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Aerospace Components
Manufacturers

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ACM UPDATE

April 30, 2019

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Aerospace Components Manufacturers, Inc.

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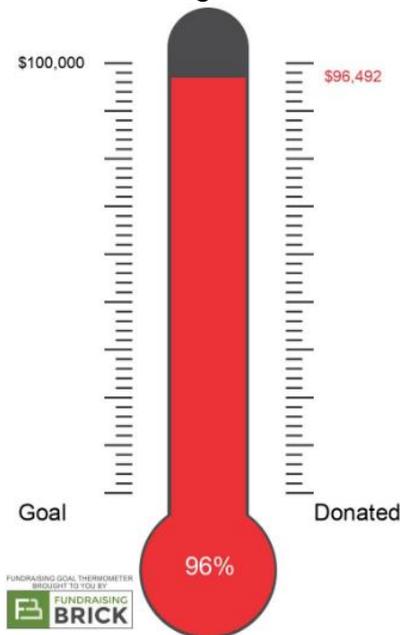
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May 15th Annual Presidents Meeting & 20th Anniversary Celebration

Plans are being finalized for **ACM's Annual Presidents Meeting and 20th Anniversary Celebration.**

The event will be held on **May 15th at Asnuntuck Community College starting at 2:00pm.** The formal part of the Annual Presidents meeting will be followed by a special celebration marking ACM's milestone 20th anniversary. We will hear from guest speakers and some of our own Past Presidents and then proceed to a tour of Asnuntuck's new Advanced Manufacturing Technology Center. A catered dinner and bar service will cap off the day's events. **The ACM, in conjunction with the 20th anniversary, is conducting a Fundraiser** to commemorate the ACM's 20th anniversary. **Our goal is to reach \$100,000** by matching each member donation to immortalize the ACM with the naming rights to Asnuntuck's Advanced Manufacturing Lab. All proceeds go to supporting scholarships in the Advanced Manufacturing program. **As of April 29th, we have received donations of \$94,492 towards our goal.**



Please help and donation today
You can make a 1-time donation or make a pledge over 4 years

Special Thanks to our PLATINUM SPONSOR'S (>\$5,000)

Aero Gear, New England Airfoil Products, ATI East Hartford, Forrest Machine, ACMT

Special Thanks to our TITANIUM SPONSOR'S (>\$2,500)

John & Cheryl Kornegay, Paul & Kate Murphy, Numet Machining, Phoenix Mfg, Lynn Welding, Colonial Coatings

For those of you who have registered for the Annual Presidents meeting, thank you. Those who have yet to register please do so now.

Business Development

The Business Development Team met on April 16th at The Lyceum in Hartford. The meeting was attended by 34 members and 3 guests present.

The **Tradeshaw sub-committee** conducted a survey with 43 respondents and will be reviewing the responses and putting together a summary to share at the June 11th Business Development meeting. Thanks to all who completed the survey, it is greatly appreciated and should provide valuable information

The next meeting will be on Tuesday June 11th at 8:00am at The Lyceum in Hartford. The meetings are always engaging and informative so please plan to attend, contribute and learn. **CEO's / Presidents / Owners and Business Leaders are urged to attend this meeting as an informative presentation will be presented by our new Affiliate Member, Sinclair Risk and Financial Management.** You will hear of the latest trends in health care and PC insurance.

Future Business Development Meetings:

We have secured the 2019 meeting dates at The Lyceum. All are on a Tuesday and all start at 8:00am. Remaining dates are July 16, August 13, September 17, October 15 and December 17. No meetings are scheduled for May (Presidents Meeting) or November (Tradeshaw). Your participation is encouraged and appreciated.

Industry News / Meetings / Tradeshows:

Feedback: We look forward to members who attended to provide feedback on these events.

- Heli Expo- OEM & MRO Atlanta March 3-4
 - Members attending stated there were @ 5000 exhibitors and over 15,000 attendees. In attendance were Airline OEM's, MRO facilities, aftermarket suppliers and engine OEM's. Many OEM's are looking to keep work in house but are experiencing capacity constraints as the markets grow and were looking for partners and suppliers to help.
- Aerospace Forum – Birmingham, UK March 19-21
 - Members attending stated it is a small but intimate venue with pre-arranged B2B meetings with OEM's. There was much opportunity for networking and there is value in attending.
- Sikorsky Supplier Summit March 27 – 29th, invitation only
 - Members attending stated the Summit offered Program Managers presentations and updates. Much discussion was on the Black Hawk which ends in 2027. Delays of 2 CH-53k for 2019 were announced and that the Raider & the Sikorsky - Boeing SB-1 Defiant were well on their way. The SB-1 achieved first flight in March and is a next generation military helicopter and part of the U.S. Army's Future Vertical Lift program. The Sikorsky S-97 Raider is a high-speed scout and attack compound helicopter^[3] based on the Advancing Blade Concept.

Upcoming Industry Meetings

- **Aeromart Montreal on April 16-18**
 - Very good format & well organized – B2B meetings
 - State funding is available through the STEP grant for the Montreal Tradeshaw – cover up to 75% of cost

- **Aerospace Innovative Technologies Summit on May 07-09, 2019 in Birmingham, AL** for more info [Click Here for Info](#)
- **ACM Annual Presidents Meeting and 20th Anniversary Celebration May 15, 2019 will be held at Asnuntuck Community College. We will combine our Annual Meeting with the ACM's 20th Anniversary Celebration.**
- **International Space Trade Summit May 19-21 Marriott Downtown Hartford, CT** Funding, up to 75% may be available through the STEP grant to offset registration costs. More info [Click Here for Info](#)
- **ACM – Asnuntuck CC 11th Annual Golf Tournament June 4 at Wintonbury Hills 11:30**
- **Paris International Airshow, Paris France June 17-21, 2019**
The 53rd Show will take place at the Le Bourget Parc des Expositions and once again will bring together all the players in this global industry around the latest technological innovations. The first four days of the Show will be reserved for trade visitors.
- **Composites Meetings Greenville, SC on July 09-11**
This will be the second edition of a small but targeted program for composites specialists. Boeing, Lockheed, BMW, Latecoere, just to name a few were among the large OEMs. [Click Here for Info](#)
- **Aero & Auto Advanced Suppliers Summit on October 08-10, 2019 in St Louis, MO**
This program has been endorsed by the Boeing Company and Canadian auto OEM, Magna. Their objective is to explore what advanced capabilities are being developed and utilize in one industry and could be ported over the other industry. This event would be a no-brainer for those manufacturers working in both auto and aero and offering advanced technologies in non-traditional machining, laser, bonding and joining, computer-aided manufacturing, micro/nano manufacturing. The Basic package will sell at \$3100 [Click Here for Info](#)

We look forward to members attending to provide feedback on these events.

If you know of other shows and events that may be of interest to our membership, please forward to pmurphy@acm-ct.org

Materials Procurement Update

Material Resources Planning Team: A collaboration among service center ACM member companies to report on factors influencing pricing, trends, availability & lead times for raw materials used in aerospace manufacturing.

THE SMALLIDGE REPORT:

- The Metals Group provided the following:
 - Major Russian Mill has had sanctions lifted and is investing in a Kentucky mill.
 - The huge demand for titanium alloys are creating shortages and L/T increases
 - L/T's are still way out and mills are delivering at a 55% OTD rate causing major issues
 - Distributors are buffering stock when they can to support delivery & availability
 - Special alloy materials are seeing 7-9% increases

We look forward to continuing these informative presentations at the monthly meeting.

Roundtable Discussion:

Members conducted a roundtable discussion of current issues and news in the industry. Conversations are candid and therefore details are omitted from these Newsletters. The group spoke to challenges for 2019 and made these comments.

- Many members echoed the same issues of finding the skill sets they need to fill the open positions especially positions in the quality & engineering departments.
- Understanding how 3-D Printing will be impacting and on what products.

- Managing capacity, internal and throughout the supply chain, is a priority.
- Managing growth and employee retention.
- LTA's and T's & C's are becoming more unilateral and punitive.
- PPAP's are becoming overwhelming and creating bottlenecks along with the additional flow down of quality requirements.
- Focusing on outside processes and standardizing internal processes.
- Reinventing culture and changes to the workforce.
- Long term planning and resources to execute them.
- Understanding and embracing Industry 4.0 is a reality we need to explore.
- OEM's are looking more towards integrators, how do the small to medium suppliers fit in?

Workforce Development

The **Workforce Development Team** met on Tuesday April 9th at **Precision Threaded Products** in Bristol. The Team discussed the upcoming **ACM Future WorkForce Development Opportunities Career Fair for November 20th**. The team was informed that **Stanley Black & Decker** agreed to provide a couple of robots / cobots at the show for the students to see them in action.

Team members discussed the importance of member businesses reaching out to the local schools in the members towns. Goal for this year is 1,000 students. The ACM will be sending out notices to schools in early May to get November 20th on their calendars. **Please do your part to help us reach our goal, by reaching out to a school in your area.**

Our featured presenter for the meeting was CareerPath Mobile, with its president Richard Portelance, providing an overview of his company's programs. CareerPath is a platform that enables career planning teams to effectively connect and communicate with students. [Click Here](#)

Richard spoke to the group about how his platform works with students and that CareerPath Mobile is currently working with several colleges to bring his program to the schools.

Richard stated that CareerPath Mobile is a student engagement and recruitment engine. Our goal is to create consistent and sustainable pipelines of talent for Connecticut companies.

The platform allows employers and schools to signpost job related content, including the soft and hard skills needed, detailed company information, and class requirements so the student can prepare and present themselves as qualified candidates when they are job ready. After further discussions, it has been agreed that CareerPath Mobile will facilitate a pilot program for ACM using Asnuntuck to see the viability of the program for our pipeline needs. Stay tuned.

The **Workforce Development Team** will hold its next meeting at 8:00am on Wednesday June 26th at place to be determined. **Sustaining a Multi-generational Workforce; Attracting and Retaining the Younger Generations for Manufacturing**

Please be sure to attend this meeting as **Denise Ball, Workforce Development Specialist at Tooling U** will be presenting to members the "Best Practices" that she has encountered from her travels across the US. Here are some of the topics she will touch on.

- 2018 Retention Report Findings
- Younger Generations Drivers
- Strategies to Attract the Younger Generations
- Strategies to Retain
- Overall Workforce Development Conversation to Help Manufacturers Stay Competitive



ACM – DOL Training Grant:

9 classes in Phase 1 were completed and **\$26,387 has been reimbursed to participating members. Members receive a 50% reimbursement from the ACM / DOL Grant**

Phase 2 of the Training Grant has commenced with 5 classes offered and filled.

B/P Reading:

GD&T:

Front Line Supervisory Training:

Excel Introduction:

Excel Intermediate:

Under the ACM grant the **ACM is also offering Tooling U Ten Class Packaged Bundles for \$125 each, that's \$62.50 net.** Contact Paul Murphy for further info.

Progressive Manufacturing

The Progressive Team has formed a steering committee to work on topics, seminars and events for 2019. If you have a suggestion that may be of interest to the membership, please contact Paul Murphy.

The team, represented by 33 members, met on April 25th at Aero **Gear** in Windsor. A panel discussion was held on **Leading a Mature Lean Organization. John Kornegay** was the moderator and the 4 panelists were **Craig Scott, Aero Gear, Jeff Paul, The Whitcraft Group, Michael Greenwald, MB Aerospace & Michael Polo, ACMT.** All 4 panelists were introduced as all having been intimately involved for many years in their companies lean journey.

Craig started by stating that at Aero Gear they focus on dedicated flow lines with mixed machines and all required support (eng., insp, etc) being located in the flow line. Craig stated they tend to look at the big picture and not so much the lean tool box anymore, as that has become culture. Their journey has led them to using Kanban systems and buffer stock at strategic process points. Their culture has evolved around employee engagement with respect & empowerment of the people. They celebrate successes. **Brian Rose** stated that most kaizens are sparked by employee recommendations. One area of struggle has been getting and supporting the right metrics with accurate data.

Jeff Paul stated when he arrived at Whitcraft in 1998 the company was set up in villages of machines. With the business being bought at the peak of the market he was faced with customer pressure to reduce pricing by 6% year over year. They decided to use kaizen to grow the business and gain productivity improvements. They started with a Toolmaker and a Process Engineer and started to look at forming part families based on opportunities in reducing cost. They noticed that many similar parts had very different processes, so they designed standard processes for each part family identified to remove waste. It wasn't done by traditional kaizen or use of formal methods and tools, but they realized tremendous improvements and cost savings through standard work and eliminating waste. They then started looking at cells and eliminating the excessive walking around and "looking for". **Jeff** stated that set-up reduction was a key and continues to be, "It's never the wrong thing to work on". Whitcraft went to dedicated machines in synchro lines where employees can manage multiple machines. **Jeff** noted that a strong and engaged engineering team is key. To keep his team informed and embracing change, Whitcraft send a delegation of employees to Japan each and every year to learn, witness and embrace lean initiatives.

Michael Greenwald started by saying that you don't learn when things go well, you learn when things go bad. stressed that when looking to move equipment make sure you have an accurate measurement, to the inch, of the layout before moving equipment. Lost productivity from a bad layout is real, **Michael** also noted that one should never be afraid to keep moving equipment until you get it right and don't be afraid to move it again when something changes. Standard work is critical, and documentation must be done precisely. Rotating operators will show if the process is sound and can

be repeated. Michael noted that lean is a marathon and that taking before and after pictures are beneficial for future learning and that one must celebrate the victories.

Michael Polo noted that after the events of 9/11 **ACMT** downsized dramatically and found that resources were a major constraint for lean initiatives. As **ACMT** grew with opportunities realized from its main customer they had to do a great deal of hiring and training. **Michael** realized they needed to hire support staff to control the growth and change the way the business operated. They used other businesses and outside agencies to “learn” about lean and brought on a full time CI Leader who was trained through the **Connstep CICC Program**. Michael stated that the help at tours at other businesses were key “we all learn from sharing outside our walls”. from other businesses. **ACMT** has been focusing on automation of processes and are utilizing robots in their facility.

After the panel discussion the meeting was opened to a **Q&A session**. Here is some of the dialogue.

- **Consider “What you can make VS what you should make.” There are things you should NEVER make.**
- “Managements job is making complex things simple.”
- We have more “scrap” (regarding process) in the office than in the shop. Look at office process waste. Re-programming. **Hire consultants to help with “breakthrough” thinking.**
- 3 Year Hoshin Planning is critical. **Have a plan for kaizen.**
- Don’t give me a presentation. *Take me to the shop to show me what you are doing.*
- **Don’t automate inefficiency.**
- “ I am implementing lean across 4 sites. 4 different plant managers. Challenges and roadblocks. How to address? Answer is that **roadblock people need to be re-assigned or let go.** Story of North Haven plant where the person coming in to save the plant let 28 of 31 road block managers go. “Hire Slow, Fire Fast.”
- **Presidents must show true support.** Get away from short term goals. Have a 3-year Lean Strategic Goal and support it. **“Lean only succeeds when the President Leads”.**
- A shadow tray is helpful, but perhaps not for a stapler. Keep your eye on the right projects.
- Set Goals – Regular Expectations- Quarterly and Annual.
- **Get outside of your 4 walls to see other places so you can identify your own gaps quicker.**

The Progressive Manufacturing Team will hold its next meeting at 8:00am on Thursday June 20th at MakerspaceCT 960 Main Street Hartford. The meeting will feature a tour of **MakerspaceCT** as well as learning all what is offered at **MakerspaceCT**.

Simply stated, **MakerspaceCT** empowers you with Equipment, Community, and Education so that you can develop skills, make connections and launch ideas. [Click Here for Info](#)

* Blue sky hiring opportunities for companies interested in identifying potential employees passionate about "Making."

* An excellent opportunity to explore 3D printing and scanning both for businesses and employee’s education without purchasing the equipment first.

* A painless way to give employees education on coding, CAD, CAM and various equipment. No degrees or matriculation for classes.

MakerspaceCT offers short high impact classes for student who want and need to have information on newer technologies or more traditional trades and a better understanding of Industry 4.0 (the melding of traditional trades and robotics/electronics/coding).



A Few Minutes with Murph

Plans are set for this year's **ACM - Asnuntuck Community College Foundation Manufacturing Golf Tournament** scheduled for Tuesday, June 4 at Wintonbury Hills Country Club! Many ACM Members have donated as Sponsors and now we are **looking for 4-somes to register** (emails have been sent with the form to complete). We are also looking for members who are willing to provide a gift for the raffle it would be greatly appreciated. Please contact Paul Murphy to advise him of your gift. Please contact your suppliers and ask them to donate a gift as well. The tournament is open to the public.



Connecticut Manufacturers' Collaborative (CMC) News

The CMC will be meeting with DECD Commissioner David Lehman on May 7th. Major discussions will be on appointing a **Secretary of Manufacturing** and ensuring the highest-value, state supported programs we have now are maintained. Those include the **Manufacturing Voucher Program (MVP)**, **Incumbent Worker Training Program (IWT)**, **Apprenticeship and Pre-apprenticeship** programs, and we will request marketing monies. Stated **Eric Brown** from a meeting he had with **David Lehman**, **Senator Hartley**, **Jim Smith**, leader of the **CT Economic Resource Center (CERC)** and **Melissa Biggs**, CMC lobbyist, "I'm very pleased to report that **Commissioner Lehman** is fully supportive of creating the position we envision. In fact, he emphasized that such a position needs to be empowered at the highest level and work directly with the governor and himself, regardless of where it is housed -- and he was perfectly happy to see it housed in the governor's office - if that is the wish of the governor." **Commissioner Lehman** said the only hurdle for the administration would be finding the money to pay for it. **Senator Hartley** had some ideas on that and seemed confident that with strong support from us (CMC), the money could be found. In fact, her preference seemed to be that the money eliminated from the governor's budget (through a vote in the Finance Committee Wednesday evening), that would have funded Commissioner Lehman's state salary (which he is forgoing), should be put back into the budget to fund this position. Good things are happening from CMC actions.

CLOUD COMPUTING

Topics of Interest



Are You Keeping Up with Manufacturing Technology—or Is It Keeping You Up at Night?

This isn't easy to talk about, but let's face it: an aging ERP system can hold back your entire business.

Yesterday's systems simply weren't designed to support the agility and speed with which today's companies do business. Not only that, but maintaining a legacy ERP diverts precious budget and manpower from much more strategic business areas. Legacy systems are also notorious for keeping vital business information in siloes, which forces you to pull data from multiple sources just to get a complete view of your business. In addition, most legacy ERP systems don't provide any way of helping you control quality. This means that if you really want to reduce scrap, waste, and returns, it's going to be a manual effort in which you routinely spend days tracking down the sources of problems.

Still, it's easy to put off that decision to make the move to cloud ERP. Change is inherently hard. Researching solutions can be time-consuming. And any transition between systems will cause some disruption to your business.

If this sounds like you, we invite you to consider all the ways in which legacy ERP is holding back your business—and maybe even keeping you up at night. Here are just three ways: [Click Here](#)



Insider Threats: Manufacturing's Silent Scourge

The average cost per company for this cybersecurity issue? \$8.86 million annually

Like many industries, manufacturing is becoming more digitized and automated, with companies consistently creating new technology to stay one step ahead of competitors. This type of innovation can reap many rewards, but also comes with inherent risks—from major impacts to the bottom line to employees accidentally or maliciously leaking coveted information.

Manufacturing is among the five industries with the highest percentages of insider threat incidents and privilege misuse, according to the Insider Threat Report recently published by Verizon. The average cost of insider threats is \$8.86 million annually for a single manufacturing organization with more than 1,000 employees.

The Insider Threat Risk

Insiders—whether they are employees working on the shop floor or in the corner office, users with security clearance, or third party partners—require access to critical applications, systems, and data to do their jobs effectively. While necessary, this access presents major risk to sensitive company information.

So, how can security teams at manufacturing organizations identify and stop risky insiders?

[Click Here](#)

ACM will be offering a Cybersecurity Workshop in early September; stay tuned.

So, What is “Lean” Anyway?

[Bill Baker](#) | Jan 18, 2017

I've been involved in manufacturing since 1967, initially as a manufacturing engineer in a precision machine shop and later managing multimillion-dollar programs. Not to brag on myself, but I've met many smart people!

Initially our goal was limited to meeting quality requirements, by getting through quality inspections and testing in order to deliver on time that month. It was a pretty simple life then, but we didn't know it.

A little later, I managed the manufacturing services department of a geophysical exploration company, and my boss asked me to analyze the flow of our hydrophones and ocean-going seismic cables. Not knowing what he meant by flow, I went to our final assembly area to look around. This was way before Gemba was a word we had heard.

I found that, yes; we were building in batches because of the large setup times--and my boss knew that.

So began my career of looking for continuous improvements.

Ask these four questions to determine if your company is on a Lean Transformation or just doing a Lean project.

www.industryweek.com/leadership/meet-lean-cfo?NL=IW-06&Issue=IW-06_20190416_IW-06_567&sfvc4enews=42&cl=article_6&utm_rid=CPG03000022170239&utm_campaign=34180&utm_medium=email&elq2=7edd3ee2bf1847d3908953795cc740d1

News From ACM Members

Virginia manufacturer acquires Suffield's Arcor Laser

JOE COOPER MAY 3, 2019 HARTFORD BUSINESS JOURNAL

A Virginia-based manufacturer for medical device, life sciences, automotive and defense companies, has expanded its Northeast presence with the acquisition of Suffield's Arcor Laser Services LLC.



HBJ PHOTO | GREGORY SEAY

Gary Francoeur, owner of Arcor Laser Services LLC in Suffield.

12,000-square-foot Kenny Roberts Memorial Drive headquarters in Suffield and set plans to add about 10 new workers to its 90-person payroll.

Originally based in Windsor, [Arcor relocated](#) to Suffield in 2013.

Arcor founder Gary Francoeur said this week's deal represents the company's next stage.

"Cadence is a great complement for our current manufacturing capabilities and we serve similar medical device and industrial markets," Francoeur said. "We see strong opportunities for growth and believe that Cadence has the team and the resources that will enable us to do so."

Francoeur also helped launch [Joining Technologies LLC](#), an East Granby vendor that uses electron-beam and laser technology to bind metals, with his brother, Michael Francoeur, in 1992.

If you have news worthy articles / awards that you would like published in this newsletter, please forward to pmurphy@acm-ct.org