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for **THE RECORD** CONTENTS

FEBRUARY/MARCH 26

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SEND US YOUR STORY

Each issue of The Record features our members. We want to hear from you. Send us stories of successes, innovations or experiences.

The submission deadline is the first of the month prior to publication.

For more information, contact
editor@ntma.org
 or call 800.248.6862.



UPCOMING NTMA EVENTS



APRIL 27-29, 2026
 GRAND RAPIDS, MICHIGAN



SEPTEMBER 14-19, 2026
 CHICAGO, ILLINOIS



NOVEMBER 10-13, 2026
 LAS VEGAS, NEVADA

OPERATIONS & EDITORIAL

Roger Atkins, President
 Doug DeRose, Editor-in-Chief
 Molly West, Managing Editor

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FROM ROGER

a message from the president

In this edition of The Record, we reflect on the outcomes of 2025 and outline our priorities and expectations for 2026. The past year produced a mixed landscape across our membership, mirroring broader industry conditions. While many member companies achieved strong performance and growth, others experienced a more moderate year. Some faced significant challenges. At the national association level, we saw similar variation, with meaningful accomplishments alongside areas that require renewed focus and improvement.

One of NTMA's most important 2025 achievements was continued net-positive regular membership growth. This progress directly supports the strength and sustainability of our association. As a result of participation and growth across our chapters, we are proud to return the largest chapter rebate in our history — \$164,235 — providing direct value back to local organizations and their members.

Workforce development and training remained central priorities. During the year we completed a major upgrade to NTMA-U and began rolling out new user portals to improve accessibility and usability. We also successfully delivered our first Executive/Owners Cohort and continued momentum with another

strong year for the Emerging Leaders Cohort. Both programs are building leadership capacity and preparing the next generation of industry decision-makers.

Our advocacy initiatives also delivered tangible results. Legislative progress at the federal level is beginning to produce benefits for our industry, supported by coordinated outreach and engagement efforts. Our One Voice Fly-In to Washington, D.C. once again provided members with the opportunity to meet directly with policymakers and communicate the needs and priorities of small and medium-sized manufacturers.

Association events throughout the year were productive and well received. Programs included the Chapter Leadership Summit, the Emerging Leaders Conference and our flagship Engage Conference held in Detroit. While these events delivered strong content and engagement, attendance fell short of our targets. In response, we are refining our 2026 event schedule, enhancing programming and speaker selection and moving our major conference west to Las Vegas with a focused emphasis on artificial intelligence and emerging technologies.

International engagement expanded. With the support of select National

Associate Members, we conducted a highly successful International Tech Tour for 20 members, visiting manufacturing partners in Italy, primarily in the greater Milan region. The experience combined technical exchange, partnership development and cultural engagement. Early discussions are underway regarding a potential international tour in 2027.

Throughout the year, members of our executive leadership team participated in numerous chapter and industry events to promote our sector, our members and the association. Notably, we presented industry outlook updates on behalf of small and medium-sized manufacturers at AMT's MT Forecast Conference. We also reaffirmed our partnership with AMT for a joint MFG Meeting every other year, with the next combined event scheduled for 2027.

Despite many successes, several challenges impacted performance in 2025. Industry partner sponsorships declined, affecting program support and revenue stability. Some inactive partners exited, though recruitment efforts are underway to bring in new, more engaged partners. Industry-wide softness also affected certain affinity programs, creating a measurable financial impact. This was offset by growth among other exclusive partners,

stabilizing overall partner contributions.

Although operations recorded a modest loss for the year, investment performance offset that loss and increased total association equity by approximately \$140,000. This outcome reflects prudent financial management and long-term planning.

Our 2026 strategy centers on strengthening and expanding core initiatives, including NTMA-U, National Associate Member engagement, sponsorship development and membership growth. These efforts directly support our ability to enhance services and deliver greater value to members.

We will also increase our visibility at major industry exhibitions and host member-focused gatherings alongside these events. Efforts continue to promote member capabilities to OEMs and buyers, and companies are encouraged to keep their capability profiles current to support sourcing inquiries. We are also exploring the feasibility of a member group tour tied to a major international aerospace and defense exhibition in the spring of 2027.

More detailed coverage of 2025 achievements and 2026 initiatives appear throughout this edition. Underlying all of our plans is a continued call for greater industry collaboration and consolidation of effort. Our sector remains highly fragmented, which can limit influence and efficiency. By working together — sharing resources, consolidating our spending, aligning initiatives and strengthening our collective voice — we can reduce costs, improve productivity and increase our impact, particularly in advocacy and policy matters.

Growing the association remains one of the most effective ways to expand our collective influence and deliver meaningful results for members. We encourage every member to stay actively engaged at both the chapter and national levels. Our commitment remains clear: to advance the industry and support member success throughout 2026 and beyond.



Roger Atkins, President, NTMA

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WELCOME

We're glad to count you among our members.

ESOX MANUFACTURING

Minnesota Precision Mfg Member

Esox Manufacturing is a precision CNC machining company specializing in high-quality milling and turning solutions for low- to mid-volume production. Founded in 2025, Esox Manufacturing brings 20 years of combined industry experience delivering tight-tolerance components for demanding applications across aerospace, defense, agriculture, power sports, medical and fluid power markets. The company works closely with customers from early design stages through full production, supporting design for manufacturability, material selection and efficient process planning. This collaborative approach allows Esox Manufacturing to reduce lead times, control costs and deliver reliable, repeatable results — whether supporting prototypes, production ramps or ongoing production programs. Quality is central to every operation at Esox Manufacturing. Robust inspection processes and in-process controls are backed by in-house CMM capabilities to ensure parts consistently meet customer specifications. With a strong focus on communication, technical expertise and continuous improvement, Esox Manufacturing positions itself as a responsive and dependable manufacturing partner.



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www.esoxmfg.com

GRETNA MACHINE SHOP

Houston Chapter

Gretna Machine Shop is a premier, woman-owned manufacturer with a 46-year legacy of excellence in the heart of Houston. We bridge the gap between traditional craftsmanship and modern innovation, specializing in precision components for the Aerospace, Energy and Defense sectors. By maintaining AS9100, ISO9001 and ITAR certifications, we ensure that our quality standards meet the rigorous demands of the world's most critical industries. We view our clients as long-term partners, relying on honest, proactive communication and a culture of integrity to drive mutual success. From rapid prototyping to full-scale production, our veteran team leverages advanced 5-axis and multi-axis technology to deliver unmatched precision.



3450 Long Rd.
Houston, TX 77092
713.690.7328
www.gretnamachine.com

PRECISION METAL WORKS LLC

Southern At Large

Precision Metal Works LLC, located in Montgomery, Ala., is an ISO 9001:2015 certified precision manufacturing partner with 40 years of industry experience. We have specialized in metal components and assemblies for the semi-trailer and heavy-duty transportation industry. We support OEMs and suppliers with reliable, repeatable production of critical trailer components, delivering consistent quality, tight tolerances and dependable lead times. Our operation is built on four decades of disciplined manufacturing processes, experienced shop-floor leadership and a commitment to meeting customer specifications the first time. By combining modern machining capabilities with responsive communication and practical problem-solving, Precision Metal Works provides dependable manufacturing solutions that help keep trailer production moving on schedule.



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Montgomery, AL 36108
334.265.1678
www.precisionmetalinc.com

PRECISION PRODUCTS, INC.

Indiana Chapter

Precision Products, Inc. has been a trusted manufacturing partner since 1974, delivering high-



performance components that power innovation across the automotive, military, semiconductor and large-scale systems industries. Based in Greenwood, Ind., we combine more than five decades of expertise with relentless commitment to quality precision and customer success. We specialize in the design and production of tooling and automation components, offering fully customized machining solutions built to meet mission-critical demands. Our team collaborated closely with clients to turn complex challenges into reliable, efficient and product-ready solutions. Our mission is clear: help our customers gain a competitive advantage. We achieve this by integrating advanced technology, cost-efficient engineering and next-generation automation strategies that boost productivity and reduce labor requirements. And when a simple, practical solution is the smartest choice, we deliver that too — always uncompromising quality and on-time performance.

With more than 50 years of leadership in precision manufacturing, Precision Products continues to empower customers with innovative thinking, exceptional craftsmanship and a partner-first approach that drives long-term success.

1701 Industrial Dr.
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www.prec-prod.com

RUCO PRODUCTS, INC.

Kansas City Chapter

Ruco Products, Inc. is a trusted and proven custom plastic injection molding facility. We have



been a family-owned and operated company since 1967 and pride ourselves on providing superior quality and customer service to our clients. Our team has extensive knowledge in processing a variety of resins such as polypropylene, nylon, ABS and polycarbonate to name a few popular options. We specialize in manufacturing parts falling in the small to medium-size category and have molding machines ranging from 28 tons to 300 tons. In addition to our molding capabilities, we have a robust assembly department that can be configured to fit each customer's needs. Our facility holds ISO 9001-2015 and ISO 140001-2015 certifications and is prepared to aide new customers in their product development process.

2620 SW US Highway 40
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CED PRECISION MACHINING

St. Louis Chapter

CED Precision Machining is a high-quality precision machine shop with over 25 years



of industry knowledge, located in Bloomsdale, Mo. Specializing in CNC milling, CNC turning and custom waterjet cutting, CED delivers quality products, personalized service and on-time delivery for a diverse range of projects. Our facility is equipped with advanced Mazak horizontal and vertical machining centers, multi-spindle turning centers with live tooling and bar feeders and a Mach 4 Integrated Dynamic XD Waterjet System capable of cutting any material up to 3.5 inches thick.

As an ISO 9001:2015 certified shop, quality is at the core of everything we do. Our inspection capabilities include a Hexagon 7107 CMM with advanced multi-sensor controller and a Gagemaster Optical Comparator, ensuring every part meets exacting standards. From prototype development to production runs, CED partners with manufacturers who demand precision, reliability and consistency. CED Precision Machining is proud to be part of the Big Rocks Manufacturing family of companies.

275 Boderman Lane
Bloomsdale, MO 63627
573.483.9877
www.cedprecisionmachining.com

EXPERT INSIGHT

ADVOCACY: SCOTUS RULES IEEPA DOES NOT AUTHORIZE TARIFFS



On Friday, February 20, 2026, the U.S. Supreme Court in a 6-3 decision upheld a lower court ruling against the country-specific “reciprocal” tariffs imposed by President Trump in 2025 under the International Emergency Economic Powers Act of 1977 (IEEPA). The Supreme Court upholding the Federal Circuit’s ruling that the President cannot impose tariffs under IEEPA does not address refunds for the roughly \$160 billion collected from over 300,000 importers since implementation last year. The process of refunds, the timing and whether the government must issue refunds falls to the Court of International Trade for further review, without a set timeline.

Chief Justice John Roberts authored the majority opinion and was joined in part by Justices Sonia Sotomayor, Elena Kagan, Neil Gorsuch, Amy Coney Barrett, and Ketanji Brown Jackson. Justices Brett Kavanaugh, Clarence Thomas and Samuel Alito dissented.

In the opinion, the Court emphasized that “the Congress shall have Power To lay and collect Taxes, Duties, Imposts and Excises.” Chief Justice Roberts wrote that the Constitution gives Congress — not the Executive — “access to the pockets of the people.”

The decision significantly narrows emergency economic authority in trade policy and is expected to shift future tariff actions toward statutes that explicitly authorize duties. As of this writing, the White House has replaced the IEEPA tariffs with a 10% rate under Section 122 of the Trade Act of 1974. The 122 tariffs of 10% are in effect from February 24, 2026 until 12:01AM on July 24, 2026, and provide the same narrow product exemptions as under IEEPA, including no Section 122 tariff on USMCA qualifying goods.

WHAT THIS DECISION DOES Do:

- Citing the major questions doctrine, rules that IEEPA does not grant the power to tariff
- Rules that the tariffs on countries imposed in 2025 are not permitted
- States that only Congress has the power to generate revenue

WHAT THIS DECISION DOES NOT Do:

- Does not remove Section 232 tariffs on steel, aluminum, copper, derivatives, autos, etc.
- These tariffs are typically 50% on steel, aluminum, copper and their select derivatives and remain in effect
- No impact on China Section 301 tariffs – 6,800 imports covered by 25% rate; 3,200 still face 7.5% rate under existing Section 301 action
- A lower court previously upheld the President’s authority to use 301 tariffs
- Decision does not address refunds, eligibility or timeline
- Does not automatically cancel “deals” or “agreements” reached with countries under pressure of IEEPA tariffs

For more information on what tariffs could replace IEEPA, potential tariff refunds and a breakdown of justices’ opinions, please visit: www.onevoiceinfo.org



Omar S. Nashashibi is a founding member of Inside Beltway, a bipartisan lobbying and strategic consultant firm based in Washington, D.C. He may be reached at: omar@insidebeltway.com

TECH/AI: BUSY, BARREN OR SOMEWHERE IN BETWEEN: WHAT US MACHINING DEMAND REALLY LOOKS LIKE



How busy are you, right now?

This is a time of extreme change within the U.S. machining sector, and the impact right now of the political and economic headwinds feels pretty chaotic. No one really knows what's going on — which makes planning your next steps even more difficult!

At CloudNC, we've been looking to an unusual source for answers: analysis of social media threads

and asking machine shops the very question above. The difference in responses — all from real shops across the U.S. — revealed an industry that is simultaneously slammed in parts and slowing in others.

For some shops, the work hasn't just increased — it's overwhelming. "We're too busy... it's been so busy I'm exclusively running bigger jobs 10-12 hours a day and we're still buried," shared one respondent, while another found customers were sending orders without even requesting quotes. Others are expanding: "We just had to buy the building next door and started filling it with machines..."

Meanwhile, certain sectors tell a different story. Aerospace and defense remain bright spots — "Can't keep up with RFQs... all space and defense related stuff that's going gangbusters right now" — but automotive and oil and gas shops describe dramatic slowdowns, with one noting: "Things ground down to a halt if you're doing purely automotive."

This snapshot isn't statistically comprehensive, and it has obvious biases towards those that want to celebrate or complain. But, from the conversations I have on a daily basis, it feels about right.

So what does this all mean? Well, no matter where you lie on the feast or famine scale, agility matters more than ever.

When workloads swing and sector strength diverges, shops that can quote quickly, pivot between work types and invest in smarter tooling will hold a competitive edge. In an era of uneven demand and unsure futures, adaptability isn't just an asset — it's a survival strategy.



Daniel Soderlund has worked for some of the leading companies empowering manufacturers with technology for over two decades. Before joining CloudNC, he worked with ProShop ERP and FARO Technologies. He loves empowering organizations to achieve explosive results with tailored solutions, driving growth and success.

FINANCIAL SERVICES: 3 WAYS MANUFACTURERS GET HR RIGHT WITHOUT ADDING RISK



Running payroll and compliance without a system built for accountability isn't efficiency.

It's liability that feels organized. In many small manufacturing businesses, HR responsibilities get scattered based on availability. Payroll sits with accounting. Compliance lands on operations. Hiring is outsourced. Benefits live in email threads. Each handoff feels reasonable on its own. Together, they create blind spots. Errors hide between systems. And when

something breaks, the owner becomes the backstop.

Here's what actually works.

1. Accountability has to be structural.

Assigning responsibility doesn't prevent mistakes. It just determines who answers for them later. Real certainty comes from systems designed to catch exceptions before they reach employees or regulators. When payroll, time, benefits and compliance live in separate tools, misclassifications and filing delays surface months later. When they operate as one system, issues are identified early. That's the difference between shared responsibility and embedded accountability.

2. Managers shouldn't be compensating for broken systems.

Good managers should focus on performance, safety and throughput, not reconciling why payroll doesn't match benefits or why a classification change didn't carry across platforms. Asking managers to absorb system failures creates burnout and distraction. The system has to work correctly so managers can lead effectively.

3. Peer advice isn't protection.

Industry groups and peer networks are valuable, but they don't prevent penalties or catch errors before filings go out. What does is having a dedicated expert embedded in your payroll operation. Someone who reviews changes, flags risk and owns the outcome when something unexpected happens. That's not support. That's stewardship.

The manufacturers winning today aren't the ones spreading HR knowledge thinner across the organization. They're the ones using systems that own outcomes and people who stand behind them.



Chris Allen is the Chief Marketing Officer at Auris. He has a decade of executive leadership in marketing at B2B tech and SaaS companies. Prior to Auris, Chris was the SVP of Marketing at Global Payments where he scaled growth marketing, led through international mergers and acquisitions and redeveloped their worldwide product and company branding.



WHY NTMA MEMBERSHIP MATTERS MORE THAN EVER

CARRIE MARSICO, MEMBERSHIP AND CHAPTER RELATIONS MANAGER NTMA

Precision manufacturing has never been more complex — or more competitive. From workforce shortages and rising costs to evolving regulations and risk exposure, shop owners and leaders are being asked to do more with less. In this environment, success isn't just about having the right equipment—it's about having the right support system.

That's where the National Tooling and Machining Association comes in.

For decades, NTMA has been the trusted partner for precision manufacturers across the country, providing the resources, relationships and representation needed to help shops not only survive, but thrive.

A COMMUNITY BUILT FOR PRECISION MANUFACTURERS

At its core, NTMA is about connection. Membership opens the door to a national network of peers who understand the challenges of running a job shop, toolroom or precision manufacturing operation — because they're living it too.

Through local chapters, national events and collaborative programs, members share ideas, solve problems together and build relationships that often turn into real business opportunities.

And now, those connections extend even further through NTMA Connect.

NTMA CONNECT: YOUR INDUSTRY COMMUNITY, ONLINE

NTMA Connect is the association's online community platform, designed exclusively for members. It's a place where conversations don't end when meetings do.

Through NTMA Connect, members can:

- Ask questions and get real-world answers from industry peers
- Share best practices, insights and solutions
- Stay informed on industry news, events and resources
- Connect with fellow members across the country — anytime, anywhere

Whether you're troubleshooting a shop-floor issue, looking for recommendations or simply want to learn how others are navigating today's challenges, NTMA Connect puts the collective knowledge of the industry at your fingertips.

DRIVING GROWTH, STRENGTH AND STABILITY

Beyond networking, NTMA membership delivers tangible business value. Members benefit from:

- Advocacy and representation on issues impacting precision manufacturers
- Workforce development and training programs to build and retain skilled talent
- Benchmarking and operational resources to improve performance and profitability
- Leadership development to strengthen management teams and future leaders

Every program and resource is designed with one goal in mind: helping members build stronger, more competitive businesses.

NEW ADDED VALUE: PARTNERSHIP WITH FEDERATED INSURANCE

NTMA is continually expanding member value, and a key example is our new partnership with Federated Insurance.

Federated Insurance brings decades of experience working with manufacturers and understands the unique risks facing precision shops. Through this partnership, NTMA members gain access to:

- Insurance solutions tailored specifically to manufacturing operations
- Proactive risk management services to help prevent losses before they happen
- Advisors who understand shop environments, equipment and workforce risks
- Coverage options designed to protect people, property and long-term viability

This partnership reinforces NTMA's commitment to supporting members, not just in growth, but in protection and sustainability as well.

MORE THAN MEMBERSHIP: A STRATEGIC ADVANTAGE

NTMA membership is not simply about joining an association. It's about gaining a competitive edge, a trusted network and a voice in the industry's future.

With resources like NTMA Connect, strategic partnerships like Federated Insurance and a community of peers who are invested in one another's success, NTMA provides the support precision manufacturers need to face today's challenges and to prepare for tomorrow's opportunities.

EDUCATION. EXPOSURE. CONNECTION.

NTMA EVENTS HAVE SOMETHING FOR EVERYONE.

KRISTEN HRUSCH, EVENTS MANAGER, NTMA

The NTMA continued its role as a central hub for precision manufacturers, job shops and industry leaders in 2025 — offering a calendar of events that emphasized networking, education, technological advancement and community building.

In March, NTMA members traveled to Milan, Italy to gain a unique perspective on up-and-coming technologies as they went behind the scenes of world-class manufacturing facilities. SMW Autoblok, Heidenhain, Big Daishowa, DMG MORI and Speroni opened their doors and gave members an inside look at their overseas facilities. In addition to the tours, the companies arranged for a tour at Ferrari and also provided over-the-top hospitality in showing participants around Italy.

Come May, NTMA was ready for one of the year's flagship gatherings, the 2025 Emerging Leaders Conference, this time in Orlando, Fla. This event targeted the next generation of manufacturing professionals, providing curated sessions, networking opportunities and a forum to discuss trends, leadership and the evolving role of technology. By bringing together up-and-coming influencers, NTMA reinforced its commitment to workforce development and long-term industry vitality.

Last but not least, NTMA held our signature three-day conference, Engage 2025 in Detroit, Mich. Engage combined networking, thought-leadership sessions and social events. Engage continues to be a cornerstone for national-level advocacy, education and connection among industry leaders.

NTMA's event calendar and community involvement throughout 2025 demonstrated its continued mission: strengthening the precision manufacturing sector through education, exposure to technology and powerful connections. In addition to our international tours and leadership conferences, NTMA hosted regional meetups and signature national forums, as well as varied and engaging platforms for members to grow and collaborate throughout the year.

NTMA has plenty in store for 2026. Between our Executive Cohorts, Emerging Leaders Networking Group, the Emerging Leaders Conference and Engage, we have something for everyone!



NTMA -U LEVELS UP



JENNY STUPICA, WORKFORCE DEVELOPMENT DIRECTOR, NTMA

The NTMA's industry-driven online training platform, NTMA-U, leveled up in 2025, and our members are reaping the benefits. NTMA-U was launched in 2011. Since that time, technology has gone through sweeping modernization, and it was time for NTMA-U to undergo a reboot to meet the evolving needs of today's manufacturers and the next generation of skilled workers. Whether you're a new user or you've utilized NTMA-U in the past, you'll want to log on and learn how this year's upgrades can support your workforce development. From assessing a candidate's readiness to supporting your apprentices through every step of the process, and everything in between — NTMA-U is poised to be your partner in 2026.

Backed by a \$750,000 investment from the National Tooling and Machining Foundation, the upgraded NTMA-U delivers a cleaner, faster and more intuitive learning experience. The platform now mirrors today's advanced manufacturing environment, offering a bright, high-tech interface that reflects the modern shop floor.

One of the strengths of NTMA-U is its flexibility. Companies can use it however they need—whether that means assigning a single course to help an employee transition into a new role, building targeted skill development plans for specific positions, or implementing the full registered apprenticeship pathway. NTMA-U adapts to your workforce strategy, not the other way around.

NTMA-U's curriculum remains comprehensive, covering introductory training through full apprenticeship coursework. Students can earn a nationally recognized Journeyman's Certificate and up to 13 articulated college credits. The program's new hybrid apprenticeship model, approved by the U.S. Department of Labor, allows individuals with prior experience to receive credit for coursework and demonstrated skills thereby reducing time to completion and lowering employer costs.

For companies seeking to launch or expand apprenticeship

programs, NTMA now offers an even greater advantage: the association can serve as a Sponsor of Record on your behalf. NTMA manages all Department of Labor documentation, reporting, and compliance, allowing employers to skip the paperwork and focus on training. Shops simply track on-the-job learning hours while NTMA handles the administrative burden at no cost.

The 2025 overhaul includes significant improvements to accessibility and engagement. Lessons have been restructured into short, two- to nine-minute videos, allowing apprentices to make progress between shifts or during limited downtime. Enhanced visuals - 3D models, animations, AI voiceovers and custom illustrations - bring complex concepts to life. Every course is now fully ADA-compliant, with closed captions, balanced audio, video text, and screen reader friendly navigation. The redesign creates a more inclusive and accessible learning experience.

With our recent upgrades, NTMA is extending the reach of manufacturing education. Free K-12 Education Memberships will introduce students to manufacturing careers through online courses and a low-cost pre-apprenticeship program. A new Adult Student Membership opens the door for career changers, veterans and jobseekers to access NTMA-U coursework for just \$50 annually. Partnerships with the National Talent Hub and the Navy Talent Pipeline will help connect learners with employers and emerging talent pools.

NTMA-U is a powerful tool for members who want to attract, train and retain skilled employees. We believe you'll find a training experience that looks and feels as advanced as the technology on your shop floor.

NTMA-U is ready for what's next — and it's built to help manufacturers get there. For details about any of the NTMA-U programs or information about how to add NTMA-U to your workforce development program, contact Jenny Stupica at jstupica@ntma.org.

SURVEYS & REPORTS

offering exclusive data available only to NTMA members

JOHN MACKAY, MACKAY RESEARCH GROUP

NTMA conducts three management surveys that provide member companies with confidential, industry-specific benchmark reports to support smarter business decisions. Offered at no cost to participating members, these reports deliver practical insight into operating costs and executive compensation as well as wages and fringe benefits. This helps owners and managers understand key performance drivers, compare results to industry peers and navigate both strong and challenging economic conditions with greater confidence.

NTMA members can participate in the annual management reporting programs free of charge. The Operating Costs study evaluates the degree to which a business is successful in the good times and how the benchmarks can help a business owner navigate the difficult times as well. The Wage & Fringe Benefits Report helps companies determine competitive rates of pay and identify what benefit programs are expected by today's employees.

At a time when NTMA businesses are faced with a tight credit market and an anemic economy, knowing the key numbers that drive your business can help business owners make sound decisions and keep your business moving in the right direction.

OPERATING COSTS REPORT

HOW IT WORKS

The Operating Costs Survey is mailed in April to each NTMA member company. Because you send the survey directly to Mackay Research Group, no one from NTMA or its staff has access to specific company data. Participant data is aggregated in a manner that prevents identification of any individual company.

From this data, Mackay Research Group produces the

Operation Costs Report. This report is a profitability or cost of doing business study of NTMA members designed to obtain, understand and analyze best practices in the precision custom tooling and machining industry. It helps you improve your financial results by establishing typical financial performance targets and by showing how high-profit companies achieve their success.

WHAT'S IN IT FOR YOU?

Individual Company Report

Each survey participant receives an individual Financial Performance Report analyzing your company. This report compares your financial performance to industry standards, to others in the same line of business category (Tools & Dies, Molds, General Precision Machining, Aerospace Machining, Special Machines, Production Operations and Sheet Metal Fabrication) and to others in the same sales volume group. In order to protect your confidential data, Mackay Research Group sends this report directly to you. And, it's free to you through NTMA!

Executive Compensation Report

Closely-held corporations are often the target of IRS reasonable compensation challenges. The Executive Compensation Report examines issues relating to reasonable compensation by analyzing the range of pay, including base salary, bonuses and total compensation that executives earn in the precision custom tooling & machining industry.

WAGE & FRINGE BENEFIT REPORT

HOW IT WORKS

The wage survey is mailed in September to each NTMA member company. Again, only Mackay Research Group, NTMA's statistical consultant, views the returned surveys.

THE BENEFIT

Factory labor accounts for one-half of all costs that a manufacturer faces. Even minor changes in factory labor costs can have a significant impact on your bottom line. In today's competitive business atmosphere, experienced, productive employees are vital for your success. Balancing wage rates with employee productivity is always a challenge. This report can help you manage your workforce more effectively, make the most of your labor dollars and attract the best employees.

WHAT YOU GET

The survey examines high, low and average wage rates for 33 job functions for four groups of shop employees: Apprentices, Machining Operations, Tool and Die / Mold Operations and Manufacturing Support Functions.

The Wage & Fringe Benefit Report provides a wide range of wage and benefit statistics on topics such as:

- Wage Rates for employees in Manual Machining, CNC Operations, and Support Functions
- High, low and average wage rates
- Healthcare plans & premiums
- Retirement income plans
- Paid vacation & holidays

Due to the extensive sample in this study, survey participants are provided with a wide range of information on your local chapter, regional and national wage rates.

These reports are a significant source of meaningful information not available anywhere else...for any price. And they are FREE to participating NTMA members. Watch your email and NTMA social media for details of upcoming surveys and reports.

MEMBER LEGAL BENEFITS

STEPHEN MAULE, McMAHON BERGER, P.C.

How many NTMA members know they have free access to the services of one of the nation's oldest law firms dedicated solely to the practice of labor and employment law? As an NTMA member, you receive one free hour each month to consult with an attorney at the law firm of McMahon Berger, P.C., to address a wide range of issues related to labor and employment law. Here's how it works.

Suppose, for example, you have received a complaint from an employee alleging they have experienced unfair treatment from a supervisor. Perhaps you want to change your compensation structure but are concerned what its impact would be both legally and from a morale standpoint. Maybe you recently received a visit from a federal or state safety inspector and you need assistance responding to their request for information. Has it been a while since you updated your employee handbook and you want an experienced eye to provide a thorough review of your policies? Or do you simply want to talk through a difficult discipline issue with a long-tenured employee who recently requested a medical leave of absence?

These are just some of the many labor and employment issues employers face on a daily basis. McMahon Berger, P.C., has been working with management for more than 70 years to help businesses minimize the risks associated with making difficult decisions. Based in St. Louis, Mo., but with a nationwide practice, McMahon Berger, P.C. is proud of its long-standing relationship (more than 30 years) with NTMA and its members. The firm's lawyers work hard to keep current on the ever-changing laws and regulations that affect businesses, both small and large.

Wherever your company is located, McMahon Berger, P.C. can offer you guidance and recommendations to respond to your needs. To take advantage of this free benefit, simply call (314) 567-7350 and ask for Stephen Maule, NTMA's primary contact at the firm. You also can email Stephen at maule@mcmahonberger.com. Stephen's promise is to return your call/email no later than the end of the business day.

LINDA WARNER, EXECUTIVE & MEMBERSHIP SUPPORT, NTMA

Each year, the NTMA recognizes the outstanding accomplishments of our members at the Engage Conference. We are pleased to acknowledge the following companies and members for their long-standing membership, professional excellence, leadership and service to the NTMA and the manufacturing community.

Members Reaching Milestone Anniversaries with NTMA in 2025

82 YEARS

Bachman Machine Company
Ehrhardt Automation
Hobson & Motzer, Inc.
Jergens, Inc.

80 YEARS

J. W. Harwood Co.
Mitchell Machine, Inc.
Therm, Inc.

70 YEARS

Allied Mechanical
Vaughn Manufacturing Company, Inc.

65 YEARS

Lancaster Metal Products Company
Powill Manufacturing & Engineering, Inc.

60 YEARS

Bawden Industries, Inc.
Benda Tool & Model Works
Chelar Tool & Die, Inc.
Lyons Tool & Die Company
Metalcraft Solutions
Northern Machine Tool Company
Reuther Mold & Manufacturing Co.

55 YEARS

Colonial Machine Company
Exco Engineering USA, Inc.
Fredon Corporation
Maddox Metal Works, Inc.
Precision Die & Stamping, Inc.
Quality Tool Company
Tri-Craft, Inc.
United Centerless Grinding & Thread Rolling
Valco Valley Tool & Die, Inc.

50 YEARS

Acro Industries, Inc.
Composidie, Inc.
Elizabeth Tooling LLC
May Industries of Ohio, Inc.
Monks Manufacturing Co., Inc.
P & N Machine Co., Inc.
Penn State Tool & Die Corp.
Penn United Technologies Inc.
Skillcraft Machine Tool Company

45 YEARS

Allied Specialty Precision, Inc.
B-W Grinding Service, Inc.
Buitter Tool & Die, Inc.
Fenton Manufacturing, Inc.
Guill Tool & Engineering Co., Inc.
Ka-Wood Gear & Machine Company
Rite-Way Industries Inc.
Ronlen Industries, Inc.
Top Tool & Die, Inc.

40 YEARS

C.V. Tool Company, Inc.
Doyle Manufacturing, Inc.
Excel Stamping & Manufacturing, Inc.
Excel Tool & Manufacturing, Inc.
JM Performance Products, Inc.
Lux Manufacturing, Inc.
Quality Mold & Engineering, Inc.
Roberts Tool & Die Company
Strohwig Industries
Superior Tool & Die Company, Inc.
Ultra Tech Aerospace
Walter Tool & Mfg., Inc.

35 YEARS

A & E Machine Shop, Inc.
Austin Machine Company Inc.
Chicago Grinding & Machine Co.
Kalman Manufacturing, Inc.
MPE Machine Tool, Inc.
Overton Industries
United Machine Co., Inc.
Wire Tech EDM, Inc.

30 YEARS

Cee-San Machine & Fabrication Co.
Metplas, Inc.
Patriot Machine, Inc.
Paul E. Seymour Tool & Die LLC
Scientiam Machine Company
TEKE Machine Corporation
Youngberg Industries, Inc.



Team Leaders Completing Service in 2025

Ken Kuhn – Audit Team 2020 - 2025

Tiffany Bryson – Mfg. and Technology Team 2024 – 2025

Justin Quinn – Nominating Team 2021-2025

Alan Ortner – Budget & Finance Team 2024-2025

& MILESTONES

b&S Excellence Award

Acutec Precision Aerospace
Boston Centerless
Hibshman Screw Machine Products
Major Tool & Machine
Pilot Precision Products
Ripley Machine
Rosenberger North America Pennsauken
AccuRounds
Gibbs Die Casting
Hirsh Precision Products
Homeyer Precision Manufacturing
JD Machine
Jergens
Nord – Lock
Roberts Tool & Die Company
United Tool & Machine Corporation



NTMA Distinguished Service Award



SCOTT COVERT

L.A. Sommer Memorial Award



BONNIE KUHN, KUHN TOOL & DIE CO.

OUTLOOK FOR 2026:

Building Momentum for an American Manufacturing Super-Cycle

ERIC D. HAGOPIAN, CHAIRMAN, NTMA 2026

As we enter 2026, I believe we find ourselves at an important inflection point for American manufacturing — and for the National Tooling and Machining Association.

Looking back, 2025 was largely a year of re-solidification for the U.S. economy. Coming out of a period marked by inflationary pressure, uncertainty around interest rates and shifting trade and industrial policies, manufacturers spent much of last year stabilizing operations, reassessing investment plans and positioning themselves for what comes next. While the desire for a rapid economic rebound was widespread, the scale and pace of policy change naturally caused many companies to take a measured, disciplined approach.

Encouragingly, that patience was rewarded. We avoided major economic headwinds, and by mid-year many manufacturers began to see improving order flow, renewed confidence and early signs of sustained growth. In sectors such as semiconductors, energy, aerospace and advanced manufacturing, companies are not just responding to current demand — they are investing in anticipation of what lies ahead.

As we look forward, I am increasingly optimistic that 2026 and the years beyond will represent a meaningful growth cycle for American manufacturing. Pro-growth policies passed in the One Big Beautiful Bill are already beginning to

take effect, providing strong federal support for investments in research and development, capital equipment, workforce development and brick-and-mortar expansion. With trillions of dollars expected to flow into the economy over the next five to ten years, we have the potential to be entering an economic super-cycle — one driven by innovation, reshoring, productivity and American industrial leadership.

This environment presents extraordinary opportunity, but also real responsibility. Capturing the full benefit of this growth will require collaboration, shared knowledge and strong industry leadership — qualities that are central to NTMA's mission.

One of the greatest strengths of NTMA is the depth and diversity of its membership. Our manufacturing members are supported by an exceptional network of National Associate Members, including companies such as PTS, Grainger and many others. These partners play a critical role in helping shops improve productivity, adopt new technologies, manage costs and compete more effectively in a rapidly evolving marketplace. The Associate Member programs are not simply discounts or vendor relationships, they are strategic resources designed to help NTMA members succeed.

As chairman, I am particularly excited to help strengthen these relationships and ensure that members are fully aware of the value available to them through NTMA. I also view this role as an opportunity to listen and learn. Through my

**“WITH PRO-GROWTH POLICIES
IN PLACE AND HISTORIC
INVESTMENT FLOWING INTO
OUR ECONOMY, AMERICAN
MANUFACTURING HAS A UNIQUE
OPPORTUNITY TO ENTER A NEW
GROWTH SUPER-CYCLE —
AND NTMA MEMBERS ARE
POSITIONED TO LEAD IT.”**

**— ERIC D. HAGOPIAN
CHAIRMAN, NTMA 2026**

travels and chapter visits, I hope to better understand how NTMA members are addressing their cutting tool challenges and how my own experience at Pilot Precision Products can catalyze broader conversations around innovation, productivity and technology adoption within our industry.

In the year ahead, I will be traveling extensively to visit NTMA chapters across the country. I look forward to meeting members face-to-face, learning from their experiences and working together to demonstrate the tangible value that NTMA delivers — whether through advocacy, workforce development, benchmarking, technology access or peer-to-peer collaboration. I warmly invite chapters to reach out and extend invitations; these conversations are essential to ensuring that NTMA continues to evolve alongside the needs of its members.

I am deeply honored to have been nominated by my peers to serve as



chairman, and I take that responsibility seriously. NTMA has never been more relevant than it is today. At a time when American manufacturing is once again recognized as a strategic national priority, our association stands uniquely positioned to help members not only participate in the coming growth — but to lead it.

I am incredibly optimistic about the future of American manufacturing and proud to serve an association that brings together some of the most capable, innovative and resilient companies

in our industry. The opportunities ahead of us are significant, and by working together — sharing knowledge, supporting one another and engaging actively within NTMA — we can ensure that our members are well positioned to lead during the next phase of growth.

I look forward to meeting many of you in the year ahead and to working side by side to strengthen our association and advance the success of manufacturing across America.

BOASTING A MEMBERSHIP OF MORE THAN **1,000** COMPANIES,
 THE NATIONAL TOOLING & MACHINING ASSOCIATION REPRESENTS
30,491 INDIVIDUALS AND **\$8 BILLION** IN ANNUAL REVENUE.

ADVOCACY



NETWORKING



20

* BY THE



BLOG VIEWS	11,295
EMAIL REACH	9,494
SOCIAL MEDIA IMPRESSIONS	108,265
WEBSITE VISITORS	81,100
NTMA CONNECT LOGINS	2,253



NTMA passed on **\$118,000**
in rebates to chapters in 2025.
That's the largest amount in
NTMA HISTORY!



Excellence

6 Star Chapters

146 Years of Service Awards

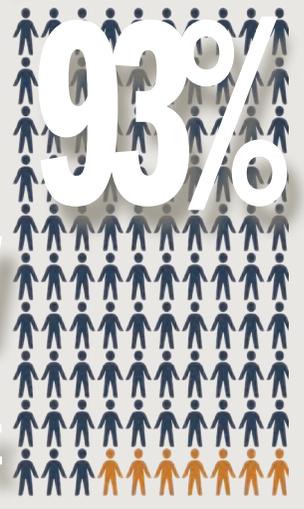
57 Safety Awards

16 6 S Awards

**WORKFORCE
DEVELOPMENT**



**MEMBERSHIP
RETENTION
RATE →**
OVERALL, MEMBERSHIP
GREW
FOR THE
**4TH
CONSECUTIVE
YEAR**



25
NUMBERS



25.2%

percentage of NTMA revenue attributed to affinity program income.

YOUR PARTICIPATION HELPS NTMA PROVIDE BETTER MEMBER SERVICES AND PROGRAMS!

33.2%



ARE YOU ENROLLED IN THESE

Are You Aware of the Grainger Committed Member Program?

If not, you are missing out on **additional savings!**

The Standard NTMA/Associations & Grainger MRO Agreement

SAVE ON 800,000+ ITEMS ACROSS 10 PRODUCT CATEGORIES

Category Discounts

- Cleaning Consumables: 15%
- Cleaning Other: 15%
- Electrical: 7%
- Hand Tools: 7%
- Lubrication: 11%
- Machining: 11%
- Power Tools: 7%
- Safety: 10%
- Safety Footwear: 17%
- Welding: 11%

The Committed NTMA/Associations & Grainger MRO Agreement

SAVE ON 900,000+ ITEMS ACROSS 24 PRODUCT CATEGORIES

Deeper Category Discounts

- Abrasives: 18%
- Adhesives, Sealants and Tape: 15%
- Cleaning: Consumables 15%
- Cleaning: Other 15%
- Electrical: 10%
- Electronics, Appliances and Batteries: 10%
- Fleet and Vehicle Maintenance: 10%
- Furniture, Hospitality and Food Service: 10%
- Hand Tools: 10%
- Hardware: 11%
- Hydraulics: 10%
- Lighting: 15%
- Lubrication: 18%
- Machining: 18%
- Material Handling: 10%
- Plumbing Other: 10%
- Plumbing Pipe Valves Fittings: 10%
- Pneumatics: 10%
- Power Tools: 10%
- Power Transmission: 15%
- Safety: 10%
- Safety Footwear: 17%
- Welding: 11%

Grainger pays all standard shipping*

Agreement Term: 5/1/2025 - 12/31/2026

Please reach out to your Grainger Representative or NTMA/Association Contact.

*Category discounts are subject to the following terms: Discounts applied to Contract Reference Price. You must sign in to Grainger.com® to see your Contract Reference Price. Category discounts will not apply to: (a) sourced products; (b) items in any other discount programs; (c) promotional, lot and commodity items; or (d) special pricing programs offered for certain Catalog Products from time to time. If, after applying the category discount above, the price of an individual Catalog Product is below Grainger's cost, Grainger reserves the right to reduce the category discount for that Catalog Product. If at any time a Catalog Product is discontinued for any reason, such Catalog Product will be removed from the category discount program. Grainger reserves the right to determine the appropriate category for a particular Catalog Product.

*Standard ground freight is paid by Seller on all orders, unless otherwise stated, to Buyer's place of business anywhere in the contiguous United States. Other terms and conditions may apply for other than standard ground delivery ("Other Freight Services"), including expedited same day delivery, air freight, freight collect, sourced orders, export orders, hazardous materials, Buyer's carrier, shipments outside the contiguous U.S. or other special handling by the carrier. Charges incurred for Other Freight Services must be paid by Buyer.

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GRAINGER.COM/NTMA



exclusive MEMBER PROGRAMS?

NTMA MEMBERS EXCLUSIVE CUTTING TOOLS PARTNERSHIP



NTMA Members Access
Exclusive Benefits with
PT Solutions



STRENGTHEN YOUR METALWORKING ARSENAL

With over 65+ years experience, PT Solutions also offers one of the largest selections of high-quality cutting tools, from the industries leading brands ensuring that NTMA members have access to a comprehensive range of products to meet their specific needs.

1. Three Strategically Located Distribution Centers

These facilities ensure prompt delivery, with same day shipping available for most orders.

2. Online Services and Exclusive Promotions

Members can access special online promotions and convenient ordering options for significant discounts.

3. Factory-Trained Technical Support

NTMA members can rely on expert guidance and support for product-related queries and applications.

4. Vending Solutions

PT Solutions provides innovative vending solutions to streamline inventory management and boost productivity.

5. Inside Sales Account Support

A resolute sales team is available to assist NTMA members and ensure a seamless customer experience

6. Over 300 hundred Field Sales Representatives

PT Solutions' extensive field sales team provides on-site support and personalized service for NTMA members.

MASTER EVERY TASK WITH TOP-TIER TOOLS

Top-quality products and services at a discount to elevate your metalworking operations

- Cutting Tools
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- Metrology
- Abrasives
- Workholding
- Tooling Systems

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OTHER TRUSTED DISTRIBUTOR PARTNERS



2026 CHAPTER LEADERSHIP SUMMIT



DATE: January 28-30, 2026 | **LOCATION:** Fort Worth, TX

An exclusive gathering for NTMA Chapter Leadership, this summit brings together Chapter Executives, Chapter Presidents, and Trustees—many of whom are shop owners and company leaders. It's a focused opportunity to connect with peers, share ideas, and strengthen relationships at the local level.

EMERGING LEADERS '26



DATE: April 27-29, 2026 | **LOCATION:** Grand Rapids, MI

NTMA brings together the best and brightest emerging leaders in manufacturing to connect, collaborate, and explore the future of our industry. Designed for the next generation of decision-makers, this event creates a dynamic environment for sharing ideas, discussing innovative technologies and processes, and building meaningful peer relationships. Attendees will expand their professional network, gain fresh perspectives, and strengthen their role as influential leaders shaping tomorrow's manufacturing landscape.

*Partnering associations will be: AMT, NFFS, and TMA.

IMTS 2026 TECHNOLOGY LUNCHEON

DATE: September 14-19, 2026 | **LOCATION:** Chicago, IL

During IMTS, NTMA will host a targeted luncheon for members, providing a focused opportunity to explore new products and emerging technologies. Attendees will gain direct insight into the latest innovations and connect with industry partners in an engaging, small-group setting.

THE PRECISION MANUFACTURING CONFERENCE ENGAGE 2026

PRESENTED BY NTMA

DATE: November 10-13, 2026 | **LOCATION:** Las Vegas, NV

Engage is a premier leadership experience for emerging leaders within the National Tooling and Machining Association, designed to foster growth, connection, and forward-thinking leadership. Attendees will collaborate with peers from across the country, explore the challenges and opportunities shaping the future of precision manufacturing, and gain practical insights they can apply immediately. Engage empowers the next generation to strengthen their impact within their companies and across the NTMA network.



2026 NTMA CALENDAR OF EVENTS

Please contact Kristen Hrusch, our Events Manager for more information and to register:

Kristen Hrusch - Krusch@ntma.org 216.264.2845
or visit www.ntma.org/upcoming-events

www.ntma.org/events

* Events Subject to Change*

FOR ALL THE LATEST FOLLOW THE NTMA:



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www.youtube.com/NTMANow

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Test us. It's worth it.
blaser.com/testus



Blaser Liquid Tool - Your Best Friend

CHAPTER CHECK-IN

NORTH TEXAS NTMA HOSTS FIRST CLAY SHOOT

BETTY VRCEK, CHAPTER EXECUTIVE, NORTH TEXAS NTMA

More than 40 shooters came out for the inaugural North Texas NTMA Clay Shoot in December. It was a day of camaraderie, friendly competition and great food. Beyond the clay targets, the highlight of the day was the energy in the air: new friendships were forged, connections were strengthened and our manufacturing community came together in a big way.

A heartfelt thank you to our sponsors who made this event possible:

- Federated Insurance (Sharpshooter Sponsor)
- Frost Bank (Lunch Sponsor)
- QPS Employment Group (Clay Sponsor)
- Global Shop Solutions (Station Sponsor)

Thanks to your support, we're thrilled to share that this will become an annual event. We can't wait to build on this year's success and make next year even bigger and better!



Regional Connections



How is your business handling Payroll and HR?

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You know who owns it. And you know it's right.

Payroll • Time • Hiring • Benefits • HR Advisory

Discover more at [Auris.io](https://auris.io) or connect with your local Auris Advisor to explore exclusive offerings for NTMA members.



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IMTS2026

ACHIEVE THE IMPOSSIBLE

SEPTEMBER 14 - 19, 2026 • MCCORMICK PLACE, CHICAGO



**SIX DAYS TO TRANSFORM
YOUR APPROACH**

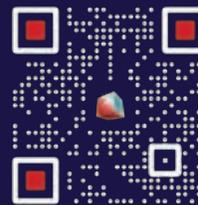
When the Long Way Leads to the Shortcut

Even if you are not in the industry, going to **IMTS** exposes you to a **new frontier of crazy machinery, connections, and opportunities.** Just walking that show could totally change your career path."

Roadtripping parents-to-be Jeff and Crystal knew the importance of planning - and being flexible. They brought an open mind to **IMTS - The International Manufacturing Technology Show** and found new echnologies, great people - and new ways to do business.

Transform your approach at IMTS on Sept. 14-19, 2026, in Chicago.

SCAN TO



REGISTER

NATIONAL ROBOTICS LEAGUE: RETOOLED FOR 2026, NATIONAL COMPETITION SET

TAMI ADAMS, CHAPTER EXECUTIVE, NW PA CHAPTER NTMA

The National Robotics League (NRL) has adopted an updated Committee Charter to support regional 15-pound combat robot programs. The revised structure clarifies committee roles and responsibilities while improving alignment with NTMA's Workforce Development Team priorities. Core tasks include requirements for use of the NRL name, regular review and updates to NRL rules and regulations, national contest oversight, NRL website recommendations and an advisory role for funding or grant opportunities through NTMF. Members of the committee are also willing to field questions from those interested in starting a 15-pound combat robot program.

Active regional programs and members who are interested in contributing their time and expertise are encouraged to get involved by serving on the committee.

Your participation helps shape the work of the NRL and advance our shared mission.



NATIONAL COMPETITION

May 15-17, 2026
MESA RIDGE HIGH SCHOOL
COLORADO SPRINGS, CO



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

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

SUBMISSION DUE DATE:

Please submit your application by Tuesday, September 15th, 2026 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:

<https://ntma.org/resources/ntma-awards>

Applications should be sent to 6Saward@ntma.org

UNITED TOOL & MACHINE STRENGTHENS MARKET POSITION THROUGH ACQUISITION OF FITZ MACHINE INC.

United Tool & Machine (UTM), a trusted provider of CNC machining services, assemblies and stampings for more than 80 years across over 20 industries, announced the acquisition of Fitz Machine Inc., a woman-owned precision CNC machining specialist serving northeastern United States and beyond.

Founded in 1994, Fitz Machine Inc. has built a reputation as a “one-stop job shop” delivering high-quality, full-service CNC machining solutions. The company’s expertise spans horizontal machining, milling, turning, tooling and fixturing and fast turnaround prototyping. With a strong focus on exceptional customer service and technical skills, Fitz Machine Inc. has earned the loyalty of customers who rely on its ability to meet tight tolerances and demanding delivery schedules for industries ranging from automotive to telecommunications.

“The acquisition of Fitz Machine Inc. represents the seventh company in 20 years to join the UTM family,” said Scott Fallavollita, president of UTM. “Fitz Machine Inc. brings valuable employees, advanced machining technologies and a deep customer base that will help propel UTM to new levels of innovation and service.”

Fitz Machine Inc. is particularly recognized for its horizontal machining capabilities, which will expand UTM’s current capacity. By integrating Fitz Machine Inc.’s skilled workforce, UTM strengthens its own expertise, operational strength and scalability.

“We are excited to join the UTM family of precision machining and manufacturing professionals,” said Ed Fitzgerald, Vice President of Fitz Machine Inc. “Backed by nearly 100 years of collective expertise,

United Tool is known for its focus on continuous improvement and its ongoing lean manufacturing commitment. The United Tool family of companies strive for a world-class level of customer service to meet the dynamic demands of our industry.”

UTM has long stood apart from traditional job shops by offering a wide range of machining technologies under one roof. This breadth of services enables OEMs to save lead time and reduce costs while working with a single, trusted partner. With the addition of Fitz Machine Inc., UTM reaffirms its commitment to innovation, customer satisfaction and long-term growth in the machining world.

United Tool & Machine recently won the 2025 National Tooling & Machining Association 6S Excellence Award for member shops excelling in organization and efficiency.



Member News

HWR WORKHOLDING USA ANNOUNCES SALES REPRESENTATIVE PARTNERSHIP WITH TURBOTECH MACHINING, LLC.

HWR Workholding USA has announced a new sales representative partnership with TurboTech Machining, LLC. A provider of precision manufacturing services based out of Rancho Cucamonga, Calif., TurboTech will provide sales, service and applications support throughout the Southern California region.

Founded and led by Chris Lencioni, TurboTech possesses a strong foundation of technical expertise, coupled with extensive knowledge of the local market and a proven track record of supporting customers in precision manufacturing.

“We have supported TurboTech’s operations as they’ve achieved significant

growth across multiple sectors,” says Marcus Saur, VP of Operations at HWR Workholding USA. “It’s a natural evolution of our relationship for them to support HWR products in machine shops, OEMs and dealers in their region.”

The North American subsidiary to one of Germany’s premier workholding providers, HWR Workholding USA provides manufacturers with innovative workholding systems that achieve high levels of flexibility and security. The company is best known for its zero-point workholding system for milling applications and patented self-centering compensating chucks for turning applications.



CALLING ALL COMPANIES AND CHAPTERS WITH A REGISTERED APPRENTICESHIP PROGRAM GRANT OPPORTUNITY FROM THE APPRENTICESHIP INCENTIVE FUND \$3,500 PER APPRENTICE

The American Manufacturing Apprenticeship Incentive Fund (\$35.8M) was created through a cooperative agreement with the U.S. Department of Labor to address the urgent need to grow and modernize the U.S. manufacturing workforce and in direct response to the national call to expand access to high-quality registered apprenticeship programs.

- Individual registered apprenticeship program sponsors (companies with their own registered apprenticeship programs) as well as group sponsors (apprenticeship programs operated by trade associations, groups of employers or NTMA chapters) are eligible to apply.
- Eligible sponsors must have an established Registered Apprenticeship Program at the time of application.
- All apprentices included in the application must be enrolled on or after the application submission date.
- Sponsors must maintain apprentice enrollment for a minimum of 90 days.
- An incentive of \$3,500 will be awarded to the sponsor (up to 100 apprentices per employer and up to 10 employers per sponsor).
- Incentive funding will be distributed through a “pay for performance” (sometimes also referred to as “pay for success”) model, where payments are linked to specific performance criteria or predefined outcomes.
- Applications will be accepted on a rolling basis until 100% of available incentive funds are obligated.
- Registered Apprenticeship Program Sponsors can retain up to 10% of the incentive payment – the remaining 90% will be provided to the apprentice’s employer(s).

For more information and to apply, visit <https://arkansasosd.com/MFGfund/>



We've helped NTMA members claim

\$59 million

in credits and incentives!

An NTMA Exclusive Partner

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INSURANCE

NTMA
NATIONAL TOOLING AND MACHINING ASSOCIATION

Manufacturers insurance helps to ensure the financial security of your business while prioritizing the safety and well-being of your employees and yourself. Our tailored insurance program can provide the necessary safeguards to help keep your manufacturing operations running smoothly.



Scan to learn more about manufacturing industry insurance and the options available to help meet your business needs.

The content of this publication is for general information purposes only and should not be considered legal advice or an offer of insurance. Coverage will be determined solely by the terms of your policy, if approved for issue. Consult with a qualified professional to discuss questions specific to your circumstances.

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To ensure the future success of our businesses and our industry, we have to build the future, today.

EMERGING LEADERS '26

POWERED BY



APRIL 27-29, 2026

Amway Grand Plaza Hotel

187 Monroe Ave. NW | Grand Rapids, MI, 49503



SCAN HERE FOR MORE INFORMATION & TO REGISTER

IN PARTNERSHIP WITH:



women in manufacturing



exclusive **BENEFIT PARTNER**

FEDERATED INSURANCE: WORKERS COMPENSATION — WHY SERVICE AND EXPERIENCE MATTER

JACK WEST, NATIONAL ACCOUNT EXECUTIVE, FEDERATED MUTUAL INSURANCE COMPANY

Some manufacturing companies view workers compensation insurance as a commodity. This approach can lead to higher premiums or even difficulty securing a policy in the standard market.

Although workers compensation might seem the same everywhere, the insurer can add value. A good partner helps policyholders understand how to manage their costs. To help control these expenses, it is important to develop an effective risk management strategy along with encouraging a company-wide culture focused on preventing losses.

EXPERIENCE MODIFICATION

Your loss history can greatly influence your premium through a workers compensation experience modification factor, or “mod.” State or independent rating bureaus set this factor.

To determine your 2026 experience mod, your payroll and claims data from 2022 to 2024 will be used. The formula considers employee classification, payroll, actual losses and expected losses. It also factors in the frequency and severity of claims. This information compares your business’s losses to the expected losses of businesses of a similar size and in similar fields.

The average experience mod is 1.00. A mod above 1.00 is worse than average, while a mod below 1.00 is better. Remember, 1.00 is only average, like getting a “C” on a report card.

Once you understand which areas negatively affect your workers compensation mod, you can create action plans to help address problem areas. With assistance from a trusted insurance partner like Federated Insurance® and a culture of loss prevention, your mod could improve significantly.

RISK MANAGEMENT

Beyond the direct costs of an employee injury, there are hidden costs. These include lost time,

reduced production and efficiency, new employee training costs and potential issues with employee morale.

Successful business owners know they must protect their employees to retain them and stay profitable. Investing in safety and health programs can provide a strong return, and serve to show your employees that you care for their well-being. As your greatest asset, their safety is essential for the long-term success of your business.¹

HIRING AND TRAINING

Injury prevention starts with an effective hiring program to employ qualified people. An accurate assessment of each job’s demands helps in selecting people with the right skills for your business culture. A good relationship between an employee and employer could result in a more productive, profitable workplace.

Document all training and orientation to cover job expectations and instructions on safe performance. Be clear and honest in job descriptions and list all duties that will need to be performed to help determine which candidates can do the job.

CLAIMS MANAGEMENT

If an employee is injured on the job, having a plan is crucial to help ensure they receive prompt and appropriate treatment. Consider analyzing

medical bills against fee schedules, using PPO network discounts, ensuring proper bill coding and eliminating duplicate billing to help create savings.

In addition, a return-to-work or modified-duty program can help an injured employee stay productive and maintain communication with their supervisor. This can show the injured employee that their employer cares, and can help prevent a negative perspective from the injury.

LEVERAGING YOUR RESOURCES

Through your association’s partnership with Federated Insurance®, risk management resources are available. A Federated® marketing representative can assist with a claims analysis, experience mod analysis, workplace injury prevention insights and more.

Located in Owatonna, Minn., Federated Insurance is the recommended insurance carrier for the National Tooling and Machining Association. If you would like to meet with a Federated representative to review your current policy or discuss coverage options, call:

**1-800-533-0472, or go to
federatedinsurance.com.**

1. Occupational Safety and Health Administration. 2026. Business Case for Safety and Health. <https://www.osha.gov/businesscase>. Accessed January 2026.

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START SMALL, BUILD SMART: ONE STEP CAN STRENGTHEN YOUR TALENT PIPELINE

JENNY STUPICA, WORKFORCE DEVELOPMENT DIRECTOR, NTMA



If you're like many small manufacturing companies, you know your talent pipeline needs attention but figuring out where to start can feel daunting. Between customer demands, production schedules and tight margins, workforce development often lands on the "important but not urgent" list. The good news? Improving your talent pipeline doesn't require a massive program or a big budget. It starts with just one step.

The most successful workforce strategies don't begin fully formed. They begin with a single experiment: one student, one employee, one partnership. Whether that's hosting a high school tour, offering a paid internship or enrolling one promising employee in an apprenticeship program, the key is simply to start.

Working with students is a great entry point. One local high school or community college. One classroom presentation. One job shadow day. These small efforts help you build

relationships, test what works and introduce young people to modern manufacturing — often for the first time. You don't need to solve all your workforce challenges at once; you just need to connect with one school and learn from the experience.

Another great option is investing in the talent you already have. Putting one employee through an apprenticeship or structured training program can create immediate value while laying the groundwork for future growth. You'll learn how to manage training, track progress and support mentorship—skills that can later be applied to additional employees. The other benefit of investing in your current talent is higher retention. When employees see that you are willing to invest time and resources in their development, it sends a clear message: you believe in them and see a future for them in your company. That sense

of trust and opportunity can be just as important as the training itself.

The goal isn't perfection; it's progress. Start small. Document what you do. Pay attention to what works and what doesn't. Over time, you'll develop a repeatable process that fits your company's culture, capacity and goals.

Once you see success with one employee or one school, scaling becomes far less intimidating. You'll have confidence, experience and a proven model to build on.

You don't have to do everything at once — and you don't have to do it alone. The most important step is the first one. Pick one new thing to try this year. That single step can be the foundation of a stronger, more sustainable talent pipeline for years to come.

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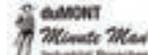
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NTMA SERVICE AWARDS 2026

NOW ACCEPTING NOMINATIONS

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

Award categories are:

MEMBER AWARDS

HONOR AWARD

For continuing meritorious service and dedication to the Industry and/or Association by an NTMA Regular Member. Traditionally rendered for longevity of service and/or dedication, as opposed to a single act of service in a short-time Industry or Association position.

L.A. SOMMER MEMORIAL AWARD

For outstanding and continuing service of the highest magnitude by an NTMA Regular Member. Emphasis is placed on service to the Association, both of the highest order over a period of time, demonstrating 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 of Regular, National Associate, or Education member status of NTMA 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 and/or Association by a Non-NTMA Regular Member Company Representative.

ELIGIBILITY RULES & REQUIREMENTS

1. If honoree has previously received the LA Sommer Award, he/she is not eligible to receive the Honor Award or William E. Hardman Award.
2. If honoree has previously received the Honor Award and/or the William E. Hardman Award, he/she is eligible to receive the LA Sommer Award.
3. All Award nominees must be currently active in their company and/or industry, or active in the Association as a Past Service Member.
4. If no candidates are nominated for any of these awards, the particular award in question will not be presented in that given year.
5. Nominators cannot nominate the same person for multiple awards, but can nominate multiple persons for multiple awards.

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

Submit your nomination(s) by Monday, August 31st, 2026.
For a nomination form, contact Linda Warner at lwerner@ntma.org



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