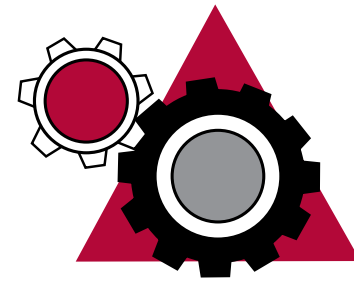


# The Network News



Tri-State Manufacturers' Association  
Newsletter

March/April 2011

## Company of the Month



Founded in 1965 by J.W. McKinney, Windings is a leading provider of electric motor/ generator components and assemblies. Roger Ryberg bought Windings in 1983; in 1998 Windings started the process of becoming employee owned. Over a period of ten years, Windings became 100% employee owned. This set the stage for the "who" Windings is today. The primary focus of this Minnesota based company is built-to-spec prototypes and low to medium quantity runs for new product development, evaluation, and ongoing production needs.

An electric motor has two main parts; the stator and the rotor. The stator stays stationary while the rotor moves. Stators are one of the main parts Windings makes. Stators are more complex and therefore more difficult to build than rotors. Stators' designs also are more product and application specific.

Windings does not design motors, instead they help customers create a product that best suits their company's needs. Many companies are worried about the money they spend; Windings professionals understand this and work with their customers to create an easy to make design that holds all of the technical aspects needed for a particular part/job. The design is owned by the customer and not Windings. Windings works with customers to design a product that is cost effective, manufacturable, and reliable.

*Cont. on page 2*

## This Issue

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- 12 Tour of Manufacturing Planned in Fergus Falls and Wahpeton



TSMA is affiliated with Midwest Manufacturers' Association.

# Windings

*Cont. from page 1*

There are five main markets for which Windings provides products. These include:

## Factory Automation

- Production environments, machine tools, conveyor systems, and robotics.

## Aerospace

- Commercial, military, and outer space.
- Windings also specializes in airplane stators for motors that pump fuel, hydraulic fluid, and coolant.

## Automotive

- Electric vehicles, hybrid vehicles, diesel electric hybrid buses.
- Windings focuses on development or proof of concept. This involves building the first couple pieces of a design to make sure the products work with a particular vehicle.

## Medical

- Centrifuge- Spins at a high speed to separate solids from liquids.
- Surgical tools- Including, but not limited to, the cranial drill.

## Power Generation.

- Wind generators- 50-60 feet high, up to 100 kilowatts.
- Water-powered (currents, tides, waves) generators

Windings prides itself on quick turn-around times. A customer may need to try a few different designs before they find a part that best fits their needs. This is why Windings works with volumes of a few thousand and not a few hundred thousand. To better suit customer's needs, Windings has a sister company in Mexico. Having a sister company allows Windings to serve the customer's needs for higher volume production with reduced costs. This not only keeps clients happy but allows for more Minnesota workers because Windings can be a lifetime solution from prototype through ongoing production requirements. Windings works hard to be fast and flexible; instead of a lead time of 6-8 weeks they have a lead time of 2-4 weeks for custom built products.

In 2008 Windings was a recipient of the Minnesota Work-Life Champions award. This award was produced by the Center for Ethical Business Cultures at the University of St. Thomas. They have also received recognition from the

ESOP Association™ for having a great work environment. Being 100% employee owned means employees want to be actively engaged and involved throughout the company. This involvement has kept them active in regional and national associations. Windings is AS 9100(B) and ISO 9001:2008 certified. ISO is a general quality management system certification and AS 9100(B) is specific to the aerospace industry.

One advantage that has kept Windings successful is their diversification. While some markets fall, others rise or stay the same. Offering different products allows them to ride out drastic market changes. Another advantage Windings has is their employee stock ownership program (ESOP). Employees are involved in the organization and they understand their customers. Experience along with a productive work environment has been one secret of Windings continued success.

For more information contact:  
Jerry Kauffman, President & CEO  
507-359-2034  
[jerry.kauffman@windings.com](mailto:jerry.kauffman@windings.com)

[www.windings.com](http://www.windings.com)



# T SMA General Meeting

## Tuesday April 5

Fergus Falls, MN  
American Legion  
2010 S Pebble Lake Rd

### QCI Network:

#### “Effective Internal Audits”

Presenter: **John Moorhouse**, Northstar Quality, Inc

Many organizations struggle with getting value from their internal audits; others just can't get the audits done. Some auditors just want to know how you walk up and talk to someone to get information. We'll talk about what goes wrong and approaches for effective audit programs, including:

- Objectives of internal audits
- Auditor qualifications
- Scheduling audits
- How do you audit someone
- Reporting the results
- Getting management connected
- Verification of corrective actions

The presenter takes a practical approach that works for the smallest or larger organizations. You will learn “Heads-up” auditing, including a 9-step methodology for interviewing auditees.

### Guest Speaker:

#### “New Requirements: Industrial Stormwater Permit”

Presenter: **Ross Ohman**, Bay West

Mr. Ohman will discuss all phases of permit compliance from application to benchmark monitoring, sample collection techniques, and packaging and testing. In addition, important considerations including “what not to do” will be covered in this presentation. Mr. Ohman is a Senior Environmental Project Manager at Bay West and has over 20 years of experience in ensuring client compliance with MPCA and EPA rules and regulations.

Do you know your SIC code? Come prepared with this information on April 5th and receive industry-specific advise about the new storm water regulations!

### Schedule of Events

3:00 - 5:00 PM QCI Network Meeting

5:00 - 5:45 PM Social Time

5:45 - 6:15 PM BBQ Ribs Dinner

6:15 - 7:30 PM T SMA Meeting & Guest  
Speakers

**Cost: \$15/person**

### Guest Speaker:

#### “Take the guesswork out of Hiring with the National Career Readiness Certificate.”

Presenters:

**Rick Schara**, DEED Business Service Specialist **Julie Sachs**, Rural MN CEP Operations Manager

Rick and Julie, during their presentation, will talk about:

- What is the National Career Readiness Certificate?
- How will it help me hire the right candidates?
- How do they get the certificate?



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- Improve exam scores for school and work

**RSVP by Monday, April 4**

**800-654-5773 or**

[leeannr@runestone.net](mailto:leeannr@runestone.net)

## T SMA General Meeting Tuesday May 3

Brooten, MN  
Glacial Wood Products  
410 Railway Avenue

MaxBat, Inc.  
530 First Street

### Tours:



Glacial Wood Products was formed and incorporated on January 1, 1991 and can now boast of being one of the largest and most professional wood turning businesses in the country with markets throughout the U.S. and Japan. Our products include craft items as well as supplying components to major cabinet and furniture manufacturers, store fixture companies, stair building & millwork suppliers and many other companies which use wood parts in their product lines. Glacial Wood Products' modern facilities and "state of the art" equipment meets the increasing and diversified needs of our customers.

In January 2005 a new corporation MaxBat Inc. was established, which would be dedicated specifically to manufacturing and marketing of baseball bats. Machinery was relocated, space was allotted and personnel reassigned to support the growing new enterprise.

MaxBat is dedicated to the great game of baseball and the millions who play it. Our vision is to produce professional grade bats from a superior maple, birch, and ash selection that has remarkable strength and durability. The meticulous craftsmanship and engineering produces bats with great balance, tremendous power, and outstanding feel. Baseball bats from MaxBat are the hardest bats in the game. MaxBat is one of the most popular bats in professional, amateur and youth baseball worldwide.

On May 3rd, join us for a tour of both facilities. The first tour will be held at Glacial Wood Products and then we will travel a half mile to MaxBat, Inc. Following the second tour, join us in the cafeteria at MaxBat, Inc. for the T SMA dinner meeting featuring guest speaker Elroy Vesta.

## Guest Speaker:

### "Tools to Promote Your Company"

Presenter: **Elroy Vesta**, EJ Enterprises

Discussion on the methods available to business that will help the company be known in their community and industry.

**CCI Network**  
Quality & Continuous Improvement

**2:00pm - 4:00pm**

This group will meet at MaxBats, Inc. prior to the tours. Speaker and topic to be announced!

## The May Meeting will be held in Brooten, MN

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## Elroy Says...

**Elroy Vesta**, TSMA President  
EJ Enterprises, Fergus Falls

## Challenging Deadlines

As I write this I have been thinking of deadlines for which there is no flexibility. I treat each appointment with that perspective and then --- there is an accident that slows traffic, a storm that keeps me moving more slowly, a waitress that gets too busy to get my order, deliver my food or provide the check. Your list is long also.

Then there is the plane that is scheduled to leave and I plan to be really early only to discover that something in another part of the world changed the schedule. April 15 is one of those 'inflexible' deadlines but not this year. For some reason -- you have it figured out I suspect -- the date to mail my check to the government is April 18th. Should I cheer? Does not seem to me that the change will make much difference -- if I owe, then parting with the money even now makes little difference.

There are other deadlines which challenge. I need that proposal done. It is due on Monday so I will work long over the weekend to be on time. Doing it correctly may make me money. NOT being diligent and using all of my information may leave me and the company I represent left out.

During my challenges, I am learning the value of many things. Here are some that prove to be helpful to me. I hope they help you face and win with your challenges.

*Tackle one project at a time.* In fact, I find it best to do it when I am fresh -- not when I am tired. I must be willing to not become distracted by something that seems more fun or even more urgent.

*Keep the most important as the most important.* Whenever I have something to complete, it seems there is always an opportunity to be distracted. It does not matter what distracts, I know that I must practice some self-discipline and stay focused.

*Realize that some tasks should be given away.* I like to do many things -- some of the tasks I tackle are things I excel at doing. BUT there are some I should leave to someone else. It is difficult for some of us to acknowledge that, but life will be easier and more significant opportunities will exist if we give some of our tasks away.

*When you have begun and the project is larger than envisioned -- Stay at it until you have completed the task.* I am learning about myself and the value of goals when I practice this advice. Many things look easy at the beginning and then explode. When I stay the course and complete the task, I learn much. It will help me in all future challenges.

*Be a constant learner.* After decades of living -- I find that there is much to learn. Much of my best learning has occurred when I realize how little I really know. I want to be learning and each challenge presents that opportunity.

## Upcoming Events

Date	Location	Event/Speaker/Topic
April 5	Fergus Falls	TSMA General Meeting
May 3	Brooten	TSMA General Meeting
July 21	Fergus Falls	TSMA Golf Social

Would you like your company featured as

### Company of the Month

in the *Network News*?

Contact the TSMA office at

800-654-5773 or [midwest@runestone.net](mailto:midwest@runestone.net)



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## 2011 MMA Membership Directory

All current TSMA members will be receiving a complimentary copy of the 2011 MMA Membership Directory via regular bulk mail in May. If your company can make use of additional free copies, call or email the office with your request. The directory is also available electronically as a pdf file. Thank you to the following members for their advertising support of the directory:

401(k) Plan Professionals  
Alex Area EDC  
Ameripride  
Apollo Insurance Co.  
Atlas Staffing  
Bauer Design Build  
Brenny Transportation  
Central McGowan  
Cosmos Enterprises  
Custom Welding & Metal Fab  
Douglas Finishing  
Dycast Specialties  
Eide Bailly  
EJ Enterprises  
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Iron Range Resource  
Kanga Machinery  
LarsonAllen

Larkin Hoffman Daly  
MidCountry Bank  
MN Tool Group  
Northland Foundation  
Otter Tail Power  
Paradigm Tool  
Plastics International  
Pro Staff  
Productive Alternatives  
Rinke Noonan  
RTE  
Technical Die-Casting  
UMD Center for Econ  
URSA Major  
Wahpeton ED  
Wells Fargo  
West Central Initiative

## 2011 TSMA 18th Annual Golf Social

Thursday, July 21, 2011

Pebble Lake Golf Course  
Fergus Falls, MN

Proceeds benefit the TSMA Scholarship Fund

Watch your email for complete event details.



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# Manufacturers Week 2011

Contributed By:  
**Debra Bultnick**, Manufacturing  
Industry Specialist

Manufacturers Week 2011 is months away but plans are underway already! This year, we'll recognize the value of manufacturing to the state's economy and salute the men and women who make things October 23-29.

Two new hallmarks are planned:

### Survey of Manufacturers

DEED will once again survey manufacturing employers regarding their workforce needs. The survey will begin in May; the report will be issued in October. It will benchmark our previous Skills Gap Survey from 2007, and the National Association of Manufacturers survey of 2005.

### Tour of Manufacturing

There is broad interest in conducting factory tours around the state. For 2011, we are proposing Tour of Manufacturing be held on Saturday, October 29, as capstone of the week.

Previous tour days, based on the Parade of Homes model, have been held in greater St. Cloud, Mankato and Alexandria regions. Tours can be planned collaboratively, or any single manufacturer may choose to open its doors to the public. Either way, DEED will help with "How To" guides, news releases and an interactive map indicating tour times and locations.

Start planning your own event now!

For more information contact Debra Bultnick, Manufacturing Industry Liaison for the Minnesota Department of Employment and Economic Development at [Debra.Bultnick@state.mn.us](mailto:Debra.Bultnick@state.mn.us)

# TSMA Financial Reports

## Tri-State Manufacturers' Association Balance Sheet March 31, 2011

<b>ASSETS</b>	
Petty Cash	100
Cash	88,094
Investment/CVI	1,000
Grants Receivable	-5
<b>Total Assets</b>	<b><u>89,189</u></b>
<b>LIABILITIES</b>	
Liabilities	330
<b>FUND BALANCE</b>	
Fund Balance	90,158
Revenue Over (Under) Exp.	-1,298
<b>Total Fund Balance</b>	<b><u>88,860</u></b>
<b>Total Liabilities and Fund Bal.</b>	<b><u>89,189</u></b>

## Tri-State Manufacturers' Association Statement of Activity For The Three Months Ending 3/31/2011

<b>REVENUE</b>	
Advertising Income	1,519
Golf Income	0
Membership Dues	13,100
Meeting Income	1,517
Misc. Income	48
<b>Total Revenue</b>	<b><u>16,184</u></b>
<b>EXPENSES</b>	
Golf Expense	0
Insurance	1,185
Meeting Expense	1,363
Misc. Expense	951
MMA Dues	1,338
Staff Time	6,720
Office Supplies/Postage	543
Travel & Training -Staff	381
Workforce Dev/Scholarship	5,000
<b>Total Expense</b>	<b><u>17,482</u></b>
<b>Revenue Over (Under) Exp</b>	<b><u>-1,298</u></b>

## March Did You Know?

**“Did You Know?”** - provides the opportunity to share timely, manufacturing-relevant information about government programs, human resource issues, tax laws, etc. “Did You Know?” information from the TSMA March Meeting is featured in this issue

## Tax Tips

**Business cell phone restrictions removed.** Effective for tax years beginning after 2009, cell phones and similar telecommunications devices used for business are no longer subject to the ultra-strict record keeping requirements that formerly applied.

**New Health Insurance Premium Deduction:** Until now, a self-employed individual’s federal income tax deduction for a health insurance premium could not be deducted as an expense when calculating his or her self-employment tax liability.

**K-12 Education Credit.** Minnesota offers a subtraction or credit to help families pay expenses related to their child’s K-12 education. Qualifying expenses include: tuition, music lessons/instruments, drivers education, transportation, required supplies, calculators, home computer hardware, etc.

### Do you have information to share with others involved in manufacturing?

i.e. legislation ~ HR updates ~ government programs ~ tax issues  
Contact the TSMA office so we can share the information with other companies.

## Highlights of the TSMA March Board Meeting

The Tri-State Manufacturers’ Association Board of Directors met on March 1, 2011, at Lind-Rite Precision in Osakis, MN.

The consent agenda was approved, including January meeting minutes, February financial reports, and updates on: ICeBerG, high school memberships, Dream It. Do It., and upcoming programs.

TSMA attendance at a meeting of the PackagingMachineManufacturersConsortium has been postponed until May 3, 2011.

It was agreed to distribute the association’s free copies of the “State of Manufacturing” book at the next general meeting.

Feedback received from the new member calling chain was discussed.

The board authorized the purchase of a video recorder and microphone, to be used to record guest speakers, etc. at TSMA events for posting on the website.

It was decided that “Did You Know?” will not be distributed on a monthly basis, but rather only as relevant information presents itself.

Discussion was heard regarding the role and function of the TSMA Government Relations Committee. The committee was tasked to begin work on a “procedure policy” that addresses the distribution of information to the membership. It was confirmed that TSMA will host a legislative panel presentation in June.

Discussion was heard regarding the publication of a “buyer’s guide” type publication for use in promoting the manufacturing services of all three associations. Sandy will work with Elroy to evaluate potential design and pricing options. Sandy will also investigate options regarding a regional mailing list of manufacturing companies.

It was agreed that TSMA will look into the creation of a LinkedIn account to provide a forum for member discussions.

The next board meeting is scheduled at Noon in Fergus Falls on Monday, April 18, 2011. Board meetings are open to the membership.

## New Member Corner

*A welcome is extended to the newest members of Tri-State Manufacturers' Association...*

# Welcome!

### Custom Welding & Metal Fabricating Inc.

701 Julep Road  
Waite Park, MN 56387

Carmie Mick, President  
[carmie@customwelding.com](mailto:carmie@customwelding.com)  
[www.customwelding.com](http://www.customwelding.com)

This 20 employee company specializes in custom fabrication of metal goods. Plate forming & rolling, CNC cutting, asphalt equipment manufacturer, conveyors, drums, bins/hoppers, etc.

### FlexTM Inc.

PO Box 308  
Wahpeton, ND 58074

Brad Odegard, President  
[brad.odegard@flexm.com](mailto:brad.odegard@flexm.com)

Formally known as Ro-Banks Tool and Manufacturing, this 50 person company specializes in tool and die, metal stampings, weldments, laser cutting and machining.

### Todd County Development Corporation

347 Central Avenue, Suite 5  
Long Prairie, MN 56347

Rick Utech, Exec. Dir.  
[rick.utech@co.todd.mn.us](mailto:rick.utech@co.todd.mn.us)  
[www.co.todd.mn.us/toddcounty/local-govt0093.asp](http://www.co.todd.mn.us/toddcounty/local-govt0093.asp)

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Contributed By:  
**Brad Stevens**, Relationship  
 Manager

## Bankable Companies, An Income Statement Look

*Brad Stevens is a Relationship Manager with Alerus Financial, a full service commercial bank serving in your best interest. With over twenty years experience, Brad works closely with business owners to provide advice and financial solutions amongst the ever-changing market cycles. Contact Brad at 651.746.6153 to discuss fresh, innovative financial strategies for your business.*

Times have changed. What use to pass as a bankable company in the go-go days of the last decade, now has fallen out of favor. Banks are sobering up after realizing that risk does exist, that good times only mask problems but do not alleviate the eventual outcome. Last month's article was about a bankable balance sheet. It described a bankable balance sheet as having a leverage level not higher than 3.5 to 1.0 and a liquidity or current ratio above 1.10 to 1.0. This month the income statement will be considered. Just what does a banker look at when they review the income statement?

First and foremost, the banker drops to the bottom line. Is the company profitable? How profitable? From there the revenue trends, cash flow coverage as well as the margins are focused on.

On a hard number basis, will the net income, plus the depreciation expense, less any distributions, cover the current maturities of the debt payments for the year? This is your cash flow coverage ratio. Typically a bank will require a cash flow coverage ratio, the equation in the prior sentence, of at least 1.25 to 1.0. Net income must be sustainable to meet the long term debt obligations. The firm must prove it can repay the debt requested over time. That is where the trends come in. How has your cash flow coverage ratio moved in the past three to five years?

The level and trend in net income is important, however, bankers recognize that these numbers do not just appear. It is the

outcome of careful control of the revenue of the firm as well as the management of the expenses. Therefore, what is the trend over the past few years of the revenue level? Since most every company has suffered from revenue decline of a significant nature, how did management react to the loss in sales? How the costs and margins have changed will tell a lot about management's ability. The primary factor that management has control over is the gross profit margin. Did management cut prices to try to maintain revenue levels? Was the response to maintain gross profit margin levels and attack overhead expenses when sales declined? The ratios will indicate how effective the actual plan was. In manufacturing companies the Gross Profit Margin should be between 15% and 28%. Overhead expense control is also looked at carefully. The operating expense margin as well as net income margin trend is carefully analyzed to see how management reacts to various changes in the market. The net income margin for a well run manufacturing firm should be between .4% and 14%.

Cash flow coverage, stable to increasing key margins as well as strong trends through the business cycle will crucial for your banker to see in granting a loan request. The silver lining in the recent downturn is that as your firm stabilizes and starts to improve, the bank and others will recognize the strength that you as well as your management team bring to the firm.

**Dream !t. Do !t.**  
[www.dreamit-doit.com/mn](http://www.dreamit-doit.com/mn)

### Advertising Rates

### TSMA Member Rates

	one <u>month</u>	six <u>months</u>	twelve <u>months</u>
1/8 page	\$20	\$100	\$180
1/4 page	\$35	\$175	\$315
1/2 page	\$60	\$300	\$540
Full page	\$100	\$500	\$900

Contact LeeAnn Rostberg at the TSMA office for more information:  
 Phone: 800-654-5773  
 Email: [leeannr@runestone.net](mailto:leeannr@runestone.net)

## QCI Network and ICeBerG Planning Meeting Scheduled

**QCI Network**  
Quality & Continuous Improvement

**ICeBerG**  
It Could Be Greener

The names "QCI Network" and "ICeBerG" are both fairly new to the TSMA membership. Also new is a recent decision for these two auxiliary groups to function under the guidance of a shared steering committee.

The QCI Network actually isn't new to TSMA members – but the name is new. Formerly known as the Tri-State Quality Council, this auxiliary group has benefited from guest speakers, brainstorming session, peer interaction, and shared resources for nearly five years. The name was changed to the QCI Network – Quality & Continuous Improvement Network – to better identify the group's focus and intended audience. A new logo has been developed to enhance the group's identity as well.

ICeBerG, on the other hand, is a brand new opportunity for TSMA members to increase the value of their membership. This new auxiliary group has been in the planning stages for several months, with the first official pre-meeting offering planned this fall (in conjunction with the September general

meeting – details to be announced at a later date). As indicated in the logo, ICeBerG stands for "It Could Be Greener." This group will serve as a resource for manufacturers interested in the subject of "going green."

Several TSMA members have agreed to serve on a joint steering committee that will guide the activities of ICeBerG and the QCI Network. Roger Cullen, Innova Industries, and Jeremy Schwartz, Alexandria Technical & Community College, have agreed to co-chair the committee; drawing on their history of involvement with the QCI Network. Also serving on the committee are: Mickey Etter, Cosmos Enterprises; Kathy Hodges, Jack's Family Recycling; and Dave Ring, Ring & Associates.

The steering committee is scheduled to meet on Tuesday, May 10, 2011. If there are other TSMA members interested in shaping the future of these two auxiliary groups, please join us for the meeting (call the TSMA office for details). Your input would be welcome!



## Meeting Update: \$100 Cash Drawing, and Thank You

Remember to turn in your business card at each Tri-State meeting for a chance to win \$100 at a future meeting! One business card will be drawn from "the hat" each month; the person named on the card must be present to win.

At the March meeting the name of **Linda Besse**, Northern Contours, was drawn. Linda was present and decided to donate the \$100 to the TSMA Scholarship Fund.

*Thank You*

Thank you to **Scott Huberty**, Meadowbrook, for his presentation at the March meeting.

We also want to thank **Lind-Rite Precision, Inc.**, for providing their facility for the TSMA tour.

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## Tour of Manufacturing Planned in Fergus Falls and Wahpeton

Modeled after the well-known “Parade of Homes,” manufacturers in Fergus Falls and Wahpeton recently made the decision to host a “Tour of Manufacturing – Fergus Falls/ Wahpeton” on April 21, 2012. The event will provide students, parents, educators, and curious community members with the opportunity to get a first-hand look at modern day manufacturing facilities in the region.

Manufacturers would like to spread the message that manufacturing is NOT a dying industry in the region and in fact, provides rewarding careers for creative and talented people. Despite high unemployment rates, manufacturers still struggle to hire workers with the skills that are needed in today’s innovative and often highly automated manufacturing environment. The “Tour of Manufacturing” will provide an exciting opportunity for people to gain an accurate understanding of manufacturing careers in the region.

The Alexandria/Glenwood region recently hosted a “Tour of Manufacturing,” with eight manufacturers opening their doors to the public for four hours on a Saturday last October. The public responded in

large numbers; more than 2,200 visits were recorded throughout the event. The St. Cloud and Mankato regions have also hosted such events.

The Tour of Manufacturing – Fergus Falls/ Wahpeton will enhance the West Central Minnesota Dream It. Do It. campaign’s ongoing efforts to promote manufacturing in this part of the state. A number of organizations have expressed interest in working with TSMA to move this project forward, including: Fergus Falls Area Chamber of Commerce, Fergus Falls Economic Improvement Commission, Wahpeton Economic Development, MState, NDSCS, MN DEED, Lakes Country Service Cooperative, West Central Initiative, StoneL, and Vinylite Windows. If others from Fergus Falls/Wahpeton would like to get involved in the planning, or simply learn more about the event, please contact Sandy Kashmark at the TSMA office.

*Dream! Do!*

## TRIFAC Annual Meeting

Thursday, May 12  
11:00 AM  
Southview Country Club,  
West St. Paul

Open to all members of the Trifac Workers Compensation Fund.



**Experience the Difference.**

Your success is our number one priority. We work with you and your business team to help transform your challenges into possibilities—and goals into reality.

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## T SMA Board of Directors

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## T SMA Core Values

1. Tri-State Manufacturers' Association is committed to developing people and companies by providing opportunities for members to acquire industry relevant knowledge or skills.
2. Integrity and trust are guiding principals for Tri-State Manufacturers' Association.
3. Tri-State Manufacturers' Association believes that open, accurate and timely communication is important to accomplishing its mission.

## T SMA Standing Committees

Tri-State members are invited to join a committee at any point throughout the year. Contact the T SMA office or the committee chair directly.

### Membership Committee, chair:

Linda Besse, Northern Contours

### Program Committee, co-chairs:

Kevin Schutz, OECS, Inc.  
Elroy Vesta, EJ Enterprises

### Special Events Committee, chair:

Don Leapaldt, State Bank & Trust

### Youth Involvement Committee, co-chairs:

Bob Grove, Cosmos Enterprises  
Todd Peterson, TS&L Properties / 3M

### Government Relations Committee, co-chairs:

Don Leapaldt, State Bank & Trust  
Mike Westergard, StoneL Corporation

## T SMA Membership Dues

The T SMA Membership Dues Structure is identical for manufacturing and associate members. Dues are based on number of employees.

No. of Employees	Annual Dues
1 person shop.....	\$ 75
2 to 5.....	\$ 125
6 to 15.....	\$ 175
16 to 30.....	\$ 200
31 to 50.....	\$ 250
51 to 99.....	\$ 275
100 to 199.....	\$ 325
200 or more.....	\$ 350

## T SMA Mission Statement

Tri-State Manufacturers' Association assists manufacturing related companies by providing advocacy, education, networking, and programs to enhance the success of members and their communities.



Membership Plaques are presented to current members at T SMA networking events. Several T SMA members collaborated with the Machine Technology students at North Dakota State College of Science to produce the plaques.