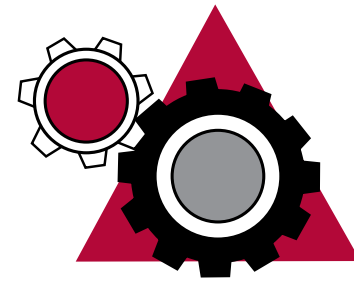


The Network News



Tri-State Manufacturers' Association
Newsletter

June 2011

Company of the Month

Wood'n Pallets, Inc.



Bob and Pam Lindaman, founders and owners

As a 35-year veteran high school teacher, Bob Lindaman wasn't really looking for a second career in manufacturing when he began spending Friday afternoons hauling away unwanted pallets for a local company in Windom, MN. He was simply looking to augment his teacher's salary with enough extra income to help his five children with the costs of post-secondary education.

In fact, Bob first moonlighted as a farmer with a setup that included the Harvestore "big blue" silo system (the Cadillac system of the day) and other modern equipment. The farm crisis of the 1980's put an end to that venture. When the final piece of foreclosed equipment went down the driveway for the last time, the farming venture left Bob with some valuable life lessons and one triple axel trailer.

Bob still had kids to educate, so he inquired about potential uses for the trailer at a local manufacturing plant, Toro Company. A manufacturer of turf and landscape maintenance equipment, Toro began paying Bob \$200 a month to haul a load of wood pallets to the burn pit every Friday afternoon. After a year of this, Bob researched other options for discarded wood pal-

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lets and discovered an opportunity to sell them as firewood. He sold \$6,000 worth of fire wood that year.

The next year, after more research and learning on-the-job, he found customers in the metro area that paid \$700/week for a load of pallets that they were able to re-use in their businesses. Wood'n Pallets kept growing, and by the time Bob retired from teaching in 1992, his home-based pallet business was generating revenue of \$200,000 a year. Business doubled each of the next two years, generating revenue of 800,000 in 1994.

1996 was a pivotal year in the history of the company. Bob was running a successful pallet recycling business from an 8,000 square foot building he'd erected on his farm site in

Cont. on page 2



TSMA is affiliated with Midwest Manufacturers' Association.

Wood'n Pallets Inc.

Cont. from page 1

rural Windom. That year, an arsonist (a disgruntled employee) started a fire that destroyed the building – leaving Bob at square one. By this time, his five children were college educated, so “calling it quits” was an option he seriously considered.

As timing would have it, a furniture company in Windom went bankrupt in 1996 – leaving an 8.5 acre property in Windom available for occupancy. As it turned out, Wood'n Pallets became the new occupant that same year, moving into five buildings with a total of 75,000 square feet of space.

Wood'n Pallets expanded into pallet construction and repair. Reaching \$1.2 million in sales prior to the recent recession, the company generated revenue of \$900,000 last year. Today the 20-employee company hauls about 1,000 pallets a day, operating 14 trailers and three semi tractors.

The production floor is populated with equipment used for de-constructing and constructing pallets. When pallets are the wrong size for re-use, a de-boarding machine is used to take them apart and put the lumber back into the production cycle for building new pallets. Lumber that can't be re-used is sent through the grinding system, which uses a magnetized drum on a conveyor system to separate nails from wood scraps.

Wood'n Pallets has a saw mill on the property that is used to cut up logs and make lumber used for the construction of new pallets. Industry wide, pallets are constructed in an incredible variation of sizes, thicknesses, grades of wood, etc. Effective since 2002, for example, shipments to most overseas destinations require pallets constructed from lumber that's been fumigated via heat treating. Lacking a kiln on-site, heat-treated lumber is the one raw material that Wood'n Pallets doesn't generate on its own.

Operating in a way that favorably impacts the environment – operating green – is inherent in the pallet recycling business. The lumber that's reclaimed on a daily basis at Wood'n Pallets conserves about 300 trees per day. The company also makes good use of internal scrap. Wood scraps are burned in furnaces to provide on-site heat in the winter months. Additional wood scraps are ground into small particles that are used as livestock bedding at local chicken, hog, and dairy farms; Wood'n Pallets generates two truckloads a week for this purpose. The recycled nails are sold as scrap metal to the local dealer.

With rising fuel costs, Wood'n Pallet's customer base has constricted to a geography that's more concentrated in

southern Minnesota than it was a few years ago. They serve a variety of industries, with the food industry currently predominant in their customer base. Wood'n Pallets sells pallets ranging in price from \$3 to \$15 each.

After nearly 20 years in the pallet business, Bob has seen a number of threats and opportunities come and go. Plastic pallets, for example, were at one time considered a serious threat to the wood pallet industry, but as it turned out, the market still demands the lower-priced wood option. Pallet rental, a service now demanded by Walmart, could change the industry in the coming years if current problems with this approach are able to be resolved; time will tell. In the meantime, Wood'n Pallets will continue to build, repair, and recycle wood pallets for customers throughout the region.

For more information about Wood'n Pallets: 507-831-1132 or wpallets@qwestoffice.net.

Faces behind the scene at Wood'n Pallets, Inc. in Windom, MN



Glenda Spainhour, administrative assistant



The production crew



Tim Marsh, Driver

Tri-State Manufacturers Association 18th Annual Golf Social

Thursday July 21, 2011

1918 Pebble Lake Road, Fergus Falls, MN 56537

Pebble Lake Golf Course

www.playpebblelake.com

- 12:00 PM Registration
- 1:00 PM Shotgun Start
- 5:30 PM Social Hour & Awards
- 6:30 PM Dinner



\$70/person

*Includes green fees, shared cart and dinner.
18 hole 4-person scramble*

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Hole Sponsorships are just \$200/hole. This is a great value - one golf registration (\$70 value) included with each sponsorship! Call the office at 800-654-5773 to add your name to the list of sponsors. Hold a contest or event at your hole!

2011 Sponsors (To Date):

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Kendeco
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Miller Architects & Builders
Productivity, Inc.

Come and network with others sharing an interest in manufacturing! Golf social open to members, friends, and guests of Tri State Manufacturers' Association.

**HOLE-IN-ONE CONTEST.
GRAND PRIZE VALUED AT \$13,000!**

Primary Sponsor:



Call or email the TSMA office for registration information.



E Says...

Elroy Vesta, T SMA President
EJ Enterprises, Fergus Falls

Summer Snooze



In some parts of the world a siesta is as much a part of life as is work. I for one appreciate a good Sunday afternoon nap. I am told that when I take that time, I snore - which makes it difficult for others to snooze. Life is marked with things that are good in a proper place and with good balance. Few employers want the worker to snooze on the job - if they do there is loss.

Think about the first word of the title for this article - summer. Summer is a time of change. Our pace will be different - in fact there are special times to 'cut out' and get to the course or on the lake. These are times which often lead to clearer thinking and hence more effectiveness in our work.

Let's think about how to snooze at the proper time and still get down to business. What will make the summer a time which prepares for the fall and then the end-of-year push to meet our goals and accomplish our mission?

I suggest that these are days to assess our position. What did I set out to do, and am I on target to achieve my goals? These goals can be personal or business related. For me this will mean some extra time to reflect, think and then refocus my plans.

Then it is time to make the adjustments - perhaps even to restate and reshape original plans in light of the changing climate in which we live. For some this will mean busy times - for others it will mean getting in line with reality. Whichever focus is called for, summer should be a time for some snoozing.

Take a moment - after 'taking care of business' - to snoooooze. Okay - you may not need that long a siesta, but be certain you relax so that when fall comes your goals and priorities will be in line with reality and you and your business will end the year strong.

Upcoming Events

Date	Location	Event/Speaker/Topic
June 8	Sugar Lake	AMFA Golf Social
July 21	Fergus Falls	T SMA Golf Social
Aug. 23	Alexandria	Legislative Forum
Sept. 13	Gwinner, ND	Tour of Bobcat
Sept. 20	Pequot Lakes	MMA Autumn Golf Social



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Fergus Falls. 218-205-7983.



MMA Autumn Golf Social



This is NOT a fundraising event, but rather, an opportunity for members of the “sister associations” to network and develop relationships.

Corporate sponsorships are not available, but donations that can be used as prizes at the event are welcome and encouraged.

Tuesday, September 20
 Whitefish Golf Club
 near Pequot Lakes, north of Brainerd
www.whitefishgolf.com

12:30 PM Registration
 1:00 PM Shot Gun Start
 5:30 PM Social & Dinner

\$55/Person
 includes green fees, shared cart and dinner
 18 hole 4-person scramble

This golf social is open to members, friends, and guests of :
 Arrowhead Manufacturers & Fabricators Association
 Central Minnesota Manufacturers Association
 Tri-State Manufacturers’ Association.

Come and network with others sharing an interest in manufacturing!

MMA Autumn Golf Social

Name: _____

Company: _____

Phone: _____

Email: _____

_____ Dinner Only, \$20 enclosed

I prefer to golf with:

All Credit Cards Accepted

Credit Card Holder’s Signature _____

Print Name _____

Card Number _____

Expiration Date _____

Amount _____

Mail registration form by:
September 2 along with \$55 per person

MMA
 PO Box 150
 Elbow Lake MN 56531

T SMA Legislative Forum Planned in August

Interact with a panel of
state and federal
legislators

New this year, TSMA is making plans to host a Legislative Forum that will provide an opportunity for interaction between industry and state/federal legislators. The TSMA Legislative Forum is scheduled for Tuesday, August 23, 2011. Mark your calendar!

The Legislative Forum will provide a voice for manufacturers; members are encouraged to come prepared with comments and questions on issues that have an impact on the continued success of the manufacturing industry.

Legislators will hear from you and you'll hear from them on:

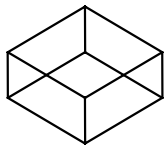
- New legislation enacted during the recent legislative session
- Update on manufacturing-related legislation that was not passed or acted on during the recent session

All senators and representatives from west central Minnesota will be invited to have a

seat on the panel discussion on August 23, with involvement limited to the first four to six legislators who accept the invitation. A roster of panel members will be communicated via email as the date draws nearer. Watch your email for detailed event information to arrive in June, or check the website at www.tsma.org.

LFDC to host a Legislative Panel:

For those who prefer a different venue, please be aware that a similar event is being hosted by the Labor Force Development Council this summer. The LFDC session is scheduled from 11:30 – 2:00 PM on Monday, August 1st, at West Central Initiative, Fergus Falls. The August event will exclusively feature MN state legislators and will be open to other industries, such as healthcare and education, in addition to manufacturing.



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T SMA Financial Reports

Tri-State Manufacturers' Association Balance Sheet May 31, 2011

ASSETS	
Petty Cash	100
Cash	91,416
Investment/CVI	1,000
Accounts Receivable	-35
Total Assets	<u>92,481</u>
LIABILITIES	
Liabilities	0
FUND BALANCE	
Fund Balance	90,613
Revenue Over (Under) Exp.	<u>1,868</u>
Total Fund Balance	<u>92,481</u>
Total Liabilities and Fund Bal.	<u>92,481</u>

Tri-State Manufacturers' Association Statement of Activity For The Five Months Ending 5/31/2011

REVENUE	
Advertising Income	1,789
Golf Income	470
Membership Dues	20,150
Meeting Income	2,222
Misc. Income	<u>57</u>
Total Revenue	<u>24,688</u>
EXPENSES	
Golf Expense	0
Insurance	1,185
Meeting Expense	1,731
Misc. Expense	1,275
MMA Dues	1,338
Staff Time	11,190
Office Supplies/Postage	594
Travel & Training -Staff	506
Workforce Dev/Scholarship	<u>5,000</u>
Total Expense	<u>22,819</u>
Revenue Over (Under) Exp	<u>1,868</u>

AMFA - ET

13th Annual Golf Fundraiser

Wednesday, June 8
Ruttger's Sugar Lake Lodge
Grand Rapids, MN

12:30 PM Shot Gun Start

Before June 1: \$115/person
After June 1: \$125/person
Dinner Only: \$25/person

Includes 18 holes, shared cart, dinner and prizes.
Proceeds support workforce development efforts.

T SMA and CMMA members
are invited to attend.

Call the office for registration information.



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May 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 May Meeting is featured in this issue

Keep Employees Satisfied: Allow employees to rewrite their own job descriptions

General guidelines regarding job descriptions:

- Employees need to feel a sense of ownership of their jobs - it helps if they participate in writing the job description.
- The contents of the job description should be mutually agreed on by the employee and supervisor.
- Job descriptions need to be updated periodically to ensure they continue to be accurate descriptions of the responsibilities and functions of the individual performing the job.
- Develop an easy-to-follow format for writing job descriptions.
- Provide a brief training program for employees.
- Provide time for employees to develop their job descriptions.
- Offer guidance and support, and make sure you give employees the proper recognition and credit for developing or updating their job descriptions.

Studies have shown that there is often a significant difference in perceptions concerning the responsibilities of a job between the employee performing it and the supervisor. This can be the source of much frustration and many problems in the workplace. Employees who have been involved in writing their job descriptions will have a better understanding of their overall responsibilities and what they are expected to do.

What doesn't belong in a job description?

- Negative statements such as “does not perform” or “is not responsible for” provide no useful function in a job description. Job descriptions should be phrased entirely in the positive.
- Generalized statements should also be avoided. When such statements are unavoidable, they should be followed by an example to clarify them.

- Abbreviations should be avoided -- even if their meanings are well known to you and your employees. Such words should be spelled out so that anyone who might refer to the job description in the future will know what it is saying.
- Occasional or temporary duties are usually not included in a job description. If you do include them, you should also include a notation stating that these duties are temporary or occasional. It should be clear, in other words, whether these are essential and fundamental to the job, or whether they are considered marginal functions.

Format is an important element of a job description as well.

- While no set rule governs the length of job descriptions, your goal should always be brevity and conciseness. Most job descriptions will be one page.
- The layout for a job description should be simple and clean. It should be easy to read, with section headings in bold type and enough white space between sections to make the divisions visually obvious.
- There is nothing wrong with using more than one format, as long as multiple formats don't make it more difficult to rank or compare similar jobs. In other words, it would certainly be justifiable to use a different format for hourly and salaried employees, but there would be no point in using different formats among hourly employees.

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.

2011 Japan Technology Sourcing Invitation Program

The Japanese government's business development and trade promotion office (JETRO) was established in 1958 to promote Japanese exports overseas: today JETRO has more than 70 offices worldwide and over 35 offices in Japan. They have two primary functions: to assist foreign companies enter the Japanese market and grow their business; and to promote Japanese exports, especially from small and medium size enterprises.

JETRO's 2011 Technology Sourcing Invitation Program is in the process of recruiting companies to participate in 3 different buyers' missions to Japan. These trips are intended for companies considering large capital equipment purchases and/or companies interested in meeting new suppliers of parts and components. Participants will attend a trade show in Nagoya, Osaka or Nagano. For companies selected to participate, JETRO will provide airfare, transportation within Japan and hotel accommodations. JETRO will also provide an interpreter for each participant and arrange one-on-one business meetings.

The companies represented by Tri-State Manufacturers' Association are exactly the types of manufacturers they are trying to reach.

Applications are due by June 25th. Companies may apply for more than one mission, but participation is limited to one mission per company.

For questions contact:

Robert Corder
Business Development Project
Coordinator
JETRO Chicago
1 E. Wacker Drive Suite 600
Chicago, IL 60601
312-832-6000 TEL
312-832-6066 FAX
www.JETRO.org



TSMA Member Minnesota's first e-Stewards Recycler

Insert taken from the Basil Action
Network

The Basel Action Network, a global toxic trade watchdog organization, announced today that **Jack's Family Recycling Center** (JFRC) located in Alexandria, MN, has now passed a rigorous set of standards for responsible recycling and is now a Certified e-Stewards® Recycler. e-Stewards Certification is an accredited third-party audit program supported by the USEPA and over 70 environmental groups. With about 10 employees dedicated to the e-waste portion of their business, JFRC proves that small businesses can meet the most rigorous standards for responsible e-recycling and need not rely upon exporting or dumping hazardous materials or utilizing prison labor to be competitive. JFRC becomes the first in the state of MN to achieve the e-Stewards Certified distinction.

For more information on the e-Stewards Initiative: www.e-Stewards.org



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West Central Minnesota Employment Law Update

When: June 9
Time: 8:00 am – 4:30 pm
Where: ATCC Room 743
 1601 Jefferson Stree
 Alexandria, MN 56308

Fee: \$35

Registration: For a registration form please contact pkalina@rea-alp.com. For more information please contact Kris Willert, 320-762-7800

Primary Goals of Training: To teach participants about employment laws.

Upcoming Member Events

Would you like your company
featured as

Company of the Month

in the *Network News*?
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800-654-5773 or
midwest@runestone.net



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Communications Tools For Small Businesses

Social networks have revolutionized the way people communicate and collaborate not only among friends and family, but also in the workplace. The good news is that there are a wide range of free or low-cost social collaboration tools to meet your business needs. Today and tomorrow, Promotional Consultant Today looks at eight popular tools for small business social communications:



Campfire

www.campfirenow.com

If your business involves frequent collaboration with many different colleagues, clients and vendors, consider using Campfire for real-time chats. Campfire is like instant messaging, but designed exclusively for groups. It also works with any IM client.

Campfire's web-based, group-chat tool lets you set up password-protected chat rooms and invite others to chat, collaborate and make decisions. You can upload an image file, and it displays right in the chat room for all chat members to see. You can even invite the entire chat room to a conference call with one click. Since it's web-based, you don't need to download, install or configure anything—all you need is a web browser and an Internet connection.



Yammer

www.yammer.com

Does your business have team members in multiple locations, or are you a virtual

team scattered across the globe? You might want to check out Yammer, which allows you to set up a private social network for your business to communicate, collaborate and share expertise via an easy-to-use, Web-based interface.

While the product's wide range of features makes it appealing to large organizations, small businesses appreciate that Yammer lets you upload and share documents with co-workers and create communities for cases when you're working with partners outside of your network.



CubeTree

www.cubetree.com

Another tool to check out is CubeTree, SuccessFactors' social collaboration technology. CubeTree combines collaboration tools with a private social network. Users can keep each other up-to-date on their activities by following people and groups of interest, and by posting updates and comments. CubeTree advances a team's ability to work efficiently in public and private groups by drawing on a wide array of tools, including blogs, wikis, social docs, polls and task tracking. CubeTree Basic is free, and CubeTree Premier costs \$5 per month per user.

Source: Leyl Master Black is a tech PR and marketing professional with more than 15 years experience driving high-impact communications programs for emerging market leaders



WizeHive

<http://www.wizehive.com>

If your company's online life revolves around e-mail, WizeHive may be the choice for you. WizeHive is a collaboration platform that allows groups to share conversations, notes, tasks, calendars, files and other information in secure, private workspaces. Information can be entered from within WizeHive or via e-mail, Twitter and mobile devices.

WizeHive integrates with any e-mail program you can create new notes or tasks by simply sending a message to a special

WizeHive e-mail address with the name of the workspace in the subject. Likewise, you can also receive WizeHive communications from your colleagues via e-mail.



Socialcast

<http://socialcast.com>

Need your social communications technology to integrate with your existing infrastructure? Check out Socialcast. Socialcast allows companies to integrate their traditional systems with its social software platform, enabling employees to collaborate and take action on the core processes being carried out by those systems.

In terms of core functionality, Socialcast offers internal activity streams, enterprise microblogging, employee profiles, groups, integration with SharePoint and even a desktop app and mobile version.



Facebook Groups

<http://www.facebook.com/groups>

You are probably already on Facebook, know how to use it and it's free. While Facebook Groups lacks much of the advanced features of other social collaboration technology, it has just enough functionality for teams to collaborate and work together. They can use Facebook Groups for real-time collaboration, hold a group chat using Facebook Chat, and post photos, news and updates to the group feed. It even has basic document sharing and editing functionality.

Best of all, if you want your team members to promote your business to their Facebook network, you don't have to send out an e-mail and hope people share—all you have to do is post an item to your Facebook feed and team members can share with just one click.



Contributed By:
Brad Stevens, Relationship
Manager

Willing or Unwilling?

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.

In this market it has not been uncommon for a good company to have hit a rough spot that may have resulted in a rather tough year. A net loss impacting your ability to cash flow your debt, or possibly devastating your balance sheet equity position are concerns. The magnitude of the impact from the loss will determine how your bank will approach as well as work with you in the near future. The mutual response to the loss, you as well as the bank, will be crucial to the future of your banking relationship.

As with any relationship, honesty, integrity, trust as well as open communication are required. If you have not had these attributes in a relationship in good times, chances are under stress they will not arise. When you meet with your banker to discuss the current condition of your firm after a loss, honesty is the best policy. The banker is looking for a plan from you. Without a well thought out plan or staunchly sticking to a plan that will not or has not worked, it is likely that your banker will be less willing to work with you until things change. Honestly assess the situation and what will it take to turn things around. Changing management, approaching the market differently, significant, targeted but not company threatening cost cutting are all crucial to proving to your banker that you are serious about turning things around. If you think that part of the plan is borrow more money from the bank, go back to the drawing board, it never works and in the end if your banker does fail you and give

you the money, it just makes things worse. Specific performance ratios and benchmarks along with how to achieve them will go a long way to convince your banker that yours is an account to hold on to.

You need to be able to trust your banker to be honest with you during this time of stress. Take notes on what they say, how they say things and the plan they put forth. Since more money is off the table, what are the possibilities of a short term restructure? What is the bank willing and unwilling to do? One crucial question has to be asked by you of the banker, Are you willing to work with me or do you want me to leave the bank? A good banker will give a straight answer, no equivocating. They have to be honest, direct with specific performance measures and time lines for you from which you can work with them or a process on leaving the bank. In reality, finding alternative financing in this market at this point will not be easy or even possible. This means that you will need to work with the banker in time to reduce the debt.

It is easier to get into trouble than get out of it. In any relationship, working together is better than being at odds. In your banking relationship you need mutual honesty, mutual expectations, and strong communication to achieve the desired results. If you have this kind of relationship in the good times, chances are they will not be abandoned in the bad times.

Dream !t. Do !t.

www.dreamit-doit.com/mn



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ickler@ickler.com

Scholarship Opportunity



Deadline:
**November
18**

\$2,000
Could be awarded to you!

TSMA Scholarship Program Update

Nov. 18 Deadline

All TSMA members should have received an email notification about the 2012 scholarship application process. The email included a poster that can be printed and displayed.

Upon recommendation from the TSMA Youth Committee, the TSMA board of directors recently adopted a new policy regarding the association's Scholarship Program. TSMA scholarship funds will now be used to assist only those students who are enrolled in a manufacturing-related program.

A second change to the program provides a contingency option in the event that the application process doesn't draw a qualified pool of applicants. In any given year, all or a portion of the budgeted program amount may be disbursed to students enrolled in designated manufacturing programs at member schools (currently, Alexandria Technical & Community College, MState, and North Dakota State College of Science). Unlike the award winners garnered from the

application process, the college-generated award winners are not likely to have a direct association with a member of Tri-State Manufacturers' Association.

A deadline of November 18, 2011, has been implemented for the next round of scholarship applications. The awards will be disbursed in January 2012 to assist with Spring Semester 2012 tuition. Again this year, TSMA has committed \$5,000 towards the Scholarship Program; proceeds from the Golf Social help support this program each year. (See details on Page 3 of this newsletter if you are interested in being a hole sponsor.)

ICeBerG Meetings Coming Soon

ICeBerG serves as a forum through which TSMA members share resources and best practices to facilitate efforts aimed at providing a positive impact on Profits, People and the Planet in our journey of becoming greener.



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Minnesota Pollution Control Agency information update

Contributed By:
Melissa Wenzel, Industrial Stormwater Program

For stormwater materials contact
800-657-3804 or
iswprogram.pca@state.mn.us

The Industrial Stormwater Multi-Sector General Permit was issued a year ago. For many facilities, that means benchmark monitoring begins this year. If you have not already started monitoring at your facility, now is the time to prepare. The better you are prepared, the more successful your chances of collecting samples correctly.

Before collecting samples:

- Contact your preferred lab to make sure they can accept and process your samples.
- Consider conducting a mock collection opportunity (without actually collecting a sample). This simple step can greatly improve your actual sample collection process.

When collecting samples:

- Safety is the highest priority. Do not endanger yourself to collect stormwater samples.
- Take notes of site conditions, such as weather, soil, discoloration in the stormwater discharges, etc., right before or during sample collection.
- Make sure that samples are collected when stormwater is flowing; stagnant water will not give a representative sample.
- Keep the sample jar lid in a place

where it won't be accidentally contaminated. Do not place it on the ground or in your pocket as it could contaminate your sample.

For additional information about stormwater monitoring, visit the Industrial Stormwater Program Web page (<http://www.pca.state.mn.us/index.php/water/water-types-and-programs/stormwater/industrial-stormwater/industrial-stormwater.html?menuid=&redirect=1>). To learn parameters to monitor for and when, view the following tools:

- Monitoring Guidance Manual (<http://www.pca.state.mn.us/index.php/view-document.html?gid=15415>)
- Industrial Stormwater Information Access (<http://cf.pca.state.mn.us/water/stormwater/isw/search.cfm>)

The Industrial Stormwater Program expects to offer two additional monitoring videos this summer:

- How to collect a grab sample
- How to collect a sheet flow sample

These videos will be available in the "What's New" section of the Industrial Stormwater Program Web page when they are available. Nearly 500 people have already viewed the "How to Select a Monitoring Location" (<http://www.youtube.com/watch?v=dOPYtpZL-bg>) video already available. Check it out; it may help you, too!

Advertising Rates

TSMA Member Rates

	one month	six months	twelve months
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



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.

Call today to learn more.

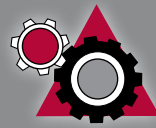


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Tuesday, September 13



Bus to Bobcat

Join us for a guided tour of the Bobcat facility
in Gwinner, ND!

Schedule:

7:45 AM Board bus – Fergus Falls
8:20 AM Board bus – Wahpeton
9:30 AM Tour Bobcat facility
11:30 AM Bus departs Gwinner
12:00 PM Bus arrives in Wahpeton
12:30 PM Bus arrives in Fergus Falls

Bus Locations:

Fergus Falls - South end of Walmart parking lot

Wahpeton - South end of Walmart parking lot.

Cost:

Reasonable fee to be announced
*Fee will include bus transportation, box lunch,
and tour.*

RSVP by Thursday, Sept. 1:

LeeAnn Rostberg, leeannr@runestone.net or
800-654-5773

Please let us know where you will board the bus.

Space available for the first 55 association members who register. *(Non-members may register after September 1, 2011.)*

* This tour will take the place of the TSMA general meeting, originally scheduled for September 6, 2011.

Regulations and Safety Requirements:

- Closed toe and closed heel shoes (tennis shoes fine)
- Full length pants (no capris or shorts)
- Shirt with at least 3 inch sleeve
- Anyone that has consumed alcohol prior to the tour will not be allowed in the factory
- Must watch safety video prior to tour; approx. 12 minutes (we'll do this on the bus)
- No cameras/recording devices
- Tour duration is approximately 90 minutes
- Walking and step climbing involved
- Must be able to walk through the plant

Please notify us in advance if you have special requirements or needs. Bobcat will make every effort to accommodate you.

Hearing and eye protection provided by Bobcat.

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.