education Team
  - Next Generation Team
  - NTMA Board of Directors Meeting
- 12:30pm - 2:30pm: Workforce Developmental Plan
- 2:00pm - 3:30pm: Kitchen Tour of Gaylord Opryland
- 2:30pm - 4:00pm: Team Meetings
  - Government Affairs
  - Manufacturing Technology
  - NTMA Chapter Executives
- 2:30pm - 5:00pm: Insurance Board Meeting
- 6:00pm - 8:00pm: NTMA Welcome Reception

### Thursday, October 25
- 7:00am - 6:00pm: Registration
- 7:00am - 8:30am: Continental Breakfast
- 8:30am - 10:30am: NTMA Membership Value Meeting
- 8:00am - 5:00pm: Technology Seminar I
  - Technology Seminar II
  - Technology Seminar III
- 9:00am - 11:30am: Music & Memories:
  - Nashville Style
- 10:30am - 12:00pm: NTMA Chapter Leadership Developmental Seminar
- 1:00pm - 3:00pm: Industry Advocacy Meeting
- 2:00pm - 4:00pm: Budget & Finance Meeting
- 3:00pm - 5:00pm: Chapter Executives Roundtable
- 6:00pm - 12:00am: Must Attend Event
  - Denim & Diamonds Dinner & Line Dancing at Wildhorse Saloon

### Friday, October 26
- 7:00am - 6:00pm: Registration
- 7:00am - 8:30am: Continental Breakfast
- 8:00am - 10:30am: NTMA Industry Roundtables:
  - Precision Machining I
  - Precision Machining II
  - Precision Machining III
  - Special Machines
  - Tool, Dies & Molds
- 10:30am - 12:00pm: NTMA Team Leaders Meeting
- 12:30pm - 2:30pm: Marketing Business Track
- 1:30pm - 3:30pm: R&D Business Track
- 2:30pm - 4:30pm: ESOPS Business Track
- 3:30pm - 5:30pm: Offshore Business Track
- 5:30pm - 10:00pm: Grand Ole Opry Show
- 6:30pm - 10:30pm: Dinner & Fundraiser
- 10:00am - 12:00pm: General Session/Keynote Speaker
- 8:00am - 9:30am: Board of Trustees Meeting
- 7:00am - 8:00am: Continental Breakfast
- 7:00am - 6:00pm: Registration
- 7:00pm - 10:00pm: Next Generation
- 10:00am - 12:00pm: NTMA Luncheon - Past Chairman & Wives
- 3:30pm - 5:30pm: Offshore Business Track
- 12:30pm - 2:30pm: Marketing Business Track
- 10:30am - 12:00pm: NTMA Team Leaders Meeting
- 12:30pm - 5:30pm: Golf at Gaylord Springs (1:00pm Shotgun Start)
- 5:30pm - 10:00pm: Grand Ole Opry Show
- 6:30pm - 10:30pm: Dinner & Fundraiser

### Saturday, October 27
- 7:00am - 6:00pm: Registration
- 7:00am - 8:00am: Continental Breakfast
- 8:00am - 9:30am: Board of Trustees Meeting
- 10:00am - 12:00pm: General Session/Keynote Speaker
- 12:00pm - 5:00pm: Downtown Shuttle
- 10:30am - 12:00pm: NTMA Team Leaders Meeting
- 6:00pm - 8:00pm: NTMA Welcome Reception
- 12:30pm - 5:30pm: Golf at Gaylord Springs (1:00pm Shotgun Start)
- 5:30pm - 10:00pm: Grand Ole Opry Show
- 7:00pm - 10:00pm: Next Generation Networking Dinner
- 6:30pm - 10:30pm: Dinner & Fundraiser

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**For Sponsorship Opportunities contact Tiffany Bryson**

tbryson@ntma.org or directly at 216.264.2847

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**To register go to www.NTMA.org or call 800.248.6962**

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**NTMA TRANSFORMING for COMPETITIVENESS**

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**THE RECORD — SEPTEMBER 2012 / P15**
Planning For A Success - Filled Future

October 25 – 27, 2012

Woodstock Inn & Resort
Woodstock, VT

✦ Keynote by Futurist ~ Ken Gronbach ✦
✦ “Hear From The Customer ” Panel ✦
✦ Expert-Facilitated Break Out Sessions✦
✦ Economic Update ✦
✦ Reception & Tour at the American Precision Museum✦

Join us and industry leaders from across New England for this knowledge-centered event!

For more info, email: neregional@gmail.com
Conference details and registration information can be found on the NTMA website “Events” page or at http://tinyurl.com/7ahqkmv

BORN TO PERFORM.

See the benefits of premium tooling play out—and challenge yourself to reach new heights in efficient, profitable machining. Press PLAY to learn how, and to get a look at the new BIG Daishowa Speed Finisher. Its cutting edges are easily adjustable to within 1µm of each other, offering mirror-like finishes at the highest of speeds.

Free cutter body Sep-Dec with purchase of PCD or CBN insert set!

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NATIONAL CENTER FOR DEFENSE MANUFACTURING AND MACHINING (NCDMM) IS CHOSEN TO MANAGE NATIONAL ADDITIVE MANUFACTURING INNOVATION INSTITUTE (NAMII)

Frank Kendall III (Under Secretary of Defense for Acquisition, Technology, and Acquisition) along with Dr. Rebecca Blank (Acting Secretary of Commerce and Deputy Secretary of Commerce) and Gene Sperling (Director of the National Economic Council and Assistant to the President for Economic Policy) recently announced the NCDMM was selected to manage the National Additive Manufacturing Innovation Institute (NAMII), the pilot institute for the National Network for Manufacturing Innovation (NNMI).

In March 2012, President Obama announced the National Network for Manufacturing Innovation (NNMI), with up to fifteen Institutes for Manufacturing Innovation located around the country. These institutes will bring together industry, universities and community colleges, federal agencies, and the states to accelerate innovation by investing in industrially relevant manufacturing technologies with broad applications. Each Institute will bridge the gap between basic research and product development, provide
shared assets to help companies—particularly small manufacturers—access cutting-edge capabilities and equipment, and create an unparalleled environment to educate and train students and workers in advanced manufacturing skills. These Institutes will serve as regional hubs of manufacturing innovation, and will be known as world-class centers for applied research, technology incubation, and commercialization.

In addition, President Obama announced that immediate steps be taken to launch a pilot institute which will serve as a proof-of-concept for the NNMI Institutes. To answer this call to action as part of the Administration’s We Can’t Wait efforts, an inter-agency team of technical experts was convened. The collaborative inter-agency team determined that the topic of Additive Manufacturing would garnish the most benefit for the defense, energy, space and commercial sectors of the nation and should be the area of concentration of the pilot institute. Additive Manufacturing, also commonly known as 3D printing, is an emerging and evolving manufacturing process that builds parts made of metal, plastic, ceramic and electronic parts using a layer-by-layer technique, precisely placing material as directed by a 3D digital file.

A competition for the pilot institute was launched through a Broad Agency Announcement (BAA) in May. This BAA stipulated the proposals address criteria such as technical vision and scope, example collaborative applied research projects, technology transition plans, institute management and infrastructure, educational outreach and workforce development, and plans for sustainability of the institute. Proposal evaluations were led by an inter-agency advisory council of technical experts from the Department of Defense (DoD), Department of Energy (DOE), National Aeronautics and Space Administration (NASA), National Science Foundation (NSF), and the Department of Commerce's National Institute of Standards and Technology (NIST). Based on the evaluation process stated within the BAA, the advisory council selected the NCDMM to manage the pilot institute. This public-private partnership between NCDMM and the Government will be awarded as a cooperative agreement using $30M of federal funding and an additional $30M provided as cost share, mostly from industry and the states of Ohio, Pennsylvania and West Virginia.

The NCDMM led proposal team which will form the nucleus of the NAMII organization and governance board, consists of numerous leading universities, community colleges, large and small manufacturers and economic development groups principally from the Western Pennsylvania, Northeast Ohio and Northern West Virginia region. This I-80/I-79 corridor with nearly 32,000 manufacturers, commonly known as the “TechBelt,” represents a smaller geographic area but larger manufacturing output with more combined average production workers per year (1.01 million) than the two largest manufacturing states (TX, CA). Specific organizations on the NCDMM Team include: Carnegie Mellon University, University of Pittsburgh, Robert Morris University, Robert C. Bird Institute at Marshall University, Penn State Applied Research Laboratory, Lehigh University, Case Western Reserve University, Youngstown State University, University of Akron, Kent State, Westmoreland County Community College, Lorain County Community College, ExOne, Optomec, Stratasys, Sciahy, 3D Systems, nScript, Paramount Technologies, Morris Technologies, Thogus/RM&P, M7 Technologies, Autodesk, IBM, Timken, Kennametal, ATI, RTI, Boeing, Lockheed Martin, Northrup

CONTINUED ON – P18
NTMA cordially invites you to join them at a Transforming for Competitiveness reception at IMTS, Chicago

September 13, 2012, - 5pm to 7pm
West Bldg - Room 475a

and to interact with peers and industry suppliers who are committed to making your business more competitive

In cooperation with Grainger Industrial Supply and Sandvik Coromant, you will be provided a unique opportunity to learn about opportunities that exist within the manufacturing supply chain that will improve your bottom line.

We hope that you will join us for this fun and informative gathering and enjoy good food, good drinks, and good people.
You need it? The Advanced Manufacturing Technology Show (AMTS) has it... featuring all the cutting-edge solutions, technologies, new products, and networking opportunities you need to succeed. As our region's only annual show of its kind, it’s the “must-see and be-seen” manufacturing event of the year. You’ll be able to scout hundreds of tooling and manufacturing suppliers in one spacious, easily accessed location, with over 30,000 square feet of exhibit space, free admission and free parking.

Who Should Attend?
Everyone involved in any stage manufacturing process will benefit from something at AMTS... including:

- **Top Executives** will be brought up to speed on the latest trends and determine what direction to take in their company's evolution
- **Purchasers** can evaluate competitors side by side
- **Engineers** will discover how to make it better, faster, and more cost effective
- **Plant Managers** will see how to make processes more efficient
- **Equipment Operators** can test drive the latest equipment and technology
- All **staff members and suppliers** will enjoy camaraderie with industry peers

**Come See the Latest:**
- Machine Tools, Presses, EDM
- Tooling, Accessories & Industrial Supplies
- Robotics & Automation Equipment
- Raw Materials
- Laser Equipment
- Metrology Equipment
- Manufacturing Software
- Supply Chain Management
- RFID, Bar Codes, Stereolithography
- Fluids, Coolants & Cleaners
- ANYTHING needed in the manufacturing process

Visit [www.DaytonAMTS.com](http://www.DaytonAMTS.com) for information and registration.
Mazak Canada has long offered a comprehensive learning program to assist its manufacturing partners in operating highly productive, profitable businesses. Over the next six months, the company is further enhancing its curriculum by hosting several new MATRIX and SMART CNC programming courses for its customers at the Mazak Canada Technology Centre in Cambridge, Ontario, and through its distribution partner Machine Toolworks, Inc. in Edmonton, Alberta.

MAZAK CANADA TECHNOLOGY CENTRE - CAMBRIDGE, ONTARIO COURSE SCHEDULE:
• Aug. 27 – 30: Introduction to MATRIX and SMART CNC conversational programming for turning and turning with milling
• Sept. 17 – 20: MATRIX and SMART conversational for machining centers
• Oct. 8 – 11: Introduction to MATRIX and SMART CNC conversational programming for turning and turning with milling
• Oct. 29 – Nov. 1: MATRIX and SMART conversational for machining centers
• Nov. 12 – 15: Introduction to MATRIX and SMART CNC conversational programming for turning and turning with milling
• Nov. 26 – 29: MATRIX and SMART conversational for machining centers

The Mazak Canada Technology Centre is located at 50 Commerce Court, Cambridge, Ontario N3C 4P7. In addition to hosting training courses, this state-of-the-art facility grants Mazak customers access to the latest, most advanced machine tool technology, resources from leading supplier partners in tooling, workholding and more, and expert application engineers who can address unique manufacturing challenges.

MACHINE TOOLWORKS, INC. - EDMONTON, ALBERTA COURSE SCHEDULE:
• Aug. 14 – 17: MATRIX conversational for turning centers
• Sept. 18 – 21: MATRIX and SMART conversational for machining centers
• Oct. 2 – 5: Introduction to MATRIX and SMART CNC conversational programming for turning and turning with milling
• Oct. 30 – Nov. 2: MATRIX and SMART conversational for machining centers
• Nov. 27 – 30: Introduction to MATRIX and SMART CNC conversational programming for turning and turning with milling
• Jan. 8 – 11: MATRIX and SMART conversational for machining centers
• Jan. 29 – Feb. 1: Introduction to MATRIX and SMART CNC conversa-
ConGRATS TO JOE KELLY, WINNER OF THE NTMA PITTSBURGH CHAPTER APPRENTICE COMPETITION

Congratulations to Joe Kelly, Apprentice Machinist at Stellar Precision Components in Jeannette, PA. Joe won first place in the 2012 National Tooling and Machining Association Pittsburgh Chapter Apprentice Competition at New Century Careers Training Innovation Center. Joe was featured in the Newsmaker section of the Pittsburgh Tribune-Review.

NTMA is undertaking a number of initiatives to recruit and train the next generation of skilled manufacturing workers. To learn more about these programs, visit our Workforce Development page on the NTMA website.
WHEN NUMBERS MATTER:
6 NEW JOBS.
2 MONTHS TO FULFILL.
1 a51nx HMC.

Making the parts that really matter takes a horizontal machining center that delivers what matters most: faster cycle times, greater reliability and higher-quality results. Which is why a Makino HMC is the only real choice for the production parts that matter most.

See the a51nx at work. Book a personal demonstration at IMTS 2012, booth S-8700.

makino.com/IMTS
POST LABOR DAY MEANS THE ELECTION CAMPAIGNS ARE ENTERING THE HOME STRETCH

With Labor Day and both the Republican and Democratic party conventions behind us, the presidential and congressional election campaigns are now in full swing. Manufacturing continues to be a central issue for both presidential campaigns with both parties now focusing on our sector like a laser beam. More than 180 bills related to manufacturing have been introduced in Congress during the current session, and manufacturing issues are suddenly a hot item in the news media.

NTMA members have already played an important role in the campaign with numerous member companies hosting presidential candidates and Members of Congress for events and plant tours. Members have also been featured in the new media both in print and on television and radio.

It’s extremely important for NTMA members to vote in national and local elections. This is the one time every two years (for Congress) and every four years (for President) where you get to exercise your rights as an American and cast your vote. Are you looking for information about the candidates voting records on manufacturing or other election information? To register to vote or check on Congressional voting records, visit www.metalworkingadvocate.org.

With Congress only is session 13 days before the election on November 6, the One Voice team has been busy briefing Members of Congress and staff on our priority issues, including tax reform, health care, trade, environmental and energy and trade issues. The reason that it is essential that we brief policymakers on our positions now is because Congress will likely return in December for a post-election “lame duck” session where there may be important votes on critical issues to manufacturing, including extension of manufacturing tax credits and the Bush tax cuts. The lame duck session will be shaped by the election results which will impact Congressional leaders’ willingness to hold votes on controversial issues in December (because many members who have been voted out of office don’t have to worry about reelection) or to wait for the new Congress to be seated in January 2013.

Manufacturers can make a difference in Washington, but only if they participate in the process. NTMA members can give unlimited corporate or individual contributions to the NTMA Government Affairs Administrative Fund which supports the work done by The Franklin Partnership and Policy Resolution Group at Bracewell & Giuliani LLP. Additionally, NTMA members can make limited personal donations to the Committee for a Strong Economy (CFASE) PAC which supports pro-manufacturing Congressional candidates.
Parts of the Mars rover were built right here.

Mars may be 35 million miles from Earth, but we Minnesotans have a close connection. Parts of the Mars rover, which is sending back all those wonderful pictures, were built right here. At a local machine shop.

It took Andrew Tool and Machining in Plymouth about 18 months to design the processes and manufacture the parts, in an all-out brain-teaser. The shop had to allow for how various metals and designs would perform in zero gravity, at extreme temperatures, and at manufacturing precision of 50 one-millionths of an inch. (A human hair is about 4 one-thousandths of an inch.)

And Andrew, like the many other machine shops in Minnesota, cannot find enough machinists to fill its jobs.

What’s going on? Recently there has been a lot of attention paid to the so-called “skills gap.” Some reject this idea, countering that it’s nothing but a political ploy to suit business. As part of its higher-education reform project, the Citizens League, with which I’m working, was interested in finding out more about this supposed skills gap. We decided to learn more about one corner of this issue – so I visited a number of machine shops.

I had never before set foot in a machine shop, nor any other manufacturing facility. So let me tell you first how dumbstruck I was, say, on the day I stared at an odd-shaped metal object that fit in the palm of my hand. The center was gouged out, and holes run through it every which way. What was it? A part for a “bionic” leg for returning war veterans who have lost a limb. The holes allow for wiring activated by brain signals, and for gears that allow the leg’s mechanical foot to move nearly as smoothly as a flesh-and-blood foot. It, too, is made at Andrew.

There are machine shops sprinkled throughout Minnesota. Most are small and locally owned. But whether you’re in Chanhassen or St. Cloud or Alexandria, you notice the same thing when you walk through them. They are clean and well-lit and at a comfortable temperature. They can be noisy, but generally are not. From time to time, workers will be huddled together on a problem, but mostly they work at individual stations, in self-directed and independent work.

Their work is like a 3-D chess game. They must visualize a three-dimensional part from a blueprint and think several steps ahead in order to figure out how to make the part using computerized machining equipment that costs upwards of $350,000.

When you look at parts they are making, you know you are seeing the future. Parts for the telecommunications industry are so small that you feel clumsy trying to pick them up. For agricultural equipment, parts can be so large that a forklift is needed to move them. There are parts for aerospace, medical devices, the military, computing, automobiles and agriculture. The parts feed our entire economy.

So why aren’t there enough job candidates? There are a couple of theories. One is that there really isn’t a “skills gap” but a “wage gap” – employers aren’t paying enough. That doesn’t make much sense, for two reasons.

First, to believe this you’d have to reject the free-market structure that the American economy is built on. Second, machinists make good wages.

The most recent job vacancy survey from the Minnesota Department of Employment and Economic Development lists the following hourly median wages: lawyers and judges, $30.77; engineers, $28.8; machinists, $25. Machinists with no experience (or even training) could expect to make $25,000 to $35,000 per year, plus benefits, including health insurance. Expert machinists can earn more than $80,000 a year.

Another theory is that employers are unwilling to train and want to foist that cost off on the public sector. Do we say that about training lawyers? Doctors? A typical path to becoming a machinist is a two-year degree program at a technical college. But interestingly, many manufacturers complain that the skills students are leaving with aren’t up to speed with modern-day manufacturing.

Therefore, manufacturers hire in any number of ways. In some cases, where the work is more routine, employers will hire off the street and provide all training. In cases like Andrew’s, only experienced machinists are hired.

In either case, employers look for people who display the right interest, aptitude and willingness to learn, because the bulk of the work is learned on the job. Given the speed with which the industry and the products it manufactures change, it is impossible not to continually learn on the job. As one employer said, “The day you think you know it all is the day you should retire.”

The more likely theory is that high school students are steered into college and away from the trades; they have no idea that jobs like machining exist. We have archaic notions of manufacturing as dehumanizing mindless work conducted in dark, smelly, noisy, dirty places. We think careers will be short-lived because manufacturing is on its way out. But that, too, is suspect, because much of the manufacturing that remains is skilled work that can’t be outsourced to low-skill countries.

Not everyone can be a machinist (nor a dancer, nor a writer, nor an astrophysicist). What’s sad is that most high school students are never even given the chance to find out what a machinist is. So maybe it’s not a “skills gap” but an “interest gap.”

Why should we care? Because students with a passion and aptitude for such work are being steered away. Because research shows that technical training can motivate kids to stay in school and finish their high school diplomas. Because jobs are going unfilled. And because a great deal of innovation comes out of manufacturing, and so it becomes a growth engine for local economies.

As one young machinist said, “I hated high school. I was a fish out of water. But then I was introduced to a machine shop through a local foundation.” Today he is part of the team that helps figure out how to create parts for artificial limbs. Who knows what he’ll be making tomorrow?
EXSYS INTRODUCES BOLT-ON MOUNTING PRECI-FLEX SYSTEM FOR NAKAMURA MACHINES

Several machine tool manufacturers, including Nakamura, are transitioning over to bolt-on style turrets for their horizontal lathes because these solutions are more robust and easier to use than VDI designs. In response, EXSYS Tool, Inc. is introducing a new bolt-on mounting PRECI-FLEX® Modular Tooling System for most Nakamura machines equipped with bolt-on style turrets, including the TW-10, WT-20 II M-MY, WT-150, WT-250, TW-20, WT-300, Super NTX, WTW-150, Super NTJ and many more.

EXSYS/EPPINGER manufactures its tool holders to meet very rigid construction standards for effectively handling deep feeds at high rates of speed. Because these tool holders feature a double tapered roller bearing configuration, they are able to handle much greater loads than tool holders with conventional ball bearings. According to Scott Leitch, sales manager for EXSYS, the stringent engineering practices the company uses in the development of its tool holders really pays off in the field. “Our quality construction standards and better bearings enable our customers to achieve longer tool life and a better return on their overall investment.” Able to accommodate most CNC turning centers, EXSYS/EPPINGER PRECI-FLEX is the first tooling system on the market with a single base holder and multiple tooling adapters that utilizes the ER collet pocket, making turning center tooling changeovers quick, accurate and cost-effective. Furthermore, the system’s compact design ensures maximum torque transmission and rigidity, resulting in increased machining accuracy and improved productivity.

Available in a range of sizes, PRECI-FLEX provides unsurpassed repeatability, with every toolholder offering repeatability within five microns. The system also virtually eliminates machine downtime, and allows tooling adapters to be interchanged between fixed and rotary base holders for fast, economical machining.
MAZAK INTEGREX MULTI-TASKING MACHINING CENTERS expand the potential of your operations by performing diverse processes in a single setup. This consolidation eliminates the possibility of inaccuracy from moving components across multiple machines and streamlines the flow of work through your facility. With incredible reliability and exacting precision, INTEGREX machines produce parts in a way that increases your true potential.

Proudly manufacturing in Florence, Kentucky since 1974.

(859) 342-1700
NTMA CONTRACT MANUFACTURING PURCHASING FAIRS HAVE SUCCESSFULLY INTRODUCED MEMBERS TO SIGNIFICANT CUSTOMERS FOR OVER 20 YEARS.

FACE-TO-FACE, BUSINESS-TO-BUSINESS, COST-EFFECTIVE SALES NETWORKING!

NTMA Purchasing Fairs are one-day events that allow members to meet potential new customers face-to-face; customers that have been pre-screened and are in need of new vendors. NTMA holds two Fairs a year, with locations rotating among regions around the country.

WHO SHOULD ATTEND?

Any company that subcontracts or outsources contract manufacturing products or services and are interested in looking for competitive, high-performance suppliers.

BENEFITS OF ATTENDING

• Meet face-to-face with qualified buyers and engineers that are looking for your kind of products/services; who bring specifications for your review and/or working on the early stages of product development.
• Learn tools and techniques to leave lasting impressions and develop long lasting relationships with buyers.
• Discover markets you didn’t know existed.
• Open doors with new customers; meet new prospects, even in your own “backyard.”
• Network with other contract tooling and manufacturing companies…and check out your competition.
• Your competitors will be there...Will you?

MEMBER TESTIMONIAL

“WE HAVE FOUND THE NTMA PURCHASING FAIRS TO BE A GREAT MARKETING TOOL. THEY HAVE PROVEN TO BE THE MOST ECONOMICAL WAY TO GET FACE-TO-FACE TIME WITH A NUMBER OF POTENTIAL CUSTOMERS, ALL IN ONE DAY. WITH ADVANCED PREPARATION, AND FOLLOW-UP AFTER THE FAIRS, WE HAVE GAINED SEVERAL NEW CUSTOMERS”
Alan Ortner, Sirus Tool Co., Berlin, CT

Our next NTMA Purchasing Fair is scheduled to be held on October 23, 2012 at the Gaylord Opryland Hotel in Nashville, TN. The Fair will be followed by the NTMA Fall Conference, scheduled for October 22–23, 2012. You can register online at www.PurchasingFair.com or contact NTMA Customer Service toll-free at 800-248-6862 [The early registration and hotel discount ends September 28, 2012].

NTMA ET TRANSITION

BELZER TO SERVE INTERIM TERM

NTMA board of directors chairman Roger Atkins announced that John Belzer, President, TCI Precision Metals Gardena, California and NTMA chairman emeritus 2002, will rejoin the NTMA executive team through March 2013 to fill a vacancy which arose in August.

“John has been a member and ardent supporter of NTMA for over 35 years, and he believes in the critical role that our manufacturing businesses play in the US economy,” said Roger. “We value John’s wisdom and experience, and he is a very perceptive leader we expect to contribute to the executive team in a very meaningful way.”

John is an active member of the Los Angeles Chapter of NTMA, and is a Trustee of the NTMA as a past chairman.

The vacancy on the executive team was created by the departure of John Lewis, President, Lewis Aerospace, Phoenix, Arizona who requested that the NTMA board replace his seat so that he can focus on his family business.

“We appreciate John’s leadership and enthusiasm on the ET this past year,” Roger observed. “He is a courageous business leader akin to all NTMA members, and made the brave decision to focus on his business at an important moment. I fully expect to see John at NTMA events and in leadership roles – he has a passion for our common beliefs.”
## Save the Dates!

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