

THE RECORD

Published by the National Tooling and Machining Association

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Now is a Smart Time to Bolster
Employee Skills - p 16

NTMA Announces New At-Large
Regions - p 18

Today's Energy Market:
Second Edition - p 20

and so much more...

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THE RECORD

OPERATIONS & EDITORIAL

Roger Atkins, President
Doug DeRose, Editor

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Upcoming NTMA National Events



Summer Conference **CANCELLED**

June 15-17, 2020
Phoenix, AZ



Legislative Conference

September 22-23, 2020
Washington, D.C.



Annual Fall Conference

October 27-30, 2020
Kansas City, MO



PRESIDENT'S UPDATE

Having experienced the largest shutdown of our nation's economy over the past 8 wks, I write this article in the hope that we are in the process of reopening at the time of this publication. I could not be more proud of our NTMA members, 98% of whom have remained open with 56% being fully operational. Another 25% are at greater than 50% operational during these unprecedented times as essential businesses. Essential businesses, which provide parts and products to industries critical to our nation's daily operations. I know many of our members were given the opportunity to provide COVID-19 specific related manufactured products during this critical time and again stepped up to support our nation in a time of need, while continuing to manufacture their already existing line of products. produced in their shops. What has been exposed to America during this crisis is the critical role all small/medium businesses play in our nation's overall employment and economy.

As I and our national staff have called and personally talked to many of our members across the U.S., many have told us how valuable their membership in NTMA has been to them. Expressing thanks for the daily updates on both the federal and state levels as to government mandated shutdown orders, stay at home orders, Department of Labor Guidelines, PPP Loan information, etc. and how valuable it has been to receive industry specific, size specific information vetted and focused on NTMA member companies. When focused on running a company when things are going as planned, we may not always see the value of belonging to an association-but when faced with the unplanned challenges that confront our industry, we are reminded of the value of being a part of an association and realize that **"We are Stronger Together."**

I personally feel better knowing that I am not going through this pandemic alone and that I have peers and industry partners to join together with in overcoming this unplanned national crisis. For that, I say "THANK YOU" to each of our members who have been faithful to be, and remain, a member of NTMA and who have faithfully paid your dues allowing us to continue to advocate and fight the disrupters of our industry on your behalf. I personally want to thank our National Staff and Chapter Executives who are working tirelessly on your, our members', behalf.

This month's Record theme is **"Skilling up the Workforce."** What a timely theme, considering the challenges we have been facing and continue to face as a result of the coronavirus pandemic. As a result, in the past few weeks, we have seen over 20M people filing for unemployment, so we may be in a time of "skilling up our workforce" to reenter back into pre-coronavirus employment levels. The skilling up we face today is most likely different than any of us would have defined it earlier this year. Today, it includes skilling up to deal with social distancing protocols, cleaning protocols, PPE protocols, and employee entrance approval protocols into our shops. Even though most of these protocols will be state mandated, NTMA will be here to support you as these new demands are placed on your companies.

We will also work closely with our industry partners like Grainger, who can provide many of the new protocol required products to our members. I remind you that utilizing our many industry partners not only supports savings for your individual companies, but it is also a way we can support our local chapters and national organization through our nationally negotiated rebate programs. I ask you to please support these partners for the benefit of all.

As we all continue to face, learn, and change as a result of this pandemic, our focus must be on **"Skilling up the Workforce"** for both the short and long term. One of the great things NTMA has to offer our members when it comes to "skilling up" is that NTMA-U is nationally recognized by the Department of Labor for the related instruction of machinist and tool & die apprenticeship programs. Also, it is easy to access, which is definitely needed in today's environment. Our recent partnership with Tooling-U provides our members with an expanded catalogue of courses that all of your employees would benefit from exploring. In addition, NTMA continues to be a stakeholder of NIMS and partners with other industry trade associations to determine the skills, standards, credentials, and the accreditations of training programs.

In closing, never would I have chosen to be the leader of an association during the greatest crisis of my lifetime; however, it is you, our NTMA members who give me the courage, passion, and desire to lead us through this challenge. In working and talking with many of our members, I am again reminded that we, the small to medium size manufacturers, owners, and workers, are a **STRONG** and **RESILIENT** people. We will overcome and we will overcome together.

**For NTMA it will forever be;
US-WE-TOGETHER-TEAM-THE FUTURE.**

Roger Atkins, President - NTMA

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NTMA Adds New Regular Executive Committee Member: Bonnie Kuhn



It is with great pleasure and excitement that NTMA introduces Bonnie Kuhn as a new Regular Executive Committee Member, replacing the vacancy left by the recent resignation of Sam Griffith. The Nominating

Team identified Bonnie as a potential future member of the Executive Committee. During our last Board of Trustees meeting on April 15th, 2020 Bonnie was approved to fill the vacant position immediately by the Board of Trustees, through the term end date of December 31, 2022. The Nominating Team completed the process of identifying Bonnie Kuhn as a potential future member of the Executive Committee. And as such, they chose her as the candidate to complete the term of Executive Committee member Sam Griffith.

Bonnie is Vice President of Kuhn Tool & Die Company, which she shares ownership with her husband Ken Kuhn. She has worked tirelessly and successfully for

the company for 29 years and has been an active member of NTMA since 1991. She has also served on the following national boards or standing teams for NTMA: Nominating Team, Membership Value Team, Implementation Action Team, Technology Team, and Membership Growth and Retention Team. At the local chapter level, Bonnie has been a part of the Program Committee, Golf Committee and BASH Committee. She is serving, or has served, on various boards in her community, including the Hospital Foundation Board, the Meadville Area Chamber of Commerce and, currently, the Economic Progress Alliance Board of Directors, and the Meadville Medical Center Board of Directors.

Please join us in welcoming Bonnie to the Executive Committee. We are excited for her to share her focus and insight. Congratulations and best wishes Bonnie!

"I have believed in the NTMA for a very long time and am proud to be on the EC with such a great group of folks." - Bonnie Kuhn

NTMA Says Farewell to Regular Executive Committee Member



It is with regret, but great appreciation, that NTMA announces the departure and retirement of Sam Griffith from the Executive Committee. We would like to thank Sam for his dedication, hard

work, and time served on the EC over the last 3 years. Board service is the toughest volunteer role, and Sam took on his board duties with dedication, grace, and seriousness. Sam made the tough decision to retire earlier this year from National Jet Company, which he bought in August of 1992 and was President for almost 28 years. National Jet Company has been a long-standing member of NTMA for over 27 years!

On behalf of the Executive Committee, Members, and the NTMA staff, we would like to wish Sam the best in his future endeavors.

In Memoriam



Walter "Wally" Hellebusch's wife, Marilyn passed away last weekend.

Wally was St. Louis Chapter President from 1994-95. He founded Hellebusch Tool & Die in the 1970s (Washington, MO). His son, Jeff now runs the company.

Please join us in sending our sincere condolences to everyone in the Hellebusch family.



Juanita L. Hartwig passed away peacefully on Friday, April 17, 2020 at age 90.

She was the wife of the late Paul Hartwig; together they founded Hartwig, Inc. in the 1960s. Hartwig, Inc. is now led by President (and son) Gary Hartwig.

Please join us in sending our sincere condolences to everyone in the Hartwig family.

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One Voice Survey Results

The DC-based One Voice advocacy team administered a survey of NTMA and Precision Metalforming Association (PMA) members during the week of April 13th.

Nearly 200 manufacturers participated in the survey, the results of which help our government relations and strategic communications partners advance our members' priorities in the federal government responses to the COVID-19 pandemic.

Stay tuned to participate in upcoming One Voice surveys which are distributed to members by email.

74%

OF THE SURVEY RESPONDENTS
WERE NTMA MEMBERS

99%

OF SHOPS ARE CURRENTLY
OPERATING WITH 81% HAVING MORE
THAN HALF OF THE EMPLOYEES
WORKING IN THE SHOP

82%

HAVE FURLOUGHED NONE OR LESS
THAN 10% OF THEIR EMPLOYEES

81%

ARE RECEIVING NEW
ORDERS

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NTMA 6S Excellence Award PURPOSE:

To improve the perception of American manufacturing by promoting and recognizing excellence in member shop organization and efficiency.

HOW IT WORKS:

- NTMA companies apply for the award by submitting a self-assessment based on criteria that demonstrate best in class practice in the six S's:

- | | |
|-----------------|----------------|
| 1. Safety | 4. Shine |
| 2. Sort | 5. Standardize |
| 3. Set in Order | 6. Sustain |

- Certificates are awarded every year for the first 5 years based on self-assessments submitted. Once the recipients receive 5 certificates, they are also presented with a trophy.

SPONSORSHIP OPPORTUNITY:

- Conference exposure via introductions, etc.
- Promotional exposure: web, print, blogs, and emails that promote and support the award.

SUBMISSION DUE DATE:

Please submit your application before September 30 to be considered. For more information, please contact Linda Warner at lwerner@ntma.org or 216-264-2824.

Applications and self-assessment documents can be found here <http://www.ntma.org/re-sources/documents/6S-excellence-program>. Applications should be sent to 6Saward@ntma.org



NTMA SERVICE AWARDS 2020

NOW ACCEPTING NOMINATIONS

The Service Awards are given out each year at the NTMA Fall Conference.
We need your help finding the best candidates for these awards.

Award categories are:

MEMBER AWARDS

HONOR AWARDS

Nominate a member for continuing meritorious service and dedication to the industry and/or the Association by a regular member; traditionally rendered for longevity of service in dedication, as opposed to a single act or service in a short-time industry or Association position.

LA SOMMER MEMORIAL AWARD

For outstanding and continuing service of the highest magnitude, emphasis is placed on service to the Association by a regular member, both of the highest order and over a period of time, connoting excellence in a particular role in NTMA, rather than as a participant in a single event.

WILLIAM E. HARDMAN AWARD FOR EXCELLENCE IN TRAINING

For a company or individual (regular member or education member) that has consistently demonstrated strong support and active participation in structured training for the precision custom manufacturing industry.

NON-MEMBER AWARD

DISTINGUISHED SERVICE AWARD

For outstanding service to the industry by a person outside the NTMA regular member companies.

Help us recognize deserving individuals and/or companies that have supported and advanced the industry and the Association.

Submit your nomination(s) by September 1st, 2020

For a nomination form, contact Linda Warner at lwarners@ntma.org

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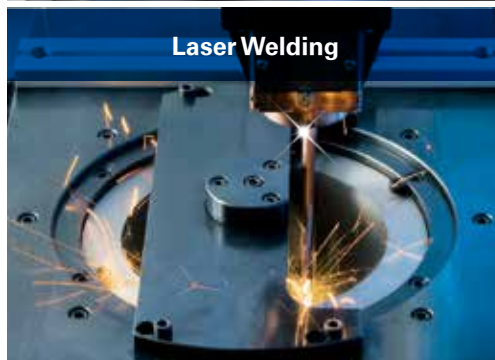
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2020 NTMA CALENDAR OF EVENTS



NATIONAL TOOLING AND MACHINING ASSOCIATION

Legislative Conference

September 21-23 – Washington, D.C.

There's power in our collective voice. Join NTMA member companies from across the country as we converge in Washington to meet with legislators and policy makers.

Please contact Kristen Hrusch, our Events Manager, for more information and to register: khrusch@ntma.org 216-264-2845 or visit: www.ntma.org/upcoming-events

Annual Fall Conference

October 27-30 – Kansas City, MO

NTMA's signature event is not to be missed! Our annual conference pulls together all that is great about NTMA into three days packed with networking, advocacy, and learning. You'll enjoy nationally acclaimed speakers, roundtable discussions, social events, and sessions designed to educate and inspire — consider it an opportunity to recharge both personally and professionally.

IMPORTANT MESSAGE FROM NTMA PRESIDENT

Dear NTMA Members,

As you know, your NTMA staff has been closely monitoring news and information about the COVID-19, or coronavirus, pandemic. As we endure these unprecedented circumstances, the health and safety of our members is our top priority. There is still a great deal of uncertainty about when it will be safe again to travel and to hold large gatherings.

As a result, we have made the difficult decision to cancel the NTMA Summer Conference scheduled for June 15-17 in Phoenix, AZ. This decision is based on our constant evaluation of the relevant federal, state, and local guidance. You can always find the latest information about our upcoming events on our website at www.ntma.org/events.

We look forward to the days when we will see you all again. We have two significant programs slated for this Fall, the Legislative Conference in Washington, DC September 21 – 23,

and the Fall Conference in Kansas City, MO October 27 – 30. We hope that you will join us for these events.

In the meantime, please exercise all precautions and take care of yourselves, your families, your colleagues, and your communities. We are grateful for your patience, understanding, and continued support during this difficult time.

Please don't hesitate to contact Kelly LaMarca, Membership and Chapter Relations Manager, with any questions at klamarca@ntma.org or (216)264-2837. Please reach out to us at any time as we all work through this together.

Sincerely,

Roger Atkins - NTMA President

Update: Some States Gradually Start to Re-Open

During these unprecedented times, the NTMA has kept members informed on the latest developments at all levels of government – federal, state, and local.

As some states gradually begin to re-open and loosen some restrictions while imposing new requirements, the NTMA is helping our members by providing a weekly update on activities by each state.

This weekly update will allow members to have the latest information as we recognize many are inundated with but not overwhelmed with too much information so they can quickly and easily find the

new guidelines in their state or region. As each Governor will have their own policy, it is important to review the regulations specific to your state and consult counsel familiar with those rules.

While we cannot provide legal advice, we will send our members this list every Friday and post an updated version each Tuesday and Friday.

In addition to following state requirements, we remind members they must remain up to speed on the latest from CDC, OSHA, EEOC, and Department of Labor.

We also provide weekly webinar updates on all COVID-19 related topics from legislation to regulation each Friday at noon Eastern.

If you have not joined us for this brief thirty-minute webinar update from our advocacy team in Washington, these notices are sent out each Wednesday morning with a registration link.

If you have any further questions, please contact Kelly LaMarca at klamarca@ntma.org.

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PARTNERS



Now is a Smart Time to Bolster Employee Skills

by Bill Padnos, Workforce Development Manager

During an economic downturn, many manufacturers use the time productively to retain and engage their employees. As an example, companies might consider investing in skills training now as an effective maneuver that will reap future rewards. The National Institute for Metalworking Skills (NIMS) is a premier training and credentialing organization serving manufacturers. NIMS Executive Director, Montez King, began his career as a machinist and later taught manufacturing technology education. He has a firm understanding of the needs of industry employers and the ways in which people learn and retain technical skills. He states that manufacturing technology has advanced at a rapid pace in the last decade and, as such, older training models do not address the urgency and flexibility required by modern manufacturers.

Mr. King and the NIMS team have developed a new skills validation methodology which is better aligned with the current industry environment. They have worked with employers to develop NIMS Smart Training Principles, which are universal and timeless parameters for high quality training. NIMS has also developed a Smart Performance Measure framework to

properly define, validate, and benchmark performance. This framework is customizable for employers and based on industry recognized standards, resulting in credentials that are meaningful and sought after.

"Most employers are no longer focusing on long-term training paths of 4 – 5 years," says Mr. King. "The need now is short-term, specific job role training that is agile and can be accomplished at a faster pace."

For each of its credentials, NIMS provides study resources for both candidates and instructors, including prep tests, study guides, text and workbooks, and other materials. NIMS also offers workshops for trainers and free webinars that discuss new developments in credentialing and examination content. Please join the NIMS email list to be notified of online sessions, and visit the News & Events page for updates.

Furthermore, in light of the current health and economic emergency surrounding COVID-19, NIMS has published a wealth of additional training and curriculum development resources (many are free) from its partners and stakeholders in response to


social distancing guidelines. NIMS community members can access these resources at www.nims-skills.org/covid-19-response.

Mr. King advises clients to email support@nims-skills.org if they encounter difficulties or have inquiries about any available any resources. A NIMS staff member will gladly assess their needs and remotely work with them to suggest a manageable solution.

"We are getting an uptick in interest and activity right now," says Mr. King. "Employers are contacting us to find out what's sensible to begin with their employees, and there are highly skilled furloughed workers wanting to become trainers or get the official credential that certifies what they know. And of course, there are others who want to learn new skills. It's encouraging that we do see many choosing to use this time productively, as unprecedented and uncertain as it is. The human spirit is always evolving, and it's delightful for us to participate in one aspect of that improvement."

For more information: www.nims-skills.org
support@nims-skills.org





Raise the Floor and Build Ladders During COVID-19

by Bill Padnos, Workforce Development Manager

At the start of my workforce development career, I had the pleasure to participate in the Sector Skills Academy Fellowship Program at the Aspen Institute. Over a year's time, I attended 3 intensive in-person leadership seminars, followed by calls with my working group and independent study. During the seminars, I had the opportunity to learn from Maureen Conway, Vice President for Policy Programs at the Aspen Institute and Executive Director of the Institute's Economic Opportunities Program (EOP).

Maureen's passion is assisting workers in improving job quality, advocating for incumbent worker training and career mobility within an organization by "Raising the Floor." For employers, a successful "Raise the Floor" strategy can result in:

- **Higher productivity from a well-trained, stable workforce**
- **Lower recruitment and termination costs**
- **Fewer management, supervisory and H.R. headaches**
- **Improved reputation in the community**

While Maureen's focus may seem narrow, based on implementing strategies to provide people with as an essential level of stability, dignity, and upward income potential, manufacturing companies can utilize these strategies in a different context. Workers at our member shops are employed in skilled positions and typically earn middle-class or better wages. Maureen shows the importance of providing incumbent workers with the opportunity to learn new skills and advance in their careers; as such, manufacturers can use these concepts in order to achieve the results listed above.

The short-term effects of COVID-19 have resulted in all of us finding new ways to occupy our time. Gatherings with friends have turned into Zoom Happy Hours; conferences have turned into webinars and virtual trade shows; watching baseball has turned into a celebration of nostalgia instead of high-fiving the stranger in the seat next to you after a homerun; and employees are taking their coffee breaks in their own kitchens instead of in a break room. This is the new normal that we are all in the middle of right now.

Given the effects of isolation and newly freed time available for workers, it is a perfect opportunity for companies to provide online training and education for their employees. Instead of binge watching The Office on Netflix before it moves to the Peacock Network in July, your workers can begin brushing up their skills on blueprint reading or advance diemaking through NTMA-U. With many employees being paid to stay at home, this is a great opportunity for them improve their skills even if they are not at the shop. Then, when they are able to come back to work, these workers will return with newly developed skills and productivity, which will greatly benefit the bottom line of any manufacturer in the long-term. Plus, with our Tooling U-SME partnership, you have the ability to register your employees for discounted courses on Mechatronics, Additive Manufacturing or Welding. Tooling U-SME also provides courses on leadership and Industry 4.0 to help you develop future leaders, helping to "Build Ladders."

In addition, stopping CTE training because students are not able to be in the classroom isn't necessary. With our focus on attracting, inspiring, and preparing

America's precision manufacturing workforce, NTMA recognizes that educators and students are experiencing an unprecedented disruption to their daily lives and need the resources to "Keep CTE Moving Forward." We are offering educators and students complimentary access to four NTMA-U courses (Shop Safety, CNC, Dimensional Metrology and Quality Control) to support their distance learning needs. Already in Indiana, 150 high school students are enrolled in these courses through the Indiana Chapter NTMA-U Portal. Reach out to your local CTE or technology education teacher and direct them to <https://ntma.org/programs/education/educator-resources/>. Explain that your association is concerned about student engagement during these times and wants to offer assistance. This allows you to ensure that your community workforce talent pipeline is maintained, while also providing direct access to these students and their teachers.

It is hard to imagine, in a time when unemployment is reaching 20%, schools are closed, and every day brings a new order from our elected officials on how you should be operating your shop, but right now, there are opportunities to "Raise the Floor" of your skilled workforce and "Build Ladders" to future success. Perhaps this isn't a situation of life giving us lemons, as we are truly in a remarkable time during the fight against this invisible virus; rather we should use this time that we have to provide employees with the ability to utilize a fraction of their time on improving their skills for the shop floor, ensuring that our next generation remains in the pipeline. Whether that includes lemonade or not, we can enhance the abilities of our employees and keep moving forward.

NTMA Announces New At-Large Regions

In an effort to increase the representation of at-large members, a group of membership that has been growing in recent years, the Executive Committee started examining the distribution of at-large members throughout the USA in early 2019.

After in-depth examination and discussion, the Executive Committee created four regions to be represented by an individual at-large trustee for NTMA's current 124 at-large members. The new at-large regions are much larger and cover geographical regions defined by state borders.

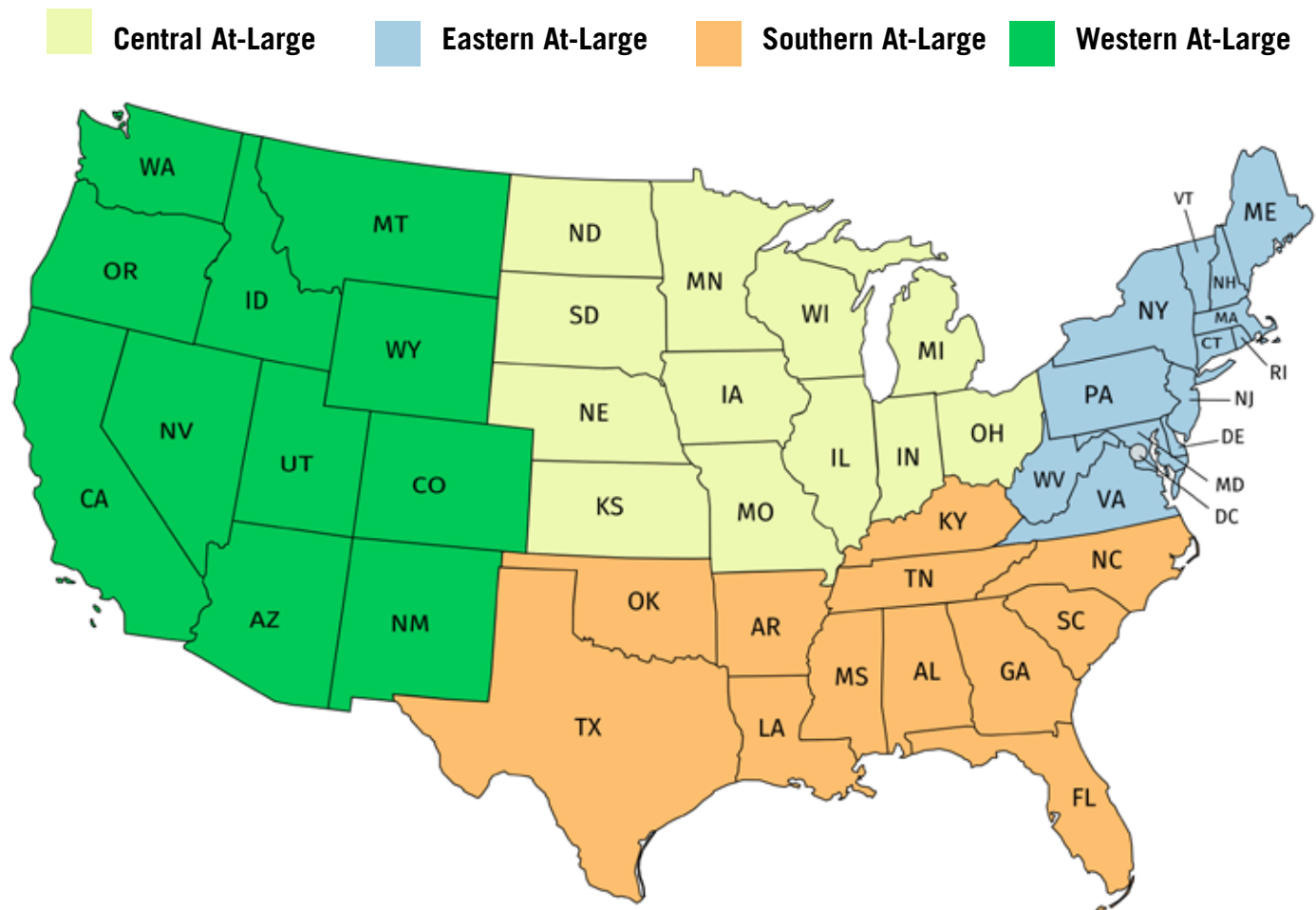
The Board of Trustees approved the expanded regions during its last meeting on April 15th, 2020. The four new regions are designated as Eastern At-Large, Western At-Large, Central At-Large, and Southern At-Large. This new configuration will add two at-large seats on the Board of Trustees.

The trustees for each of the four regions will need to be elected per Article 4, section 4A, of the NTMA Code of Regulations. Previously, there were only two At-Large regions designated as Minnesota At-Large and Maryland At-Large. Those two regions no longer exist.

The process of nominating a candidate for a Trustee At-Large position on the NTMA Board of Trustees is now underway. The goal is to have an election for each region in early June of 2020. Keep an eye on your e-mail and your mailbox for information on the election process and an official ballot.

Contact Doug DeRose for any concerns or questions with regard to the process at dderose@ntma.org.

NTMA AT-LARGE REGIONS



FL West Coast Member, Southern Manufacturing Technologies, Makes Part for Covid-19 Ventilators

Southern Manufacturing Technologies (SMT), a Hillsborough County (Florida) Company, is playing a vital role in the effort to manufacture 50,000 ventilators to combat COVID-19.

The company, which makes precision parts for the aircraft, aerospace and defense industries, aims to manufacture tens of thousands of valve housings for the ventilators, which are being produced in a joint effort by GE Healthcare and Ford Motor Company.

As a subcontractor, SMT shipped 3,383 housings in March, about 4,000 in April, and plans to double that output monthly, starting in May. Each of the

aluminum parts is about 2-1/4 inches wide and cube-shaped. They are coated with protective oxide by an electrolytic process after machining.

GE and Ford are collaborating to produce thousands of GE CARESCAPE R860 ventilators in record time. GE is providing the clinical expertise and Ford assembles the machines at a retrofitted automotive parts plant in Ypsilanti, Michigan.

For years, SMT has made valve housings for aerospace and medical applications, including those for the GE ventilator. The recent surge in orders is in response to the coronavirus pandemic. To keep up with the demand, SMT spent \$70,000 retooling its machines.

"We don't have a clear idea of the total demand," says owner and president Roy Sweatman. "It's as many as you can as fast as you can."

Meanwhile, the company has prioritized worker safety along with production, staggering shifts so workers have less contact with one another, renting another building to keep people apart, and doing lots of cleaning and sanitizing.

SMT is located north of Tampa International Airport at 5910 Johns Road. It routinely partners with the Manufacturing Alliance of Hillsborough County to provide internships for men and women who aspire to industrial careers



Today's Energy Market: Second Edition

by APPI Energy

APPI Energy continuously monitors the energy markets to provide data-driven procurement and consulting strategies. Now is an ideal time to review your energy contracts and possible changes to your energy usage. Conditions are favorable for renewing as the physical commodity pricing is at an all-time low, keeping in mind that other cost components may be higher. APPI Energy can help you navigate the energy market to ensure you are able to take advantage of these benefits.

Near-term natural gas prices have fallen dramatically. The combination of the mild 2019-2020 winter and the decline in demand from COVID-19 have pressured natural gas prices downward below the \$2.50/MMBtu break-even price for many producers. As natural gas pricing sets the trend for electricity pricing, forward electricity prices have in turn reached all-time lows in some markets. However, for now, natural gas production remains strong and gas storage levels are roughly 20% above the 5-year average.

Lower natural gas prices will most likely not be sustained for long as prices beyond this year are starting to see upward pressure. Oil and natural gas pricing below the break-even cost tends to slow production and low natural gas prices have caused an increased amount of debt among natural gas production companies.

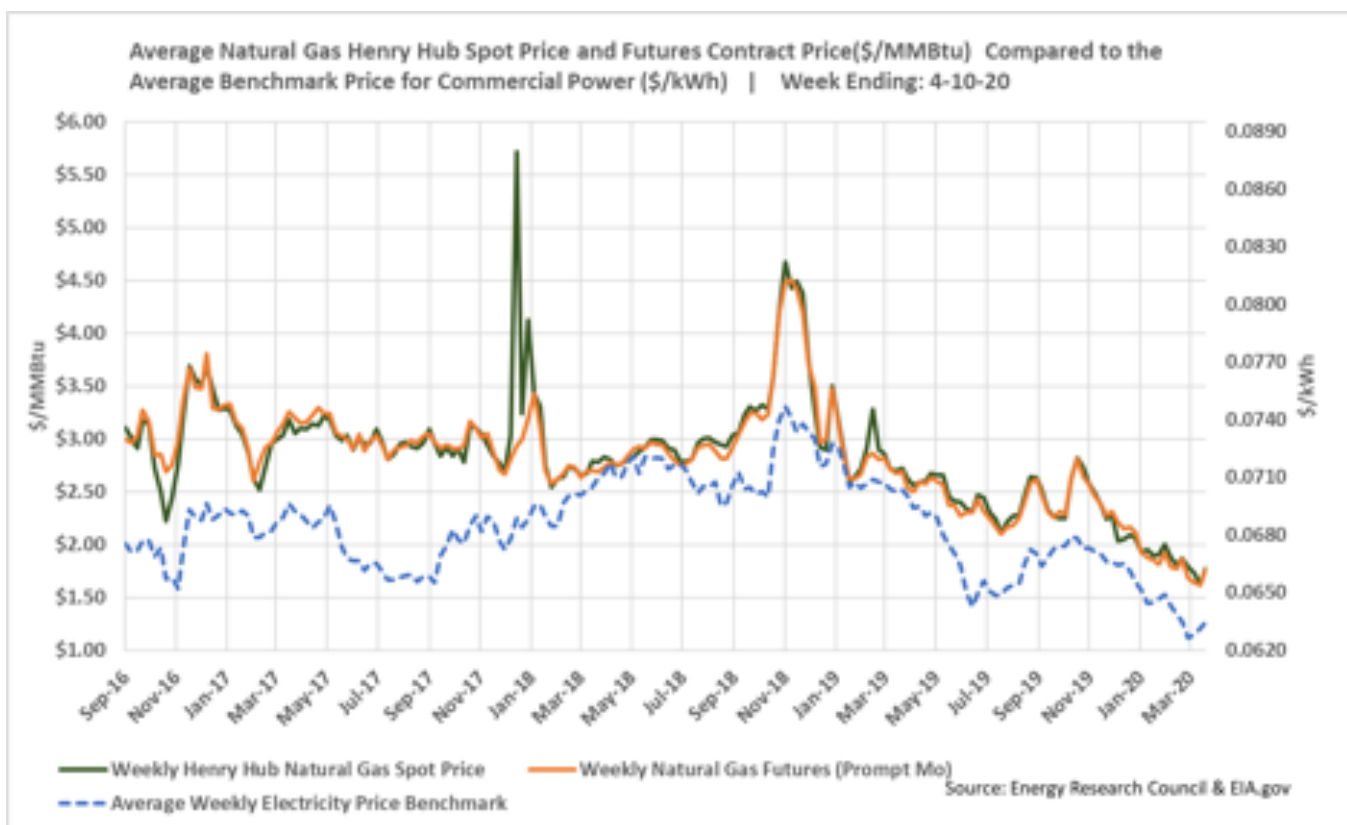
This results in lower capital expenditure for drilling new wells. The U.S. Energy Information Administration (EIA) expects a decline of 15% in natural gas production in the second quarter of 2020 and another 12% reduction in the third quarter. The combination of low pricing, 50% reduction of capital expenditure in Global Exploration and Production (E&P) budgets, and the expected further reduction in production of natural gas all lead to the likelihood of natural gas, and therefore electricity, pricing moving aggressively upward for the second half of 2020 and beyond. Those watching the energy markets might want to consider

taking advantage of historically low natural gas and electricity prices before the long-term impacts take place.

COVID-19 continuously causes week over week reduction in electricity usage loads as shutdowns continue across many regions. The New York and New England regions have shown a higher reduction in electricity loads based on data for the week ending April 4, 2020. Peak usage times have shifted to later in the day with more people working from home.



APPI Energy is here to serve as your trusted and reliable expert in all things energy. Contact us today at 800-520-6685.





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Job Shops: Supporting the Supply Chain in Global Crisis

By Jason Ray, Paperless Parts CEO and co-founder

As the COVID-19 pandemic continues to escalate in the United States, every industry reliant on international supply chains is grappling with the near-and long-term impacts.

This concern is especially prevalent in the manufacturing industry, in which even one disruption can affect production, delivery, and every customer and supplier along the way. Job shops and industrial buyers only need to think back to the recent trade war between the U.S. and China to recall how global uncertainty impacts their work. Issues such as borders closing, slowed production, and parts doubling in price increase demand for U.S. job shops. In response, job shops must develop a strategy to meet new demands without disruption – and identify the technology to support it.

In the face of today's pandemic – and always – it's important for manufacturers to have this strategy established because buyers that procure from international sources face global uncertainty regularly. They have to contend with inclement weather, trade wars and tariffs, political and economic uncertainty, public health events, and supplier accountability.

Throughout these challenges, job shops must function at peak efficiency. In today's COVID-19 climate, companies are most vulnerable if they rely on international factories for parts and materials. The job shops that can handle the surge in demand and pressure now will have proven their prowess and built credibility as a dependable partner for the future.

Due to so much global uncertainty, the trend toward localization in manufacturing is accelerating. As a result, more buyers want to work with a job shop closer to their businesses. Industries that benefit from hyperlocal relationships, such as aerospace, were already tapping into this trend. If a manufacturer is located down the street – compared to overseas – companies can be more agile, requesting parts or going on-site if there is an issue.

With today's impacted supply chain, localization and just-in-time manufacturing become more valuable than ever. Job shops can implement automated tools to enable just-in-time manufacturing for their customers. With automation, processes such as quoting are streamlined and faster – and the faster a job shop can provide quotes, the faster it can process jobs and respond to requests. Even independent of the current crisis, automating core tasks like quoting should be top priority for job shops.

Looking toward the future, as buyers leverage more advanced technologies, it will become easier to quantify the cost of doing business overseas. As supply chains become more digital, U.S. companies will gather more granular data on the impact of overseas disruptions, such as COVID-19, new tariffs, or the trade war with China. With this information, they will be able to quantify the cost of this disruption and consider this cost as a risk in sourcing decisions going forward. In response, U.S. manufacturers may lean even further toward localization, despite an increase in upfront costs, to lower their risk.

U.S. supply chains will not transform overnight. In fact, manufacturers and job shops – and most businesses for that matter – are doing what they can to weather the impact of this pandemic. However, as buyers work to determine the sourcing risk and make smarter decisions about their supply chains, job shops must be prepared for more jobs returning stateside. This requires building the infrastructure to supply them – from optimizing operations and eliminating inefficiencies to improving customer service. Job shops that equip their business and their people for today's challenges will be ready to succeed tomorrow.

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The effects of COVID-19 are being felt by businesses worldwide, and with added stress to the global supply chain, air cargo capacity is extremely limited. As a result, FedEx has implemented a temporary surcharge on all FedEx Express international shipments.

It's especially important, now more than ever, to use the resources available to you and stay up-to-date on changes in the industry. Through the NTMA Shipping Program, managed by PartnerShip®, NTMA members have access to exclusive discounts on select FedEx® services to help offset these surcharges.



Emerging Leaders Rising 2020 Class Nominations Date Extended

Due to the current COVID-19 crisis, the nominating deadline has been extended to June 1, 2020. Up to 15 individuals will be selected to join the EL Rising 2020 class, offering them an opportunity to connect with one another, gain valuable recognition, and develop their skills and knowledge throughout the year.

The process to nominate is simple: Email Kristen Hrusch (khrusch@ntma.org) with the following information by Monday, June 1, 2020.

- **Name of nominee**
- **Company name**
- **Contact information for nominee**
- **Achievements and contributions**
- **Any additional information that is pertinent**

The group will be notified by the first week in June, in order to obtain more details for the issue of July issue of The Record. **Please do not delay, enter your outstanding Emerging Leaders today!**

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During the 2016 elections, presidential candidate Donald Trump put a spotlight on manufacturing. In the 2020 White House race, manufacturing is certain to take center stage once again, making it critical that we have our voices heard. On September 22-23, 2020, NTMA and PMA will host members in Washington, D.C., scheduling meetings with senators, representatives and key policymakers.



During this 12th annual Washington fly-in, PMA and NTMA will seek to build on prior victories, bringing attention to and securing resources for apprenticeships and job training. Closing the skills gap and raising awareness of manufacturing careers is our top priority, and visiting D.C. in the middle of the most consequential election in decades gives you an opportunity to make sure politicians are focusing on manufacturing in America. Attendees also will have the opportunity to discuss the impact of tariffs, taxes and regulations on their businesses.

One Voice will schedule all of your meetings in advance, freeing you up to speak to policymakers about what you know best – your business. Join your fellow NTMA and PMA members in Washington, D.C. to speak with One Voice!

**LEGISLATIVE
CONFERENCE AGENDA****Monday, September 21, 2020**

4:00 p.m. – 5:30 p.m.

Early Conference Registration

5:30 p.m. – 6:30 p.m.

Optional Early Arrivals Reception

Tuesday, September 22, 2020

8:00 a.m. – 11:30 a.m.

Conference Registration

11:30 a.m. – 1:00 p.m.

Conference Opening Remarks, Briefing and Lunch

2:00 p.m. – 4:30 p.m.

Capitol Hill Visits

5:30 p.m. – 6:30 p.m.

Networking Reception

Wednesday, September 23, 2020

8:00 a.m. – 9:30 a.m.

Breakfast

10:00 a.m. – 4:00 p.m.

Capitol Hill Visits

(includes lunch with members of Congress)

TO REGISTER,**VISIT WWW.PMA.ORG OR WWW.NTMA.ORG****PMA | NTMA members \$199 per person****Nonmembers \$499 per person****Registration deadline August 24, 2020****Questions?** Contact info@metalworkingadvocate.org or 202-393-8250.**CONFERENCE LOCATION/
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Rate: \$325 per night (plus tax)

To make your hotel reservation, please call 800-321-3010 and reference NTMA/PMA One Voice Conference. Deadline to make reservations in our group block is **August 24**. Rooms reserved after this date are subject to space and rate availability.

Do I need to Benchmark This Year? Yes!

By John R. Mackay, Mackay Research Group



The last months have changed everything. March was a month like we have never seen. We entered March riding the wave on an 11-year economic expansion that began in 2009. The biggest worry for many companies was finding workers to fill positions.

There are similarities between the financial crisis of 2008-2009 and the coronavirus pandemic of 2020 — a sudden jarring breakdown in the economy, followed by a massive response from policy makers to prevent a depression.

The problematical times we are facing right now may actually be a strong reason for businesses to participate in an annual financial benchmarking study. What we learned from 2008-2009 was that, even in challenging times, some companies survive better than others. The present day environment will be just as important to track those companies that persist vs. those that struggle. Industries will need reliable benchmarks for what happened in 2019 and how performance is impacted in 2020. Some will get through these difficult times better than others.

Lessons learned

In 2009 price cutting was rampant. When sales volume is soft, firms almost instinctively resort to reducing prices in an effort to “keep things going,” even if they are going poorly. In a down market, cutting prices only makes things worse. For every \$1 million in sales, a 1% gross margin reduction means a \$10,000 profit reduction.

The current crisis, however, is not caused by a lack of demand as was the case in 2009. Rather, it is caused by a pandemic. When the economy is ready to resume, there is no reason to cut prices. Don't lower the investment in inventory - you can't sell. When demand does reemerge, you need to have an adequate in-stock position.

What lessons will we learn as the nation reemerges from the pandemic? This is a business environment we have never experienced before. Benchmarking industry results will provide at least some of the answers.

About the author — John Mackay is a managing partner at Mackay Research Group, a company that provides financial benchmarking for manufacturing and distribution industries.



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Have an interesting story you would like to
share with other NTMA members?

Each issue of The Record will feature one or more stories
from members that fit the month's theme.

The submission deadline will be the first
of the month prior to the publication date.

Email to Kelly LaMarca at klamarca@ntma.org.

Upcoming Record Themes:

June

Fall Conference Preview

July

Emerging Leaders Rising 2020

August

IMTS Preview

What's Your Story?

