

for **THE RECORD**

YOUR Trade Magazine... published by the National Tooling and Machining Association

SPEAKING FOR MANUFACTURING

THE IMPACT OF OUR INDUSTRY'S VOICE IN GOVERNMENT



ALSO INSIDE:

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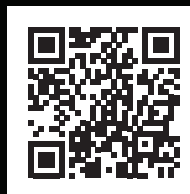
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for THE RECORD CONTENTS

APRIL 26

SPEAKING FOR MANUFACTURING: THE IMPACT OF OUR INDUSTRY'S VOICE

The Bottom Line: Elections Matter.....	8-9
America 250: A Stakeholder Outlook on Reshoring.....	10-11
Playing the Long Game: Advocacy.....	12-13
Thank You, Alice.....	20

RECURRING COLUMNS

From Roger: A Message from the President.....	2-3
Welcome New Members.....	4-5
In the Know: Expert Insight.....	6-7
Chapter Check-In: NWPA Blue Collar Bash, Indiana Competition.....	16-17
Who We Are: TCI Precision Machine.....	18-19
Member News: Inside of the Sandwich, NTMA Remembers Jerry Weaver.....	22-23
Benefit Partner: McMahon Berger, P.C.....	24
Partner News: IMTS 2026.....	27

EVENTS

2026 NTMA Sponsors.....	3
Engage 2026.....	6
Events 2026.....	14
6S Excellence Awards.....	23
Emerging Leaders 2026.....	21
2026 NTMA Service Awards.....	INSIDE BACK COVER

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.



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FROM ROGER

a message from the president

This month we focus on advocacy — a topic that tends to divide attention among our members. Some have little interest in politics at all, while others follow every development coming out of Washington. Most fall somewhere in between. Wherever you land on that spectrum, there is one reality we cannot ignore:

Advocacy matters — and it matters a lot.

Every day, lawmakers and regulators in Washington and in state capitals make decisions that affect how you run your business. They write the laws, rules and regulations that determine how you hire, how you invest, how you are taxed and how you compete. The challenge is simple: most of them have never run a manufacturing business. They don't live the daily realities of meeting payroll, investing in new equipment, training skilled workers, navigating supply chains or competing in global markets. And without input from people who do — people like you — they are left to guess. And when government guesses about manufacturing, it often gets it wrong.

If manufacturers are not part of the conversation, policies get written by people who have never stepped inside a shop floor. That is how burdensome regulations, misguided tax policies and harmful legislation take shape. Silence is not neutral in Washington. Silence

is surrender. If we don't tell our story, someone else will tell it for us — and they will tell it from their perspective, not ours.

Advocacy is not just a right we have as citizens. For business leaders, it is a responsibility. The good news is that policymakers actually want to hear from real employers. They want to understand what is happening on the ground in American manufacturing, but they cannot act on information they never receive. That is where NTMA comes in.

We know that most shop owners simply do not have the time to track every policy proposal moving through Congress or every regulation coming out of federal agencies. Running a manufacturing business demands your full attention. So NTMA works on your behalf. We monitor legislation. We analyze policies. And we make sure the voice of precision manufacturers is heard where it matters most.

We do that with the help of experienced policy experts in Washington, including our partners at Inside the Beltway and the Bracewell Policy Resolution Group. Omar Nashashibi, Paul Nathanson and Caitlin Sickles work every day to ensure that policymakers understand the impact their decisions have on our industry. Does it make a difference? Without question.

In fact, some of our biggest victories in Washington are the policies that never become law because we stopped them. Bad ideas are introduced every year that would increase costs, add regulatory burdens or make it harder for manufacturers to compete. When industry speaks with a unified voice, those bad ideas often disappear before they ever reach a vote.

But advocacy cannot be outsourced entirely. When NTMA asks members to engage — whether it's sending a letter, responding to media inquiries, contacting a lawmaker, or participating in a fly-in to Washington — we need members to act, and to act quickly. Most of the time it only takes a few minutes. But when hundreds or thousands of manufacturers respond together, policymakers pay attention.

If you want proof that advocacy works, look no further than our involvement in the passage of the Big Beautiful Bill, legislation that many of our members are benefiting from today. Through coordinated advocacy with our metalworking partners, we secured nearly everything we asked for. A major reason that success happened was the One Voice partnership between NTMA and PMA, bringing together manufacturers across the metalworking industry to advocate with a unified message. When manufacturers speak together, Washington listens.

After spending my entire career in manufacturing, I know firsthand how hard our members work. The focus, discipline and commitment required to run a successful shop is enormous. But after doing all that work, the last thing any business should face is having its future shaped by regulations, taxes or policies written by people who don't understand the industry. That is exactly why advocacy is so important. We cannot control everything that happens in Washington. But we can influence it — and we must.

That influence starts with commitment. It requires financial support through our CFASE political action efforts. Advocacy does not happen by accident; it requires resources to ensure our voice is heard. It also requires engagement. When we ask members to speak up, write a letter, attend a meeting or participate in an advocacy campaign, it matters that we respond.

One voice can be ignored. Two thousand voices cannot. Imagine the impact of 2,000 NTMA and PMA member companies speaking together with one message in

Washington, D.C. That is real influence. That is real power.

The strength of our association has always been in collective action. Whether we are addressing workforce development, purchasing advantages or government policy, we succeed when we act together.

Manufacturers built this country, and together, manufacturers can continue shaping its future.

So I'll leave you with a challenge: Stay informed. Stay engaged. Support the effort.

And together, let's continue fighting to keep U.S. manufacturing strong, competitive and growing.

Roger Atkins, President, NTMA

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Kansas City Chapter

Precision Wire Works is an Arizona-based precision manufacturing company with almost 20 years of experience, specializing in Wire EDM and flat lapping services. We support aerospace, medical, defense, tool & die and high-tolerance industrial applications requiring exceptional accuracy, surface finish and repeatability. From intricate wire EDM components to ultra-flat lapped surfaces measuring less than 3 Helium Light Bands, we focus on delivering tight tolerances and consistent, high-quality results. At Precision Wire Works, craftsmanship meets advanced technology. We combine hands-on expertise with modern equipment to solve complex manufacturing challenges and help our customers achieve performance-critical specifications. Whether producing one-off prototype parts or repeat production runs, our commitment to precision, reliability and responsive service ensures every project is completed to the highest standard. Our motto is done right the first time, every time, on time.

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ADVOCACY: USMCA REVIEW TALKS BEGIN



The United States and Mexico began discussions on March 16, 2026 as part of the formal review of the United States–Mexico–Canada Agreement (USMCA). The talks mark the opening stage of the agreement’s required six-year review ahead of the July 2026 deadline for the three countries to decide whether to extend the pact or pursue changes.

The initial round involved U.S. Trade Representative Jamieson Greer and Mexican Economy Secretary Marcelo Ebrard directing negotiators to begin identifying priorities for the review. Early discussions are expected to focus on strengthening regional rules of origin, reinforcing North American supply chains and ensuring the agreement continues to promote production and investment within the region.

Canada is expected to join the process soon. Ahead of the negotiations, Greer met with Canadian Trade Minister Dominic LeBlanc in Washington on March 6 to discuss preparations for the review and broader U.S.–Canada trade issues. While the March 16 meeting focused on U.S.–Mexico talks, officials anticipate additional bilateral discussions with Canada in the near term as part of the broader review process.

The negotiations come amid signals from the administration that the agreement will not be automatically renewed. In testimony before Congress, Greer indicated the United States would not support extending the agreement’s 16-year term without changes, suggesting the review process will likely include proposals to revise certain provisions of the pact. Mexico has cautioned against any changes that might require a vote of approval by the U.S. Congress.



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

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TECH/AI: WHY ADVOCACY BEATS DEMOS IN MACHINING TECH ADOPTION



New technology doesn’t spread because a brochure says it will. It spreads when the shop down the road starts doing more with the same people and the same machines and you notice.

That’s the reality of the buying cycle on the shop floor — especially, as it turns out, when it comes to AI.

The AI buying cycle (in any industry) often works like this: we see a demo, imagine a step-change, and get excited... but then, we try the tool and discover it doesn’t do everything we hoped on day one, or that some of its results are a bit weird.

The instinctive conclusion from that process is often, “This doesn’t do my job like I do.” And that reaction then becomes, “This technology isn’t ready yet.”

But that response confuses “not perfect” with “not valuable.”

AI can feel like a black box — or even a magic wand — so the trust bar is higher. You can’t always point to a feature list and say, “Here’s exactly how it works.” And buyers are cautious. No one wants to be the first to bet cycle time, quality or margin on something they don’t fully understand.

That’s why advocacy matters more than ever for the NTMA community. At CloudNC, the biggest driver of adoption for our CAM Assist AI isn’t our pitch; it’s when a programmer sees another programmer using it, keeping control and getting a boost now. Peer proof turns curiosity into confidence. It creates the healthy FOMO (fear of missing out) that says, “If they can make it work in their environment, we can too.”

It’s FOMO we’re seeing across the US as more and more shops adopt new technology. The takeaway is simple: share what’s working. Invite others to see it. Speak candidly about limits and lessons. Small wins compound, and champions accelerate change. In a world of bold claims, authentic advocacy is the fastest path to practical progress.



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.

MARKETING: IS YOUR BRAND A WARM BLANKET?



My new happy place is Colorado. For this Ohio boy, three trips to the beautiful state in the last 13 months have been a series of stunning hikes, very challenging rock climbs and the ultimate “unplug” surrounded by great friends.

What does flying across the country, picking a random car from the Hertz rental lot and activating CarPlay for navigation to places you have never been have to do with branding?

Everything.

A company’s brand is a promise. You know what the company stands for, how they treat their customers and what to expect during your transaction. As I left Denver International, having disembarked from my AMEX chosen airline (Southwest) and renting a car from the same trusted company as my two previous trips, it struck me. The same banks, retail stores and restaurants existed here, too.

Duh!

The feeling of familiarity is more than recognition. It confirmed what I always believed: a brand is like a person. How they act, look and conduct business is the brand promise. It was like all my friends came along on the trip. Welcoming me, comforting me and telling me we are here for you in this new place.

Yes, the image and logo were important. That is how you recognize a brand, but a brand is not just the logo. It is everything the company believes, supports and lives.

Imagine, however, if the logo is hard to read, confusing or just plain unattractive. You will never get a chance to demonstrate what your company provides if they cannot get past the image. Extend this to your website, email marketing, trade shows and literature, and you get the idea. Messy, inconsistent visuals coupled with a culture that does not align, and the brand promise is now more like a wet blanket.

Your customers should feel cozy and cared for, not cold and let down. Be the brand they can’t imagine life without...the one that warms hearts, not just wallets.



Rob Felber is the President of Felber PR & Marketing, specializing in helping B2B manufacturers amplify their messaging, generate leads and build lasting industry credibility. Now in its 32nd year, Felber works with owners, presidents and sales managers creating and executing comprehensive marketing and industrial trade media campaigns. He may be reached at: RobFelber@FelberPR.com

THE BOTTOM LINE: ELECTIONS MATTER.

OMAR S. NASHASHIBI, FOUNDING MEMBER, INSIDE BELTWAY

The November 3, 2026, mid-term elections will provide a capstone to the most consequential two years for manufacturing policy in decades. The federal government collected hundreds of billions of dollars in tariffs, cut millions of dollars in taxes for industry and reoriented the regulatory landscape. The Trump administration's actions have led entire supply chains to rethink operations, providing opportunities for members of the NTMA while causing significant disruptions along the way.

Since World War II, the president's party has gained seats in the U.S. House in only two of the past 20 midterm elections, lending a sense of urgency to many in the Trump White House to continue moving at a frenetic pace. While a Democratic victory in the House or Senate will not lead to rolling back many of President Trump's policies, it will drastically slow any legislative priorities for the administration.

Any loss of total control of Washington by Republicans will lead federal regulators to significantly increase their activities across virtually all agencies including the EPA, OSHA, NLRB and others. However, between now and November, NTMA members can find multiple ways to engage with

policymakers, influence the election outcomes and benefit from recent changes coming from Washington.

The tax law signed by President Trump on July 4, 2025, made permanent 100% bonus depreciation, reinstated full expensing for R&D activities and lowered taxes for pass-through businesses. The NTMA lobbied extensively to reshape the tax code to promote manufacturing in America and members should use the election as an opportunity to explain to politicians how the law is benefiting the company and employees.

From no tax on overtime to expanding 529s to cover credentials, when an advocacy campaign succeeds, we need all those who benefit to make their voices heard. Contact your lawmakers, attend public town halls and set up meetings with your elected officials.

The administration's ability to advance its remaining legislative agenda is at stake in the November election. A Democratic-controlled House or Senate would effectively end any new legislative movement, turning the final two years of President Trump's term into a period of executive action and regulatory maneuvering rather than major policy advances.

Regardless of the election results, a focus will remain on

tariffs and trade policy, which affects each company differently. In the coming months, Washington must decide whether to remain in the U.S.-Mexico-Canada Agreement. Manufacturers should expect significant changes, and continued threats of withdrawal from the deal, which replaced NAFTA. The uncertainty over President Trump's ultimate position on the USMCA is leading OEMs and multinationals to slow much of their investments and procurement decisions. The relationships with Canada and Mexico will likely undergo significant strain this year, which should sound a note of caution for manufacturers reliant on shipments across North America.

Meanwhile, tariffs remain the central focus of President Trump's trade policies. His personal belief in the effectiveness of tariffs goes back decades and shows no signs of waning. Sources in Washington expect President Trump

to begin to refocus his tariff emphasis more on products and industrial machinery imported into the U.S. The U.S. Department of Commerce is actively considering more than a dozen actions, which may result in additional tariffs, including on equipment.

Manufacturers need to communicate with policymakers and candidates about specific policy priorities. How are the tariffs on steel impacting your shop? What costs would a tariff on imported industrial machinery and robotics have on your capex? Are you able to generate new business due to the tariffs on countries or goods?

Whether on the campaign trail or in the halls of Congress, NTMA members should right now be speaking with government officials about whether tariff structures need adjustment, which supply chain vulnerabilities require federal support and how workforce

challenges demand coordinated solutions. Industry voices carry the most weight when they provide concrete details about how decisions in Washington impact your industry.

NTMA members should not be discussing whether to engage directly in this election cycle, but how to best influence the outcomes. If after these past two years, you still do not believe that election outcomes have consequences on your business, look no further than that bottom line.

AMERICA A STAKEHOLDER OUTLOOK *on* RESHORING

HARRY MOSER, FOUNDER/PRESIDENT, RESHORING INITIATIVE®

On July 4, 2026 America will commemorate the 250th anniversary of the signing of the Declaration of Independence. In this installment of “Moser on Manufacturing” we celebrate America’s founding with a review of the reshoring trend and of the tools NTMA members can use for the road ahead.

THE STATE OF RESHORING

Continued tariff uncertainty and mixed signals have slowed reshoring and foreign direct investment (FDI), and delayed action. U.S. 2025 reshoring job announcements were, however, down only slightly from a strong 2024, showing the strength of the underlying trend.

More announcements are on deck as companies await clarity on tariff policy. These projects largely reflect companies in a “pending” posture — developing plans for reshoring or FDI that they intend to activate if or when tariffs become firm and predictable.



FIGURE 1: RESHORING INITIATIVE DATA

With more coordinated industrial policy, the reshoring rate could double, increasing U.S. manufacturing output by approximately 50% by 2040 and eliminating the \$1.2 trillion goods trade deficit.

A 2025 Reshoring Initiative Report Preview, since updated, projected that approximately 245,000 jobs were announced in 2025, down by 5% from 2024. This is a solid outcome given the policy inconsistency, and the delay between policy changes and project announcements. Figure 1. Final results will be available soon.

TARIFF RECOMMENDATIONS

Tariffs can support domestic sourcing if predictable and stable across administrations. Small businesses should invest in skills, automation and total cost of ownership (TCO) analysis to combat uncertainty and to reshore.

WORKFORCE SKILLS

The 2025 USA Reshoring Survey of 500 U.S. manufacturers, found a sufficient quantity and quality of U.S. workforce would bring back more manufacturing than any of the other surveyed options such as tariffs, lower tax rates and deregulation. Consider aligning skills training with technologies that make reshoring economically feasible.

Upskill leadership and employ continuous learning. A smarter, tech-oriented environment can foster a workforce culture that appeals to younger workers, augmenting workforce recruitment and retention efforts. Businesses can partner with schools to host tours and create apprenticeships, offering students a trusted pathway to a well-paying career.

AUTOMATION

U.S. wages are two to five times as high as the countries we’re reshoring the most from, so it pays to employ automation where possible to reduce labor costs and offset labor shortages. A staggering 95% of U.S. industrial organizations plan to introduce new automation over the next three years to support reshoring, combat labor shortages and mediate supply chain uncertainty.

Use TCO When Calculating the ROI on Investments for Reshoring.

The Reshoring Initiative’s TCO Estimator is a free online tool that helps companies account for all relevant factors to compare the true total cost of domestic vs. offshore sourcing and siting.

Automation’s biggest impact is on labor but the U.S. versus offshore comparison includes not just labor, but also burden and material. In a case where the offshore FOB price is 20% lower, a 10% manufacturing cost savings will never pay for the automation. But calculating based on the TCO difference of just 5%, the U.S. gets a fast payback on automation.

Integrating automation into a reshoring project can help companies bridge or completely close the cost gap between offshore and domestic operations. See Figure 2.

	Current		Unit Cost Savings	After investment		Payoff, # units
	U.S.	U.S. Disadvantage		U.S.	U.S. Disadvantage	
Price/mfg cost	\$10.0	\$8	(\$2)	\$1	\$9	(\$1) Never
TCO	\$10.5	\$10	(\$0.5)	\$1	\$9.5	\$0.5 200000
Invest	\$100,000					

FIGURE 2: RESHORING INITIATIVE DATA



FINDING YOUR CHINA SUBSTITUTE

Morey Corp., a Woodridge, Illinois small business, populates circuit boards. They came to us about seven years ago with a problem. They were about to lose a large order to a lower priced Chinese competitor. We used our TCO Estimator to show the customer that its total cost from Morey was actually lower. The end result was a \$60 million order and more than half of a year’s sales for Morey.

ARE YOU THINKING ABOUT RESHORING?

As we celebrate the semiquincentennial, we are reminded of our core ideals of liberty, equality and self-governance that are fundamental to a healthy domestic industry and our economic and national security.

For help, contact me at 847-867-1144 or email me at harry.moser@reshorennow.org. Visit <https://reshorennow.org/resources/> to access the full list of Reshoring Resources offered by the Reshoring Initiative.

Have you reshored a metal component or product? Please apply for the National Metalworking Reshoring Award today. NTMA members have won in the past.

NTMA’s support as a founding sponsor has enabled the Initiative. Take advantage of our services.

Playing the Long Game:

ADVOCACY

ZOI ROMANCHUK, VICE PRESIDENT, PR MACHINE WORKS, INC.



Advocacy is a critical element in running a small business, especially a manufacturing business. At first glance, advocacy may not appear to be important for running your operation. However, the vast majority of legislators have never started, owned or operated a business. They have no idea what's involved in running day-to-day operations or what kind of decisions small business owners make every single day. It is up to us to educate them, and do what we can to protect ourselves and our businesses from bad policy.

Participating in legislative advocacy is the best way to achieve this goal. Legislators only learn about our businesses and what affects them if we tell them directly. Yearly visits — or more — to Capitol Hill allow us the chance to visit our legislators and explain to them in detail what issues affect us and exactly how they affect our businesses. Without that, they will never know that the policy they are thinking about passing will kill jobs, kill competition, raise costs or slow the industry and the economy. They should also hear directly from manufacturers which policies will create jobs, lower costs and make us more competitive.

I have participated in every legislative conference through NTMA and now OneVoice since the beginning. In that time, my legislators have come to know manufacturing issues very well. Each year we provide them with one-page handouts that cover our top two or three issues and why they

are important to our businesses, our employees and the economy. Yearly legislative visits are responsible for our legislators understanding what Sec 179, Bonus Depreciation and R & D are and what they mean to our businesses. They, among other things, are now permanent tax policy thanks to the dogged advocacy efforts of OneVoice manufacturers and our lobbyists. This would not have been possible without advocacy. Our issues are in the forefront and advocacy provided good policy for our industry. Without advocacy, legislators believe we don't really care about the policy. Such a belief would be anathema to our industry and our businesses.

In addition to learning about our issues and our industry, advocacy creates a partnership between you and your legislators. They get to know you. They visit your business. They may call you to ask about a policy or piece of legislation and how it might affect you. If something happens that affects your business, you can reach out to them for possible assistance.

Manufacturers are a frugal bunch and make tough decisions every single day.

We decide to do something at our business, do the research, implement to process and look for the ROI. We live in a world of short term objectives. Advocacy remains a long term activity. Because of this, many manufacturers don't see the value in it. They couldn't be more wrong. We have to be engaged through advocacy with the long term issues as well. They affect us just as much. There's a saying in D.C., "If you don't have a seat at the table, you'll be on the menu."

Not participating in advocacy guarantees that outcome. As was mentioned, if you are not actively involved in advocacy, legislators will think you don't care and are okay with whatever policy they come up with. I assure you that the policy they come up with without your input will be bad policy for your business, your employees and the industry.

I hope you consider participating in advocacy on behalf of our industry and your business. It's a long term game, but it will be well worth it.

"WE HAVE TO BE ENGAGED THROUGH ADVOCACY WITH THE LONG TERM ISSUES AS WELL. THEY AFFECT US JUST AS MUCH. THERE'S A SAYING IN D.C., "IF YOU DON'T HAVE A SEAT AT THE TABLE, YOU'LL BE ON THE MENU." NOT PARTICIPATING IN ADVOCACY GUARANTEES THAT OUTCOME."

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



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*

IMTS2026

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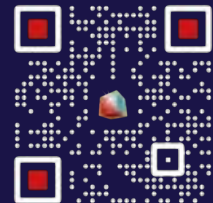
When the Long Way Leads to the Shortcut

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 technologies, great people - and new ways to do business.

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

SCAN TO



REGISTER

CHAPTER CHECK-IN

BLUE COLLAR BASH

TAMI ADAMS, CHAPTER EXECUTIVE, NWPA CHAPTER

The Northwestern Pennsylvania Chapter hosted its annual Blue Collar BASH in Meadville, Pennsylvania, on Jan. 24, 2026. This longstanding event continues to serve as a vibrant celebration of the region's skilled toolmakers, machinists and precision manufacturing professionals, while also functioning as a key fundraiser for the chapter's initiatives.

Held at the Italian Civic Club (ICC) in Meadville, the 2026 edition drew a full house — selling out well in advance, with no tickets available at the door. Attendees gathered for an evening of camaraderie, great food provided by Julian's Bar & Grill (a local Meadville favorite), live music from the

band Speed Limit (generously sponsored by Kuhn Tool & Die Co. and Peters' Heat Treating, Inc.) and plenty of opportunities to connect within the industry.

The Blue Collar BASH honors the hardworking individuals who keep Northwestern Pennsylvania at the forefront of tooling and precision machining. As the event chair, Kim Flynn of Flynn Marketing notes, it celebrates "all our local toolmakers and machinists that help make NWPA forerunners in the tooling and precision machining industry." Beyond the festivities — including fun elements like a photo booth sponsored by Area Tool & Manufacturing Inc., Graham Tech and Tessy Automation — the event plays a vital role in supporting the chapter's broader mission.

Funds raised help fuel valuable programs, including workforce development efforts, outreach

to attract the next generation of talent (such as sponsorship of

high school initiatives like RoboBOTS, the combat robot-building competition), registered apprenticeship programs and advocacy for the manufacturing sector. The NTMA chapter emphasizes networking, education through resources like NTMA U online training and promoting the trade to build a strong future workforce.

Events like this underscore the tight-knit community in Northwestern PA's manufacturing ecosystem. Companies across the region — from precision shops to heat-treating specialists — come together not just to unwind but to reinforce the bonds that drive innovation and resilience in a demanding field.

As the chapter looks ahead, the Blue Collar BASH remains a highlight on the calendar: equal parts appreciation party, networking powerhouse and philanthropic engine for sustaining the skilled trades that power the local economy.

For more details on the Northwestern PA Chapter NTMA's Blue Collar BASH, contact Chapter Executive Director, Tami Adams (tadams@nwpa-ntma.com). You can also visit our website at nwpa-ntma.com or connect via their active Facebook page (@nwpantma). Here's to the blue-collar heroes keeping precision manufacturing strong in Meadville and beyond!



INDIANA COMPETITION

KERRY HACKER, CHAPTER EXECUTIVE, INDIANA CHAPTER

The Indiana Chapter of the National Tooling and Machining Association held its annual high school precision machining competition at Central Nine Career Center in Greenwood, Indiana on Saturday, Feb. 21, 2026. Twenty-four students competed in this year's event, each completing rigorous machining challenges in either the CNC or manual machining tracks. All competing students are currently enrolled in precision machining programs at various Indiana Career and Technical Education Centers across the state.

This year's winning students were:

1st Place, CNC - Liam Sell, Huntington North High School
2nd Place, CNC - Trayce Culver, Huntington North High School

3rd Place, CNC - Eayon Madden, C4 Career Center (Columbus)

1st Place, Manual Machining - Maddex Garret, Pike Central High School

2nd Place, Manual Machining - Gage Byerly, Huntington North High School

3rd Place, Manual Machining - Dustin May, C4 Career Center (Columbus)

Winning students received tool prize packages worth a total

of over \$10,000, thanks to the generous support of our event sponsors:

Major Tool & Machine, Endress+Hauser, Perfecto Tool & Engineering, Wirecut Industries, PT Solutions, Decatur Mold Tool & Engineering, Harvey Performance, Major Tool & Machine, Thomas Euclid Industries, Nachi America, Urschel Laboratories

Thanks also goes to Central Nine Career Center, all of the volunteer judges and coordinators and all of the high school instructors who spend hours with these students each year to teach, motivate and inspire the next generation of Indiana precision machinists.



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NTMA *Regional Connections*

TCI PRECISION MACHINE:

Ready Blanks Save Time, Improve Quality, Increase Overall Throughput

WHO ARE WE?

TCI Precision Metals is a family-owned, value-added materials distributor founded in 1956 with a singular focus: helping precision manufacturers improve efficiency, quality and throughput. For nearly seven decades, we have partnered with machine shops, OEMs and advanced manufacturers across North America to solve one of the most overlooked challenges in production — material preparation.

At our core, we are problem-solvers for the machining industry. We understand the realities of lean initiatives, labor shortages, rising material costs and the constant pressure to do more with less. Our role is to remove friction from the front end of the machining process so our customers can focus on the high-value work of precision machining.

WHAT DO WE DO?

We produce precision Machine-Ready Blanks®, which are custom, pre-machined materials that arrive ready to go directly from receiving to finished CNC machining. These blanks eliminate the need for in-house material prep such as sawing, squaring, flattening, grinding or deburring before finish machining begins.

Material prep can account for as much as 50% of total job time. It consumes skilled labor, ties up valuable equipment and often introduces variability that affects downstream quality. By supplying blanks that are

milled to net or near-net specifications, and are square, flat, parallel and dimensionally precise, we remove that burden from the shop floor.

Our blanks produced to tight tolerances, including dimensional accuracy to $\pm .0005$ " and flatness, squareness and parallelism within $.002$ ". They are deburred, cleaned and vacuum-packaged to protect the integrity of the material during handling and shipping. The result is a consistent starting point for machining, improved process control and measurable gains in throughput, which is often 25% or more, without increasing overhead.

In addition to producing Machine-Ready Blanks, we operate as a full-service plate and sheet distributor. We supply blanks in aluminum, stainless steel, alloy steels and other ferrous and non-ferrous materials with quick turnaround. Our integrated sawing, grinding, milling and finishing capabilities make us a single-source solution for production-ready materials.



WHAT DO WE DO REALLY WELL?

We excel at eliminating bottlenecks before they happen.

Many shops invest heavily in high-tech CNC equipment, automation systems and advanced tooling, only to have those assets tied up performing low-value prep work. Squaring material, correcting flatness issues or compensating for inconsistent stock wastes spindle time and limits capacity.



What we do exceptionally well is provide process consistency at the very beginning of the workflow. When a shop starts with material that is already flat, square and stress-relieved through precision processing, part movement is minimized. Setup times shrink. Scrap is reduced. First articles are more predictable. Production runs are smoother.

Our model supports lean manufacturing by addressing process inefficiencies rather than simply adding more technology. Instead of “kicking the can down the line,” we help manufacturers improve throughput at the source. By removing non-value-added operations, we increase available machine capacity without adding labor or capital equipment.

Just as important, we offer flexibility. There are no minimum quantities for custom blanks. Customers can order exactly what they need, when they need it, whether for first articles, prototypes, tooling or full production runs. As part counts increase, the value of our approach compounds.



WHY ARE WE MEMBERS OF THE NTMA?

Our membership in the NTMA reflects our commitment to the precision manufacturing community we serve.

First, workforce development. The manufacturing sector faces an ongoing skilled labor shortage. As a long-standing partner to machine shops nationwide, we recognize that strengthening the talent pipeline is essential to the future of our industry. NTMA’s training initiatives, apprenticeship programs and educational outreach directly support the shops we work with every day. By participating, we invest in the long-term health of American manufacturing.

Second, advocacy. Precision manufacturers operate in a complex regulatory and economic environment. NTMA provides a unified voice on issues that affect small and mid-sized manufacturers, from trade policy to taxation to industrial strategy. We believe in supporting organizations that actively represent and protect the interests of our customers and partners.

Third, networking and collaboration. Innovation in manufacturing rarely happens in isolation. Through the NTMA, we connect with shop owners, industry leaders and technology providers who are driving continuous improvement across the sector. These relationships strengthen our ability to respond to evolving customer needs and remain aligned with industry best practices.

Ultimately, our mission is simple: help manufacturers save time, improve quality and increase overall throughput. Our membership in NTMA reinforces that mission by keeping us engaged, informed and connected to the manufacturing community.



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Our Lubricant. Your Success.

NTMA Who We Are

Thank You, **ALICE.**

If you have utilized NTMA-U in any capacity since its inception, you have undoubtedly benefited from the expertise and professionalism of Alice Overton.

A long-time supporter of the NTMA, Alice has been working with NTMA-U since its beginning. During her tenure she has assisted countless students through their NTMA-U journey. Alice officially retired from her position this past December.

“The name Alice Overton has been synonymous with training for many years both at Ivy Tech Community College in Indianapolis as well as NTMA,” said NTMA President Roger Atkins. “Alice has a ‘student centric’ focus. I am confident that there are many students today that owe Alice a big thank you for her years of encouragement, prodding and gentle kick in the pants to move them through the program. Alice became the NTMA-U expert for NTMA and will be greatly missed for her administrative expertise, but more importantly for her ‘student centric’ focus. Thank you, Alice, from us all.”

Alice worked with members across the United States but worked particularly closely with the mid-west chapters.

“Alice has been a dedicated partner to the Michiana Chapter NTMA for more than 25 years through her work with the NTMA Education Team, Ivy Tech Community College and training initiatives such as NTMA-U. Her passion for education and commitment to strengthening manufacturing have positively shaped countless individuals, companies and communities — not only in Indiana, but across the country,” according to Kelly Kasner, chapter executive of the Michiana chapter.

“Alice was the first to introduce NTMA-U to our chapter when the program launched in its beta phase around 2012. She

helped us host a chapter event to officially launch and demonstrate the program, and her enthusiasm and confidence in its value earned the trust of our members. As a result, more than half of our chapter companies incorporated NTMA-U into their apprenticeship and workforce training programs, strengthening the skills and future of their teams.

Our chapter’s strong commitment to workforce development and training resources is in no small part due to Alice’s leadership and support of NTMA-U, apprenticeship

programs and raising support and awareness of competitions over the years.

We will greatly miss Alice’s attentiveness, knowledge, passion, positivity and her genuine care for our members and their employees, her students.

Congratulations, Alice, on your retirement. Thank you from the Michiana Chapter for your years of service and lasting impact. We wish you all the best in the next chapter ahead.”

David Weyreter, director of commercial operations for Precinmac had this to say, “Alice, it’s hard to put into words what you’ve meant to me and to the INTMA Chapter. During my time as chapter president, you were steady, supportive and always willing to step in when things got tough — especially when we made the change in the chapter executive role. You didn’t hesitate. You showed up when I needed it most, and I’ll never forget that. But more than anything, the annual machinist competition was your heart. Because of your leadership and commitment, high school students across Indiana were introduced to this trade, inspired by it and many of them are now building careers as machinists because of you. That kind of impact lasts far beyond any one event or title. Thank you, Alice, for everything you’ve given. Congratulations on your retirement!”

Kelly Hacker of the Indiana Chapter added, “Congratulations to Alice on her retirement. Her contributions to the Indiana Chapter are impossible to measure! She worked tirelessly and passionately on behalf of machining students, helping to create and grow the chapter’s High School Precision Machining Competition. Most importantly, Alice took great care of both those students and the Indiana Chapter members. When I was hired as the chapter executive, Alice made sure I had everything I needed to know to take over from her — and she made me promise I would take good care of our members in her place!”

Alice was recognized in 2014 with one of the NTMA’s highest honors, the William E. Hardman Award for Excellence in Training awarded to an individual that has consistently demonstrated strong support and active participation in structured training for the precision custom manufacturing industry.

The NTMA would like to congratulate Alice Overton on a job well done. The up-and-coming generation of precision machinists is sharper thanks to you. We wish you all the best in your retirement.



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

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THE MIDDLE OF THE SANDWICH: SMALL BUSINESS REALITY IN THE DEFENSE SUPPLY CHAIN NOW AVAILABLE



The Middle of the Sandwich: Small Business Reality in the Defense Supply Chain, a new book by aerospace manufacturing executive and small-business advocate Allison Krache Giddens, is now available on Amazon in both paperback and Kindle formats.

Written from the front lines of the Defense Industrial Base (DIB), The Middle of the Sandwich offers an unfiltered look at what it means to operate a small or mid-sized manufacturing business in one of the most highly regulated, risk-intensive sectors of the U.S. economy. Drawing on real-world experience as President of Operations at Win-Tech Inc., Giddens explores the mounting pressures placed on suppliers who are increasingly caught between government mandates, prime contractor requirements, cybersecurity compliance, workforce shortages and shrinking margins.

“This book is about the companies that don’t have lobbyists, compliance departments or endless resources, but still carry the responsibility of producing critical components for national defense,” said Giddens. “We’re the middle of the sandwich. We’re essential, but often invisible in policy conversations. I wrote this to give voice to that reality.”

Blending personal stories with

broader industry analysis, the book examines topics including cybersecurity and CMMC, supply-chain risk, vendor restrictions, workforce development, cost compliance and the cumulative burden of regulation on small manufacturers. While rooted in defense and aerospace, its insights extend to any industry where small businesses operate under large-organization rules.

The Middle of the Sandwich is written for manufacturers, policymakers, prime contractors, consultants and anyone seeking a deeper understanding of how policy decisions affect the backbone of the American supply chain.



“BENEATH EVERY MAJOR DEFENSE PROGRAM IS AN ENTIRE WORLD OF SMALL MANUFACTURERS... THEY ARE THE BACKBONE OF THE SUPPLY CHAIN. THE QUIET INFRASTRUCTURE. THE PEOPLE WHO TAKE THE DRAWING, INTERPRET THE SPEC, CUT THE METAL, FIX THE PROBLEMS, ABSORB THE DELAYS, MANAGE CASH FLOW AND STILL MAKE DELIVERY... SMALL BUSINESSES LIVE IN THE MIDDLE OF THE SANDWICH — PRESSED FROM ABOVE BY REQUIREMENTS AND FROM BELOW BY OPERATIONAL REALITY. IT IS A POSITION OF CONSTANT PRESSURE WITH LIMITED LEVERAGE.”

ALLISON KRACHE GIDDENS
The Middle of the Sandwich:
Small Business Reality in
The Defense Supply Chain

NTMA REMEMBERS PAST PRESIDENT, JERRY WEAVER

Jerry Weaver, 94, passed away on Feb. 20, 2026, with his family by his side at his home in Rainbow City, Alabama.

He was born on Sexton Creek in Clay County, Kentucky. He graduated high school from Annville Institute in 1950 where he gained his love for the skilled trades. He moved to Dayton, Ohio in 1951 where he was reacquainted with Irene Ball who he would marry the next year.

He was hired as a tool & die apprentice by International Tool. The company moved him to Gadsden, Alabama in 1958 to train people in the tool & die trade. This is where his passion for training really began. In 1962 they took a leap of faith and started Dixie Tool & Die. Soon after, he was joined by his brother, John Weaver and brother-in-law, Dave McDaniel. This small start grew into a multinational holding company, Mid-South Industries, whose success he credited to its employees.


Jerry was very supportive of the local efforts to promote skilled trades. He worked with the late Congressman Tom Bevill along with Gadsden State administration to obtain the funds to build the Bevill Center. He was a past president of the Gadsden Chamber and served on various boards. In 1980 he served as the president of the National Tooling & Machining Association and traveled across the

country promoting the skilled trades, even in congressional hearings.

Jerry accomplished much in life with his strong, loving wife of 73 years and family by his side. But his greatest was in May of 2025 when he accepted Christ as his Lord and Savior and was baptized in July. He was a member of White Springs Baptist Church in Rainbow City, Alabama and a 32nd degree Scottish Rite Mason.

He is survived by his sons Harold (Denise) Weaver, Daryl (Tonina) Weaver, four grandchildren, six great-grandchildren and five great-great grandchildren.





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 lwarner@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

BENEFIT PARTNER

MCMAHON BERGER, P.C.: NTMA'S TRUSTED LEGAL PARTNER

McMahon Berger, P.C., is a nationally recognized labor and employment law firm that has been exclusively representing employers — both large and small — in all industries for more than 70 years. Centrally located in St. Louis, Missouri, McMahon Berger, P.C. is proud of its longstanding relationship (more than 30 years) with NTMA and its members.

Our attorneys strive to work with our clients to earn their trust by providing cost-effective legal representation in all areas of labor and employment law. We achieve favorable results in all types of disputes, including state and federal court litigation, administrative charges and hearings, labor negotiations and arbitrations. Our attorneys have appeared in courts at all levels in nearly every state in the country, defending companies accused of discrimination, harassment, retaliation and other claims of unlawful treatment. We also regularly defend employers at the agency level, such as the EEOC, NLRB, OSHA and Department of Labor.

On a day-to-day basis, our attorneys communicate with business leaders, human resources partners and other management representatives to discuss legal issues concerning their employees. These issues range from employment decisions such as hiring, performance improvement, discipline and termination, to employee benefits and policy development or review.

We regularly review and revise employee handbooks. Employment laws are constantly changing with new obligations being implemented regularly. Employers who neglect to implement or update an employee handbook can find themselves being accused of unlawful workplace practices. McMahon Berger, P.C. keeps current on state and federal changes to labor and employment laws and provides its clients with periodic updates on these developments.

McMahon Berger, P.C. also assists companies with workplace investigations, providing guidance or actually conducting the investigation. After receiving a complaint or concern from an employee, an employer must respond appropriately,

which often requires an investigation into the claim, including speaking to witnesses, reviewing documents and preparing a report or recommendation. Failing to conduct a proper and thorough investigation can result in the company being liable for monetary damages.

We provide training to management and employees on various issues concerning employment. Making sure all members of your company's team are trained properly not only is essential to maintaining a productive workforce, but in many cases is required under the law. Many states have implemented training requirements, such as harassment and discrimination, as well as safety obligations. Our attorneys regularly provide such training to keep our clients in compliance.

Wherever your company is located, whether you have five or 150 employees, McMahon Berger, P.C. can offer you guidance and recommendations to respond to your needs. As an NTMA member, you are eligible to speak with McMahon Berger, P.C. to discuss questions you may have related to labor and employment law. 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.



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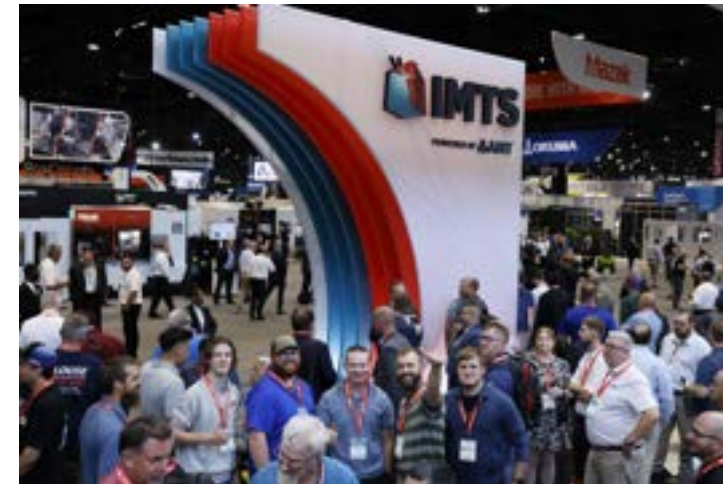
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IMTS 2026:

Where Manufacturing's Future Takes Shape

MICHELLE EDMONSON, VICE PRESIDENT — EXHIBITIONS, THE ASSOCIATION FOR MANUFACTURING TECHNOLOGY



applications, the show offers a comprehensive view of modern manufacturing.

Attendees can explore a range of focused attractions designed to connect strategy with execution. The Emerging Technology Center will spotlight breakthrough innovations shaping the next generation of production. The new Industrial AI Arena will demonstrate practical AI applications that improve efficiency, predictive maintenance and decision-making. The Smartforce Student Summit highlights workforce development and the pipeline of talent entering high-tech manufacturing careers. In addition, 10 conferences, including The IMTS 2026 Conference, provide in-depth technical education and strategic insight from industry leaders.

IMTS is more than a showcase of equipment — it is a working platform for decision-makers. Company owners, engineers, plant managers and operations leaders attend to evaluate capital investments, compare technologies side-by-side and engage directly with solution providers. As reshoring efforts expand and manufacturers focus on strengthening supply chains, increasing capacity and enhancing resilience, IMTS delivers the tools and connections to move from planning to implementation.

Preparation makes a measurable difference. Visitors can begin now by subscribing to IMTS Insider and using the IMTS Show Planner to research exhibitors, explore conference sessions and build a personalized agenda.

For manufacturers looking to stay competitive, discover practical solutions and see what's possible firsthand, register to attend IMTS 2026, Sept. 14–19, 2026, at McCormick Place in Chicago.

Visit IMTS.com/Register to secure your badge.

Manufacturing is built on investment, innovation and momentum — and IMTS 2026 arrives at a pivotal moment for all three. Taking place Sept. 14–19, 2026, at McCormick Place in Chicago, IMTS 2026 – The International Manufacturing Technology Show will bring the industry together at a time when technology adoption and capital investment continue to drive competitiveness.

Despite ongoing uncertainty around global trade policy and tariffs, key sectors — including job shops, aerospace, defense, electrical equipment and automation-intensive industries — are maintaining forward progress. According to AMT's U.S. Manufacturing Technology Orders (USMTO) data, machine tool orders increased 22.5% from 2024 to 2025, reflecting sustained investment in advanced equipment and automation. (See USMTO press releases at AMTonline.org.)

For IMTS visitors, that growth translates into opportunity.

IMTS 2026 will feature more than 1,220 exhibiting companies across more than 1,200,000 square feet of exhibit space, organized into 10 technology sectors for efficient navigation of the show floor. From precision machining systems and automation solutions to digital manufacturing platforms and artificial intelligence



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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.
Scan the code or contact Linda Warner at lwarn@ntma.org
for a nomination form.**



36 Nomination Form



NATIONAL TOOLING & MACHINING ASSOCIATION

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