for THE RECORD

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

YOUR PLAN. YOUR TEAM. YOUR FUTURE.

WHAT YOU BUILD BEHIND THE SCENES MATTERS.



ALSO INSIDE:

ENGAGE 2026 RECAP
PAGES 16 &17

CHANGES IN NTMA STAFF
PAGE 18

AND SO MUCH MORE...

NTMA NATIONAL TOOLING AND MACHINING ASSOCIATION

NOVEMBER/DECEMBER 2026

DMG MORI

MX

MACHINING TRANSFORMATION

PROCESS INTEGRATION



AUTOMATION



DX – DIGITAL TRANSFORMATION



GX – GREEN TRANSFORMATION



More information
transform.dmgmori.com

OPERATIONS & EDITORIAL

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

2026 EXECUTIVE COMMITTEE

Chairman - Eric Hagopian
Pilot Precision Products, South Deerfield, MA

Vice Chairman - Kevin Ahaus
Ahaus Tool & Engineering, Inc., Richmond, IN

Board Member - Frank Burch
Southern Machine Works, Inc., Duncan, OK

Board Member - Michael Pasciuto
Custom Group, Inc., Woburn, MA

Board Member - Justin Quinn
FOM, LLC dba Focused on Machining, Louviers, CO

External Board Member - Barry Laughlin
Springfield, OH

External Board Member - Stephen Gazy
SG Consulting, LLC, Medina, OH

ADVERTISING INQUIRIES

To advertise in The Record, contact
editor@ntma.org
or call 800.248.6862.

© 2026 NTMA

for THE RECORD

CONTENTS
NOV/DEC 26

YOUR PLAN. YOUR TEAM. YOUR FUTURE.

From the Wall to the Floor 8-9
Smart Hiring for Long-Term Success 10
Why You Need an Employee Handbook 11
Growth and Scale are Two Different Games 12-13
Strategic Planning: Your Roadmap to Success 14-15
Thank you, Doug. Welcome, Brandace. 18

RECURRING COLUMNS

From Roger: A Message from the President 2-3
Welcome New Members 4-5
In the Know: Expert Insight 6-7
Workforce WINS: The Machinist Pathway 22-23
Member News: Remembering Butch Mowery; Read All About It 24
Partner News: IMTS by the Number; Forging Ahead 26-27
Here to Help: Auris 29
Chapter Check In: WMNTMA, STLNTMA and Arizona NTMA 34-35
Performance Tooling Secrets: Indexable Drill 36

EVENTS

2026 Sponsors 3
Engage 2026 16-17
Made to Lead 30-31

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.

NTMA

UPCOMING NTMA EVENTS

2027 CHAPTER LEADERSHIP SUMMIT
January 25-27, 2027
St. Louis, Missouri

MADE TO LEAD
March 1-3, 2027
Nashville, Tennessee

The Precision Manufacturing Conference
ENGAGE
November 8-11,2027
Phoenix, Arizona

FROM ROGER

a message from the president



Finish Strong. Start Strong.

We are officially on the home stretch of another year, headed toward the finish line. As quickly as we are approaching this year's finish line, we are also approaching the starting line of a new year.

So, which deserves our focus: finishing strong or starting strong?

The answer is both. Choosing one over the other is a mistake.

A strong finish creates momentum for an even stronger and more rapid start. A weak finish can carry unfinished issues, missed opportunities and uncertainty into the new year. Now is the time to take an honest look at where your company stands and where you want it to go.

Start by reviewing your strategic plan for the current year. What did you accomplish? Where did you fall short? What changed that did you not anticipate? Most importantly, what did you learn?

Those answers should become the foundation for changing, adjusting or fine-tuning your plan for the coming year. A strategic plan is your roadmap to a desired destination. When it is monitored throughout the year and honestly evaluated toward year-end, it becomes much more than a document. It becomes a tool for making better decisions.

Take it from someone who learned the hard way: without an established plan, we too often depend on luck and hope. And as the saying goes, "Hope is not a strategy."

Today's business environment demands better odds than hope can provide. Plan, execute, evaluate, adjust and plan again.

I am proud to say that many NTMA members recently completed the first workshop series with NTMA's new partner, the Greatness Institute. The session focused on scaling their businesses. One of the underlying messages was simple but powerful: Set a goal — even an impossible goal — and view your decisions through the lens of that goal.

An ambitious goal forces us to think differently. It challenges us to question whether the practices that got us where we are today will get us where we want to go tomorrow. If the goal is big enough, simply repeating what we have always done will not be enough. We must look for innovative ideas, new processes and new opportunities.

But, even the best strategic plan cannot succeed without the right people.

Another important focus of the workshop series was having the right people in the right seats. As demand, technology and opportunities change within our companies, we must continually evaluate our organizational needs and responsibilities. Are the right people focused on the right priorities? Do we have the talent and leadership needed to accomplish our plan? And, just as importantly, where are the gaps?

That brings us to one of the most important — and sometimes overlooked — functions in our companies: Human Resources.

HR plays a critical role in ensuring compliance, developing our people, supporting company culture and recruiting talent. One of the greatest challenges facing our HR teams currently is the shortage of skilled workers; however, we cannot place the entire responsibility for recruitment on HR.

Recruiting needs to become everyone's responsibility.

NTMA's On Ramp program implements this concept. It is a simple concept designed to turn your entire workforce into potential recruiters.

Companies can brand an NTMA-created business card featuring a QR code that directs prospective employees to a series of short videos introducing manufacturing through the eyes of people they can relate to. From there, prospects are linked directly to the member company's website to explore available career opportunities.

The company then puts those cards in the hands of its employees.

Think about the power of that. Your employees know your company. They know your culture. They know the type of people who succeed in your organization. They also have families, friends, neighbors, social networks and community connections that HR may never reach.

Suddenly, instead of having one HR professional or department recruiting for your company, everyone becomes a recruiter.

NTMA members using On Ramp are already seeing success — and the basic investment can be as simple as a box of business cards.

As we are preparing to close one year and begin another, I encourage every NTMA member to ask two questions:

Do we have the right strategic plan for where we want to go? And, do we have the people and recruiting strategy necessary to get us there?

With growing opportunities for U.S. manufacturing, answering those questions — and acting on the answers — could make the difference between simply entering another year and entering it prepared to grow.

NOW is the time to proactively prepare for the future of U.S. manufacturing. NTMA is proud to take point in supporting the success of our members and our industry.

Let Us Manufacture America's Future Together.



Roger Atkins, President, NTMA

THANK YOU TO OUR 2026 SPONSORS

PLATINUM SPONSOR

alliantgroup
GRAINGER
PTSolutions
It's Our Business to Protect Yours
FEDERATED INSURANCE

GOLD SPONSOR

BIG DAISHOWA
DMG MORI
1factory
KENNAMETAL
datanomix

SILVER PLUS SPONSOR

FANUC
SPINNER
Mazak
TRIMECH
AURIS
HEIDENHAIN

SILVER SPONSOR

EPICOR
SMW AUTOBLOK
OnTime | Edge
Vericut
usbank
Ground Control
PILOT Precision Products
CloudNC
FORMIC
OKUMA
SIEMENS
MORSE CUTTING TOOLS
MTD CNC

BRONZE SPONSOR

Blaser SWISSLUBE
HAIMER
DELL Technologies
Mastercam
ProShop
intrinsic
environ Formerly APPI Energy

NTMA NATIONAL TOOLING AND MACHINING ASSOCIATION

WELCOME

CHECK ZERO MACHINE & MANUFACTURING

Rocky Mountain Chapter

Check Zero Machine & Manufacturing is a veteran-owned precision CNC machining company based in Loveland, Colorado. Founded in 2023, Check Zero was built by experienced manufacturing professionals with a shared goal of creating a dependable, relationship-driven machining partner for companies that value quality, communication and consistency.
Check Zero specializes in CNC milling for repeat production, prototype and development work, structural components and overflow manufacturing support. The company machines aluminum, steel, titanium and engineered plastics; and serves customers across aerospace-adjacent, defense, industrial and general manufacturing markets. As the company grows, Check Zero is focused on expanding its capabilities and production capacity while building long-term relationships with customers, suppliers and fellow manufacturers.
Check Zero is proud to join the NTMA and the Rocky Mountain manufacturing community and looks forward to learning from, contributing to and growing alongside other American manufacturers.

815 14th St SW Ste A145
Loveland, CO 80537
970.888.4017
www.checkzeromm.com

LIGHTSOUT CNC MANUFACTURING COMPANY

Southern California Chapter

A block from where Falcon 9 rockets are born, a light will soon flicker off inside a small industrial building. The last person will lock the door. The machines will begin their real work. This is LightsOut CNC. The name is not marketing. It is a doctrine — the belief that the most consequential precision work in American aerospace and defense should not stop when the country goes home for the night.
For decades, America let this work drift. Tier-two machining moved offshore. Job shops shrank. The country that put a man on the moon quietly outsourced the arsenal that got him there. It was a slow surrender. Nobody signed the papers. It just happened.
That is changing. Founder Andrew Adams built LightsOut to join a movement already underway — American manufacturers turning to AI and automation to break the backlog choking defense and aerospace supply chains.
AI is the thing that changes everything.
For a century, a shop's output was governed by the human standing in front of the machine. That ceiling is gone. Telemetry that once sat dead in a controller now trains the shop that recorded it, so every part cut this week makes next week's better. Tool wear, spindle load, quality data — signals that lived in a dozen disconnected systems now converge inside an AI-native ERP built for a shop where the machines never sleep.
What that looks like: 5-axis centers moving pallets through the night, no hand on the mill; every drawing inside an ITAR-controlled enclave, never leaving American soil.
Adams holds one line that will not be crossed: no falsified certs, no shortcut inspections, ever. In this industry that is not a value statement. It is a weapon.
Tonight the lights go out in Hawthorne. The machines keep cutting.

12525 Crenshaw Blvd.
Hawthorne, CA 90250
310.595.5976
www.lightsoutcnc.com

GROUNDCONTROL

National Associate Member

Founded in 2024 and based in San Francisco, California, GroundControl builds quality and compliance software for aerospace, defense and other highly regulated manufacturers. Instead of ballooning drawings and typing characteristics into a spreadsheet by hand, quality teams upload the PDF, scan or marked-up print and GroundControl balloons it and extracts the characteristics and GD&T callouts automatically. Finished reports export to AS9102C, PPAP or a custom template.
Beyond FAI Generation, GroundControl offers PO Review, which catches contract discrepancies in minutes with cited sources. Other products include supplier FAIR review for OEMs and a digital visitor check-in for ITAR-controlled facilities. Ground Control Software, Inc. is ITAR registered, and its government-cloud deployment for FAI and PO Review has achieved FedRAMP Moderate Equivalency. GroundControl is used every day by hundreds of quality teams to help automate their documentation processes.

400 Concar Dr.
San Mateo, CA 94402
650.246.4660
www.gndctl.com

We're glad to count you among our members.

PINEWOOD TOOL LLC

Milwaukee & Rock River Valley Chapters

Founded in 1974, Pinewood Tool is an independent, family-owned precision CNC machine shop in Menomonee Falls, Wisconsin. Its mission is to advance manufacturing by making exceptional precision tooling and components. Owners Benjamin Edner and Priya Janarthanam have led the company since January 2026, investing in its people and capabilities so customers get reliable quality and responsive service as their needs evolve.

For over 50 years, Pinewood has supported manufacturers across the automotive, medical, aerospace, industrial automation and engineered products industries. The shop specializes in precision tooling, wear and perishable components and complex machined parts. At Pinewood Tool accuracy, quality and reliability matter — from tooling that keeps production equipment running to precision components used in finished products and assemblies.

Pinewood's capabilities include CNC milling and turning, precision grinding and wire and sinker EDM, with a dedicated quality control room to inspect every part before it ships. The company has built its reputation on skilled craftsmanship, technical expertise and the ability to take on challenging machining work.

To discuss your precision machining needs, call or send us your prints for a quote.

N58 W14730 Shawn Circle
Menomonee Falls, WI 53051
262.252.3293
www.pinewoodtool.com

TACTILE TURN LLC

North Texas Chapter

Tactile Turn is a Dallas, Texas manufacturer best known for precision-machined writing instruments and everyday-carry products. Founder Will Hodges started the company in 2012 with a Warner & Swasey No. 3 turret lathe in a rented 160-square-foot corner of a friend's shop, machining the first 1,000 pens by hand. Today, the company occupies more than 20,000 square feet of manufacturing and assembly space, where it designs, machines, assembles, inspects and services its entire product line. Working with titanium, copper, bronze, zirconium and other premium materials, Tactile Turn produces pens, pencils, flashlights and accessories recognized for thoughtful design, distinctive tactile finishes, durable mechanisms and a lifetime warranty.

At the center of the operation is a 14-machine Swiss department composed primarily of late-model Citizen CNC Swiss-type lathes. This capacity supports repeatable high-volume production, tight-tolerance components, unattended machining and frequent product launches ranging from the company's core catalog to seasonal, limited and collaborative releases. In addition to manufacturing 100 percent of its own products, Tactile Turn provides high-volume production and complex prototype work for customers in aerospace, defense and other demanding industries. Supported by multiple wire EDMs, conventional lathes, a highly capable milling department, secondary machining, assembly, inspection and modern production systems, the company brings the same design focus and manufacturing discipline to both its own products and outside customer work.

Tactile Turn is proud to offer 15% off of our core products to fellow NTMA members using the code NTMANTX at checkout, as well as bulk discounts starting at orders as low as 10 units.

10503 Forest Ln Ste 140
Dallas, TX 75243
903.715.1813
www.tactileturn.com
@tactileturn on Instagram and Facebook.

QUIXIK MACHINING AND FABRICATION, LLC

Rocky Mountain Chapter

Quixik Machining and Fabrication, LLC is a precision machine shop in Fort Collins, Colorado, serving engineering teams and manufacturers from prototype through low-volume production. The shop began operations in early 2024 as an internal manufacturing resource for sister company Czero. Quixik is ISO 9001:2015 certified. Equipment and processes include 3-axis CNC milling (40" x 18" x 16" envelope, up to 1,800 lb), CNC turning with live tooling (1.7" bar capacity, 12" maximum diameter, 19" maximum length), surface and centerless grinding, and MIG and TIG welding of steel and stainless steel up to ½" plate. Inspection is performed on a CMM, with first article inspection, formal reports and GD&T per ASME Y14.5. MTRs, certificates of conformance, full traceability and DFARS-compliant material are available on request.

Quixik shares ownership and a facility with Czero, an engineering firm providing mechanical design, controls, dynamic modeling, CFD and FEA. Design, fabrication, inspection and test are performed at a single location. Customers include aerospace, energy, medical, oil and gas, robotics, automotive companies and more.

1306 Blue Spruce Dr., Unit B2
Fort Collins, CO 80524
970.200.8791
www.quixik.com

EXPERT INSIGHT

ADVOCACY: What Midterm Results Mean for Manufacturing



The dust has settled, the results are in and Democrats will control the U.S. House and Senate starting January 3, 2027, marking a complete turnover of all the congressional committee and levers of power on Capitol Hill. This will mark a change in priorities for Congress, including trade and tariffs, taxes, workforce policies and defense spending.

NTMA has long worked with members of both parties and has already begun preparing for a Washington that will have over 100 new freshman lawmakers to educate on the importance of small businesses manufacturing in America. In meetings leading up to and following the elections, NTMA's lobbyists in Washington have begun discussing a possible legislative agenda for the final two years of President Trump's second term. On tariffs and trade, sources indicate that congressional Democrats will press for legislation to roll back select tariffs on Canada, force the release of reports on the Section 232 national security tariffs, and attempt to reclaim congressional oversight of tariff policy. While President Trump is likely to veto any legislation overturning tariffs Democrats will reportedly hope to move in the first few weeks to vote on trade.

The next Congress will also face a number of decisions over tax policy. Democrats will want to restore Affordable Care Act health insurance premium tax credits, expand the Child Tax Credit and Earned Income Tax Credit and restore and extend renewal energy tax incentives for wind, solar and other renewables expiring at the end of 2027. In addition, a number of One Big Beautiful Bill tax provisions expire at the end of 2028 which have bipartisan support, including no tax on times, the deduction for overtime and the deduction of interest on automotive loans. The question of how to offset and pay for these tax incentives will be top of mind, with efforts to increase the tax on capital gains likely.

Debate over spending priorities is already underway, with Democrats opposing President Trump's request for $1.5 trillion in Pentagon funding. Reduction to current or future defense spending will have an impact on the defense industrial base and the NTMA members who are ramping up production to meet demand and expected future orders. Democrats will seek to restore full funding for the Manufacturing Extension Partnership (MEP) program, Career and Technical Education initiatives and emphasize registered apprenticeships while possibly reauthorizing the Workforce Innovation and Opportunities Act (WIOA).

The election ushered in more than 130 new members of Congress, turning over one quarter of the U.S. House of Representatives and one-fifth of the U.S. Senate. This marks one of the largest freshman classes in the history of the U.S. Congress, and with it, significant change in Washington, and for manufacturing in America.

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: Ask Your Team: What do we need?



Before you approve another job posting, ask the people doing the work what the shop needs.

You might hear that another experienced machinist would make a difference. But you might also learn that unclear scheduling, incomplete setup notes or a lack of training is making everyone's day harder. Maybe fixing those details is more important.

It's also worth having the same conversation about where people want to go. I've never been in a shop where someone didn't want to learn another role: an operator may want to learn programming, a machinist wants to step up to supervisor. Equally, someone approaching retirement may welcome the chance to train a successor, provided there's time set aside to do it properly.

You won't know unless you ask. However, if you do, employees need to also see something happen after those conversations.

That could mean arranging a course, agreeing on a training schedule or explaining what someone needs to demonstrate before taking on more responsibility. Be clear about how progression affects pay too. People should understand what they're working toward.

Once you have that picture in front of you, hiring decisions become easier to explain. You can identify the experience you need immediately, the skills you can develop internally and the support a new employee will need.

For a shop owner, these conversations can be easy to postpone when deliveries are pressing. Get them on the calendar before the next vacancy forces you to make decisions in a hurry.

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: Before You Hire, Know What Needs to Be Right



A new order or an expanding backlog can make the decision to hire feel straightforward. The shop needs help. But, approving another position is only the beginning.

Before an offer goes out, owners should be able to answer three questions: What will this person cost? Who handles each step? What needs to be ready before they start?

Know the full cost.

An hourly rate does not tell you what a new employee will cost the business. Include employer payroll taxes, benefits, recruiting and training. Account for the time an experienced employee will spend teaching instead of producing.

Look at when that investment will translate into help on the floor. A new operator may fill a position immediately without being ready to work independently.

Make responsibility clear.

Hiring often involves several people. A supervisor interviews, an office manager collects paperwork and accounting sets up payroll. Each person may finish their part while something falls between them.

Decide who confirms the details: the agreed pay rate, start date, work schedule, required documents and benefits eligibility. Someone needs to check that the handoffs are complete — not assume they happened.

Check the setup before the first paycheck.

Confirm that employee information, pay details and timekeeping instructions are correct. Review applicable hiring requirements, particularly when adding employees in a new state. Give the new hire clear instructions about recording hours and raising questions.

These checks are easier to make before payroll runs than after an employee receives an incorrect check.

Hiring is a business commitment. Knowing the cost, assigning responsibility and checking the details gives that commitment a stronger start.

Adam Sanders is Director of Growth Marketing for Auris. With more than 20 years of experience across payments, fintech and SaaS, he brings a strategic, results-driven approach to connecting marketing, technology and customer insights with business growth. He believes sustainable growth comes from combining innovation with practical execution, strong partnerships and a clear focus on measurable business outcomes.

INSURANCE: Keep Your Business Clean For Year-Round Success



General maintenance and housekeeping are an important element of your business. As an owner and leader, it's your responsibility to prioritize safety through cleanliness, training and clear policies to help prevent accidents that could lead to prolonged downtime or expensive claims.

Conducting regular inspections and walkthroughs of your business with a housekeeping checklist can help identify areas needing attention, which may help prevent potentially dangerous and costly accidents. In addition, employee training should be offered on a scheduled basis to show everyone how to actively maintain a safe work environment. This can include reminders to:

- Follow cleaning schedules
- Understand how to use and store hazardous materials
- Store tools and equipment in designated spaces
- Dispose of waste properly
- Report accidents immediately
- Follow posted signage
- Ensure walkways and doorways are clear and free of obstructions
- Maintain equipment and tools
- Charge items with lithium-ion batteries in designated spaces using appropriate chargers

Take the time to annually review and update your risk management plan and policies to address new risks and technologies and to ensure all staff are familiar with any updates. For example, with the rise of lithium-ion battery fires, educating your employees on safe practices can help prevent a devastating workplace fire.[1]

By maintaining a clean, obstruction-free environment, you can help reduce the risk of accidents, equipment failure and unwanted downtime to protect your business and bottom line.

References

1. International Association of Fire Fighters. Preventing Lithium-ion Battery Fires. https://www.iaff.org/news/preventing-lithium-ion-battery-fires/. Accessed 11/19/24.

Jack West, National Account Executive for Federated Insurance®, is responsible for overseeing Federated's national affinity relationships and securing new association partnerships. An NTMA Exclusive Benefit Partner, Federated has a strong reputation of competitive products with value-added risk management programs and services. More information: www.federatedinsurance.com

FROM the WALL to the FLOOR: How Bennett Metal Products Brought Their Values to Life

Emma Doyle, Founder, Coaching Leadership Academy

"Culture isn't created by the words on the wall. It's created by the behaviors people repeat every day."

– Coach EM

During 2024 and 2025, I had the privilege of facilitating the NTMA's Emerging Leaders Program. Across nine months we explored one of the biggest leadership shifts facing manufacturing today: moving from managing people to coaching them.

One conversation from our final workshop in Detroit has stayed with me. As I sat down with each participant, I asked one simple question: "What's next?"

Jonathan Stowers, now President of Bennett Metal Products (BMP), shared that he was preparing to lead the third-generation family business founded by his grandfather in 1967. His goal wasn't to change what had made Bennett successful. Instead, he wanted to honor the company's legacy while creating a modern culture where every employee felt connected to its future.

That conversation became the catalyst for a remarkable journey.

People Support What They Help Create

Too often, organizations refresh their vision, mission and values behind closed doors with a handful of senior leaders. The posters look great and the launch creates excitement, but six months later very little has changed.

Why? Because people support what they help create.

Jonathan and the leadership team chose a different path. Over four months, employees across the business were invited to complete surveys, participate in workshops, vote on ideas and share what they believed should define Bennett Metal Products for generations to come. More than 80% of employees participated, creating genuine ownership long before the new vision, mission and values were launched.

That level of engagement didn't happen by chance. People knew their voices mattered. Fianna Stowers coordinated the process and ensured every employee had the opportunity to contribute. One of the greatest insights for Jonathan and Fianna came from listening to what employees really wanted from their leaders.

"We used to think 'no news is good news,'" Fianna explained. "What we've realized through this process is that people want to be recognized. They want to feel seen and valued for their contributions."

That realization has helped shift recognition from something occasional to something much more intentional. Employees can now nominate their peers when they see the MIC values in action. Leaders are encouraged to recognize the specific behaviors they want repeated. Creating a strong culture isn't only about correcting what isn't working. It's also about noticing and reinforcing what is.

Creating The BMP Way

After months of listening, discussion and refinement, the company created more than a vision statement. They created The BMP Way.

Their vision became:

"To create a culture where quality work, innovation and proud craftsmanship enhance our legacy – together, since 1967."



It captures both the heritage of Bennett Metal Products and its aspirations for the future.

One of my favorite moments came when we discovered something already woven into the company's identity: the micrometer, or "MIC." For a precision job shop like Bennett Metal Products, the micrometer is an essential measuring tool used by machinists every day to ensure components meet incredibly tight tolerances. It's also part of the Bennett Metal Products logo, so building the values around MIC created a natural connection between the work people do and the culture the company wants to create. As Jonathan explained, that's what makes MIC so powerful. The values aren't only reinforced at the beginning of a meeting or displayed on a wall. Every time a machinist picks up a micrometer, there is a subtle reminder of what those values mean to The BMP Way.

MIC became more than a measuring tool. It became a memorable framework for the three values at the heart of The BMP Way: M – Master Teamwork, I – Integrity and C – Craftsmanship.

Simple, memorable and owned by everyone.

Turning Values Into Behaviors

Values only become meaningful when people know what they look like in practice. During our leadership workshops, we spent less time debating wording and more time defining behaviors.

Master Teamwork means communicating openly, breaking down silos, mentoring one another and solving problems together. Integrity means taking ownership of mistakes, speaking up when something didn't meet quality or safety standards and treating people with respect. Craftsmanship means checking your work before passing it on, embracing continuous improvement and taking pride in getting the job right the first time.

Those conversations transformed values from words into behaviors.

One phrase became the heartbeat of the project: from the wall to the floor. It's easy to print values. It's much harder to help people live them.

To keep the values visible, we introduced MIC in Action, encouraging leaders and team members to recognize one another whenever they saw someone demonstrating one of the values. We also introduced Quarterly MIC Drops, giving teams an opportunity to review, refresh and recommit to how they wanted to work together. Culture isn't built during strategy days. It's built through consistent conversations and behaviors.

Ten Months Later: MIC in Action

Nearly ten months later, The BMP Way continues to shape the language and behaviors across the business. Most importantly, Jonathan, Fianna and the leadership team are seeing tangible examples of the values coming to life.

When a purchasing position suddenly became vacant, an employee from accounting stepped in to help cover the responsibilities. Rather than saying, "That's not my job," they focused on what the business needed and helped keep things moving. It was Master Teamwork in action.

Another example came directly from the shop floor when an employee noticed a defect in a grinding stone segment and immediately communicated the problem. Speaking up meant the issue could be addressed before it potentially caused an accident. It demonstrated not only teamwork and communication, but the ownership and accountability at the heart of Integrity.

These might sound like small moments, but they're exactly the moments that build culture. The values are no longer simply something employees are being asked to remember. They're becoming a shared language for recognizing the behaviors happening throughout the business.

Start With Your People

This experience reinforced something I see in organizations around the world: the vision points the direction, the values define what's important and behaviors determine whether either one comes to life.

If you're thinking about refreshing your vision, mission and values, don't start with the posters. Start with your people.

When people help create the culture, they're far more likely to protect it. And that's how lasting cultures – and lasting legacies are built.

SMART HIRING for LONG-TERM SUCCESS

JACK WEST, NATIONAL ACCOUNT EXECUTIVE, FEDERATED INSURANCE®



Who you hire plays an important role in shaping your business. Your employees' expertise, professionalism and adherence to safety protocols directly influence how clients and others in your community view your operations. Smart hiring practices can make a difference when it comes to safeguarding your brand image and ensuring your business remains trusted for years to come.

Steps to Make Solid Hiring Choices

Consider who you have working for your company. Are your people professional? Do they adhere to safety protocols and company policies? Does your team operate company vehicles safely? To help protect your reputation and make sound hiring decisions, consider these strategies:

POST TRANSPARENT JOB OPENINGS: Clearly outline all job qualifications, required certifications, responsibilities, work hours, pay, benefits and growth opportunities.

DEFINE YOUR VALUES: Communicate your business's core values and the standards of excellence you expect from applicants during the interview process.

SCREEN CAREFULLY: Look beyond technical skills to assess an applicant's attitude, reliability and commitment to safety.

CHECK REFERENCES: Contact previous employers and references when possible. Past actions can predict future behavior.

TRAIN THOROUGHLY: Develop a robust onboarding plan so every new hire understands your workplace standards and safety policies from day one. Conduct regular training to help keep employees safe.

PROTECTING YOUR BUSINESS STARTS WITH YOU

Your reputation is just as critical to your business as the people you employ. By prioritizing smart hiring practices, you take a more active role in how your company is perceived by the public while maintaining your standing as a reliable industry leader.

WHY YOU NEED AN EMPLOYEE HANDBOOK

...and what to include

A handbook is a shop-floor tool, not just paperwork. It serves as a guide for your newest hires and a point of reference for your seasoned employees. A handbook can be as detailed as you deem necessary, and it can cover everything from how to report a damaged tool to how to report a safety concern. With a well-written, clear employee handbook, everyone from the machinist on the floor to the executive leadership has a common point of reference for your company's policies and protocols. Those consistent expectations will support safer work, reliable processes and communication across your shop.

According to the U.S. Chamber of Commerce, every good handbook includes the following information:

A WELCOME STATEMENT

Set the tone for your newest hires. This is also a great place to include a message from your leaders recognizing the importance of being part of the team.

COMPANY INFORMATION

Establish a solid background regarding your company's history, values and mission. Be specific enough that employees see how they fit into the greater mission and broader vision. Take the opportunity to share your company's unique culture and the goals that drive your business.

EMPLOYMENT POLICIES

This is the practical section of your handbook. It really breaks down into the following categories: pay and time, leave and benefits, workplace conduct, safety and operations. Use this space to outline everything from work schedules to the performance review process.

LEGAL REQUIREMENTS

Use this section to cover nondiscrimination policies, anti-harassment rules and safety protocols. Explicitly stating these legal protections helps the business comply with labor laws and maintain a safe, equitable and professional workplace.

Your employee handbook should be a living document. Most HR professionals recommend that you review your handbook at least once a year in addition to any targeted updates when laws, policies or operations change.

GROWTH AND SCALE ARE TWO DIFFERENT GAMES

Why the best tool for scaling your company is something completely unconventional

Christian Santiago, Founder and CEO, The Greatness Institute

"What's the plan for next year?"

"We did $10M this year. We're planning for $11M."

"Why $11M?"

"Because our previous growth rate was around 10%."

This conversation is commonplace among business owners when planning the future. They take past results and project them forward. Nothing is wrong with that. It just allows the past to determine the future. When that happens, only linear growth and thinking is produced.

An owner growing 10% annually that wants to double their revenue in 3 years immediately says, "Our systems or people could never handle that." Our follow-up: Who built those systems?

Every process, protocol and structure came from people thinking at a certain level. Most owners optimize the system they have without asking what goal it was originally built to reach. You cannot scale a company with the thinking that built yesterday's system. This aligns with Einstein who said, "You cannot solve a problem with the same level of thinking that produced it."

That is why growing companies and scaling companies are so different. Scale is a different game altogether. It starts from the future, not the past. Growth optimizes for more. Scale focuses on different. Growth adds complexity, scale requires simplicity.

Christian Santiago is the Founder and CEO of The Greatness Institute, the performance and scaling advisory firm for aggressive companies that want to achieve a 3-Year Decade. The firm is a strategic partner to NTMA and leads the NTMA Scaling Workshop Series.



"Your company can achieve a 3-Year Decade by first using the impossible goal to enhance your strategy. Because, after all, direction is more important than speed.."

So how does a company shift from growth to scale? At The Greatness Institute we have worked with leadership teams in a dozen industries, from $5M to $2B, and watched good teams become great and great teams become elite.

The ones that scale the fastest committed to compressing the timeline on their boldest goals. Their first step to reshape how the leadership team thinks, communicates, executes and decides was to set an impossible goal. Many took their 10-year BHAG and put it on a 3-year strategy timeline. That is what we call the 3-Year Decade, our obsession with every company we serve.

Why does it work?

1. It forces a new level of thinking. Set a goal three times the company's size on a three-year timeline and the owner cannot pull the answer from the past. There is no reference point for that kind of scale. The mind has to look somewhere else, and that is where new strategy appears.

It also reveals your distinction: a blue ocean with few competitors, not a crowded red one. One owner realized she could triple her company in three years after sizing a revenue line only a handful of companies in the country can make.

2. It helps you decipher signal from noise. A 10% growth goal over five years can be reached a dozen ways, which breeds bad strategy. If your brain has more than three options for any direction, it goes into analysis paralysis. Too many options means you are thinking too small.

Raise the goal to an impossible level with a short timeline and 90% of the options disappear. What remains are the two or three bets that would scale the company. That is where you reallocate time, money, energy and people.

3. Decisions become black and white. Should we hire this person? Buy that machine? Take that customer? Compared against filters like the market, the past or good results, decisions become judgment calls. Compared against an impossible goal on a short timeline, they become a clear yes or no.

Scaling truth: Good leaders make bad decisions when they're deciding in the gray.

Before you set an impossible goal, remember what it is: a tool for your mind, not your heart. Great teams settle for achievable goals when they treat the impossible one as motivation, not a 10X strategic decision-making tool.

How to use it for your 3-Year Decade:

1. Take your 10-year BHAG as your 3-year goal.

2. Thinking from that goal, write what your company is currently optimizing for that would never get you there. This shows what won't scale.

3. With what is left, answer: Thinking from the goal, what would have to be true for our company?

4. Simplify that goal into one metric the team can chase. For a $10M company going to $30M, that is 10 accounts at $3M.

Your company can achieve a 3-Year Decade by first using the impossible goal to enhance your strategy. Because, after all, direction is more important than speed.

GI.



STRATEGIC PLANNING:

MARK J. DORMAN, CEPA, CFBS, CHFC, AIF, PRESIDENT, SUCCESSION +

A good product, loyal customers and an engaged workforce are all important components in any business's success. But, it's the organization's strategic plan that pulls all elements together and helps define its future. Without it, everything else matters little.

Simply put, strategic planning is the process of recognizing where an organization is today, where leadership wants to take it and what needs to be done to get there. During this process, a strategic plan outlines the necessary steps to be taken and establishes measurable goals and timelines to ensure success. Such a plan helps guide decision-making along the way.

THE INTERSECTION OF STRATEGIC PLANNING WITH SUCCESSION PLANNING

Within this process, a strategic plan will link with a business's succession plan. A succession plan is the deliberate process of preparing for the orderly transition of leadership, ownership and control of a business from its current owners to its future owners. Therefore, knowing where a business wants to go is critical to its future, and a plan for a successful transition becomes paramount.

Clearly, the two are distinctly intertwined. As a business leader, your strategic plan should include clear and measurable steps, along with a well-thought-out succession plan.

HOW DO WE BEST ACHIEVE THIS?

Let's begin by walking through the five key elements that constitute a solid succession plan:

1. LEADERSHIP SUCCESSION - Like it sounds, this component identifies and develops the individuals capable of assuming key leadership responsibilities within your business.

2. OWNERSHIP TRANSITION - This is where we establish how, when and to whom business ownership will transfer: will it be family members? Employees? Partners? Or a third-party buyer?

3. FINANCIAL PLANNING - Here, we seek to determine the value of the business. Are there any necessary funding requirements? What are the retirement income needs of the current owners? All pertinent tax planning lands in this step.

4. BUSINESS CONTINUITY - This is an often overlooked element of a solid succession plan and involves managing



YOUR ROADMAP TO SUCCESS

risk. Business continuity seeks to protect your operations, your employees and customers and the overall current and future enterprise value of your business, particularly against a Black Swan event. Should the unthinkable occur, such as a flood, fire or death of a key employee, this part of your plan safe-guards your organization.

5. EXIT STRATEGY FOR THE CURRENT OWNER- During this stage, we develop a structured plan for the owner's eventual departure, focusing on a timeline, providing financial security for the departing owner and their family and ensuring it meets the financial objectives of all the parties involved.

Never leave things to chance

Strategic Planning is an imperative component of a strong and successful succession plan. To do one without the other risks the failure of both. As a business owner looking to the future, your ultimate goal is to provide clarity and peace of mind while protecting your employees, customers and key stakeholders. A properly designed succession plan will allow you to identify, preserve and maximize the enterprise value of your business.

The most common mistake for business owners in any industry is the failure to develop a business succession and transition plan. The result could be disastrous to the owner, family, employees, customers and all relevant stakeholders.

It's time to begin your succession plan or to review the one you presently have in place. Scan the QR code below to identify the current enterprise value of your business. The team at Succession + is ready to walk you through the results. Call us at 330-350-5410 or email Mark Dorman at: mdorman@succession.plus

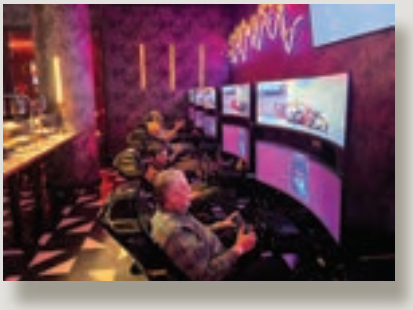
For more information on how Succession + can help you, visit us at: succession.plus/us

What's the future strategy for your business?

ENGAGE 2026

What happens in Vegas...





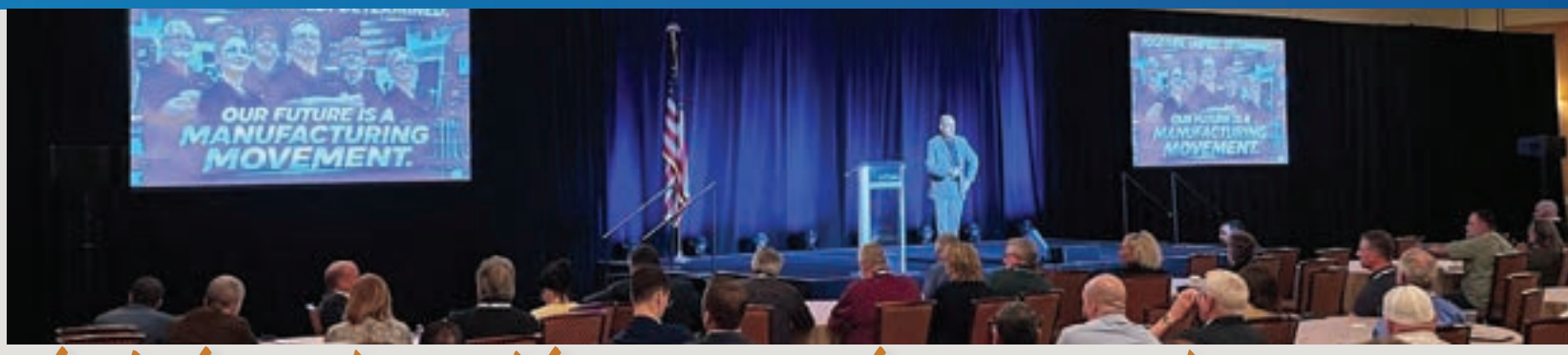


Manufacturing is changing fast, and ENGAGE 2026 gave NTMA members an opportunity to step back from the day-to-day demands of running a business and focus on what comes next. Held November 10 –13, 2026 at Caesars Palace in Las Vegas, the conference brought together industry leaders, technical experts and manufacturing professionals for three days of fresh perspectives, practical insights and valuable connections. The energy of the Las Vegas Strip and the fast-paced content of ENGAGE offered a combination that was hard to beat. Attendees participated in timely industry discussions. Members had opportunities to learn from peers and plenty of time to build relationships that will extend well beyond the conference.

Artificial intelligence took center stage, but the conversation went beyond the hype. The main session, From Curiosity to Capability, explored how manufacturers are putting AI to work in real operations. Industry leaders Eric Hagopian of Pilot Precision Products and Kevin Ahaus of Ahaus Tool & Engineering joined technology experts Mohamed Karim of Antares Intelligence and James Cook of Beyond Collaborative to discuss implementation, team buy-in, technology partners and measurable results. The message was clear: manufacturers do not need to have every answer before getting started. Understanding the opportunities, learning from others and taking practical steps can help businesses turn emerging technology into a competitive advantage.

The defense supply chain was another important focus. The Building the Defense Supply Chain session featured William Briggs, deputy administrator of the U.S. Small Business Administration, and David Goggins, CEO and co-founder of Marstra and a retired U.S. Navy rear admiral. Moderated by Jon Glass of the Defense Industrial Base Institute, the session examined defense priorities, supplier expectations and the steps





is being shared in companies everywhere.

Kristen Hrusch, Events Manager, NTMA

manufacturers can take to prepare for new opportunities. The discussion offered a valuable look at what it takes to become a capable, competitive defense supplier.

Manufacturers also had a chance to look beyond their shop floors and consider the policies and economic conditions that influence business decisions. In the Washington Forecast, Omar Nashashibi, founder of Inside Beltway, and Caitlin Sickles, senior principal with Bracewell's Policy Resolution Group, examined the implications of the November elections for manufacturing policy. Tariffs, global trade, regulation and year-end legislative priorities were all part of a conversation designed to help members plan for a changing policy environment.

Patrick Luce and Jeremy Bess of Stantec closed out the conference with their main stage Economic Update presentation. The session explored the outlook for growth, inflation, interest rates, labor markets and capital markets, connecting broader economic trends to the decisions manufacturers face every day.

Nine breakout sessions across three tracks gave attendees opportunities to dig deeper into artificial intelligence, Department of Defense opportunities and programming and engineering. Open-dialogue roundtables added another dimension, encouraging members to exchange ideas and learn from others facing similar challenges. Of course, ENGAGE has always been about more than what happens in the meeting room. Networking breaks, exhibit tables, sponsor-hosted dinners and informal conversations gave members time to reconnect with familiar faces and meet new people from across the industry.

Caesars Palace provided a memorable setting for all of those connections. With world-class dining, entertainment and the attractions of Las Vegas just outside the conference doors, attendees had plenty of opportunities to make the most of their time together. Thursday evening brought everyone to F1 Arcade for Beyond the Finish Line, hosted with the support of Kennametal. Racing simulators, food, drinks and friendly competition created a lively setting for building relationships outside the formal sessions. Optional activities, including golf, a Hoover Dam tour and the Wizard of Oz at the Sphere offered additional ways to connect and experience the area.

ENGAGE 2026 reinforced the importance of staying curious, learning from one another and preparing for what lies ahead. Whether the focus was adopting AI, pursuing defense opportunities, navigating Washington or planning for economic uncertainty, members left with ideas to consider and conversations worth continuing.

Special thanks to our Engage Platinum, Gold, Silver Plus, Silver and Bronze sponsors.

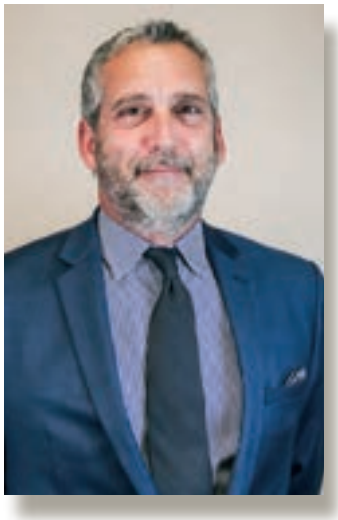





THANK YOU, DOUG. WELCOME, BRANDACE.

Chief Financial Officer Changes at the National Office

Roger Atkins, President, NTMA



All good things must come to an end, and in this case, after 14 years with NTMA, Doug DeRose, our CFO and vice president, has decided to retire. After an entire career dedicated to accounting and financial stewardship, Doug will retire at the end of December and see what's next outside the world of accounting to occupy his time.

Doug's commitment to NTMA has included years of sound financial practices and reporting — practices that are respected throughout our organization and by the many members that have served on our financial and audit teams. When NTMA was without a president, Doug stepped up and served in the interim. Doug's proven leadership of the organization, of our national staff and as our CFO has been greatly appreciated and will be missed. On behalf of all NTMA, we wish Doug the best of luck in his future endeavors outside the world of accounting.



As one good thing ends, other good things begin. In the case of NTMA, I am excited to announce Brandace Segedi as our new CFO. Brandace brings years of experience in accounting and non-profits. She brings to NTMA a love for numbers, a love for small to medium businesses, a passion for our industry and a commitment to financial integrity. Brandace is AI certified in accounting and we look forward to her setting the stage for NTMA's future financial reporting and stewardship. Born and raised in Texas, Brandace and her husband now reside in Cleveland, Ohio. On behalf of all NTMA, welcome aboard Brandace.

FOR ALL THE LATEST FOLLOW THE NTMA:

www.facebook.com/NTMANow

www.twitter.com/NTMATalk

www.linkedin.com/company/ntma

www.youtube.com/NTMANow



PRECISION IS A DISCIPLINE

Manufacturing excellence is built through repetition, control and uncompromising standards. We design tooling systems, spindle interfaces and cutting tools that help manufacturers push limits and achieve exceptional performance every day.

Quality proven through every process, every product, every day.

BIG DAISHOWA

Driven by **PRECISION**
Defined by **QUALITY**

Tool Holders | Boring Tools | Cutting Tools | Workholding | Tool Measuring

(224) 770-2999 | bigdaishowa@us.bigdaishowa.com | bigdaishowa.com

PILOT
Precision Products

PRECISION. PERFORMANCE. RELIABILITY.

PUSH ROTARY BROACHING TO THE MAX



Complete Rotary Broaching Solutions

From Hexes to Custom Forms, Pilot Precision delivers Rotary Broaching tools built for speed, accuracy, and production efficiency.

Our Precision Broaching tools are engineered to:

- **Reduce Cycle Time**
- **Improve Surface Finish**
- **Maintain Tight Tolerances**
- **Extend Tool Life**

The HassayMAX™ Series

Maximum Strength. Maximum Performance.

Designed for tougher materials and demanding runs:

SUPERIOR CHIP EVACUATION | ENHANCED WEAR RESISTANCE | SUPERIOR TOOL ALIGNMENT | MINIMIZES COSTLY DOWNTIME

When Performance Matters, Choose HassayMAX.

HassayMAX

Rotary Broaching Tool Holders

Better Performance. Better Price.

MADE IN THE USA | BETTER VALUE | SUPERIOR ENGINEERING | VERSATILE TOOL INTEGRATION



MADE IN THE USA

Tooling Concierge

Expert Guidance. Zero Guesswork.

Choosing the right broach shouldn't slow you down. Our Tooling Concierge team provides personalized recommendations, application support, and technical expertise to ensure you **get the right tool — the first time**.

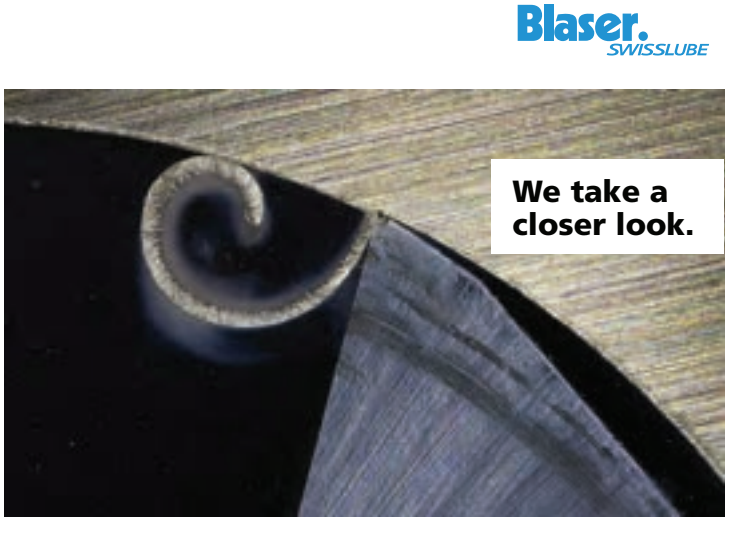
TOOLING CONCIERGE

duMONT CNC Indexable Broaching System | duMONT Minute Man Industrial Broaches | Hassay Savage Rotary Broaches & Tooling for Gosiger | nagafor High-Performance Round Cutting Tools | GMauvaisUSA. High-Precision Micro Drills | palbit

15 Merrigan Way · South Deerfield, MA 01373 · T: 413-350-5200 · **PilotPrecision.com**







Decades of machining experience have taught us that there are complex interactions between chemistry and mechanics. Benefit from our knowledge to optimize your processes, keep them stable and solve problems quickly.

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





INTRODUCING:
THE MACHINIST PATHWAY

Our industry-built education program providing manufacturers a pathway to training machinists

THE MACHINIST PATHWAY

Think about the last time you walked through your shop. Machines running, parts coming off, customers waiting. Every order depends on capable people making decisions that never appear on a schedule. When we talk about the future of machining, we are really talking about whether we can develop more people who know how to do this work really well.

For today's shops, machinist development is not merely a benefit. It is business continuity and risk management. It protects what you know, gives capable people a reason to grow with you and puts you in a strong position when the next opportunity arrives.

Today we are introducing The Machinist Pathway. Built by shops like yours and grounded in the industry, it's a connected way to build the skills manufacturers depend on and help people discover, develop and advance in machining careers.

It is designed around the needs of the people who make things. The Machinist Pathway gives employers a clearer, connected way to develop the people on whom their future depends. It brings those journeys into one understandable system, allowing for multiple start and end points. It's about the flexibility to meet your employees where they are and where they want to go. The goal is not simply more training. It is a more capable shop.

During the last decade, NTMA-U courses have been the primary offering in NTMA's workforce development program. During that time, we've added additional resources such as the Mechanical Aptitude Test, a DOL-approved registered apprenticeship program and sponsor-of-record services, among other things. The Machinist Pathway connects all of those pieces into one comprehensive, understandable system, not a series of isolated transactions. People need a reason to enter, a way to learn and support to keep advancing. (Note that current NTMA-U participants move seamlessly to the Machinist Pathway program and their career advancement will not be disrupted.)

What changes for your business? You develop more people who can do the work. You reduce the risk of depending on one person for critical knowledge. You give employees a path to advance. And over time, those capabilities help you take on new opportunities.

The future of machining does not build itself. We build it. One machinist at a time.

This is The Machinist Pathway.

Built by shops. For what comes next.

To learn more contact: info@themachinistpathway.com

NTMA Workforce WINS



NTMA-U is re-branding as The Machinist Pathway and transitioning to a new learning management system in January. We want to make sure you are prepared for a few important updates.

If you purchase and pay for your course or Mechanical Aptitude Test by December 31, 2026, you can lock in your 2026 pricing. Your purchase will then be loaded into the new LMS platform in January.

COURSE PRICING UPDATE

2026 Price
$149 per course

2027 Price
$159 per course

MECHANICAL APTITUDE TEST PRICING

Member Pricing

- **$43** per test
- **$37.50** per test when 10 or more tests are ordered in a single purchase

Non-Member Pricing

- **$160** per test

COURSE NAME CHANGES

As a part of the transition to the new LMS system, the following course names are being updated.

OLD NAME	NEW NAME
Basic Math	Manufacturing Math Fundamentals
Applied Math	Applied Manufacturing Math
Intermediate Applied Math	Precision Machining Math
Advanced Math	Advanced Precision Machining Math

DON'T MISS THIS OPPORTUNITY!

Submit your order and payment by **December 31, 2026**, to take advantage of current pricing.

REMEMBERING LONG-TIME MEMBER AND FOUNDER OF PRECISION TOOL & MOLD, INC



Earl Claude Mowery (Butch) of Seminole, Florida passed away on Tuesday, October 13, 2026, at the age of 80. He was born on July 29, 1946, in Johnstown, Pennsylvania.

Butch, a skilled mold maker, entrepreneur and business owner, leaves behind a legacy built on hard work, determination and unwavering family devotion.

His story began in a humble setting — his own garage — with little more than his tools, his expertise, and a belief in what he could accomplish. Through countless hours of hard work, a dedication to quality craftsmanship, and a willingness to take on challenges others might have avoided, he transformed that small beginning into a thriving business with a global reach, Precision Tool & Mold, Inc. His company was a member of the NTMA for 44 years.

What started as a one-man operation grew into a successful company, earning the respect and trust of countless customers and colleagues. His success was the result of persistence, ingenuity, and a deep understanding of his trade. He believed that a reputation was earned through the quality of one's work, the strength of one's word and the relationships built along the way.

He created opportunities for others, established a standard of excellence and demonstrated what could be achieved through determination, skill and the courage to pursue a dream.

Above all, family was at the heart of his life.

READ ALL ABOUT IT

Paul Van Metere of ProShop ERP releases new book



Paul Van Metre, who twice watched his own shop come apart at the seams, says the real bottleneck in reshoring efforts isn't tariffs or capital but everything happening on machine shop floors. His new book, P*recision Manufacturing, Precision Business: How the Best Machine Shops Turn Discipline into Profit*, is an attempt to get ahead of this bottleneck before demand does.

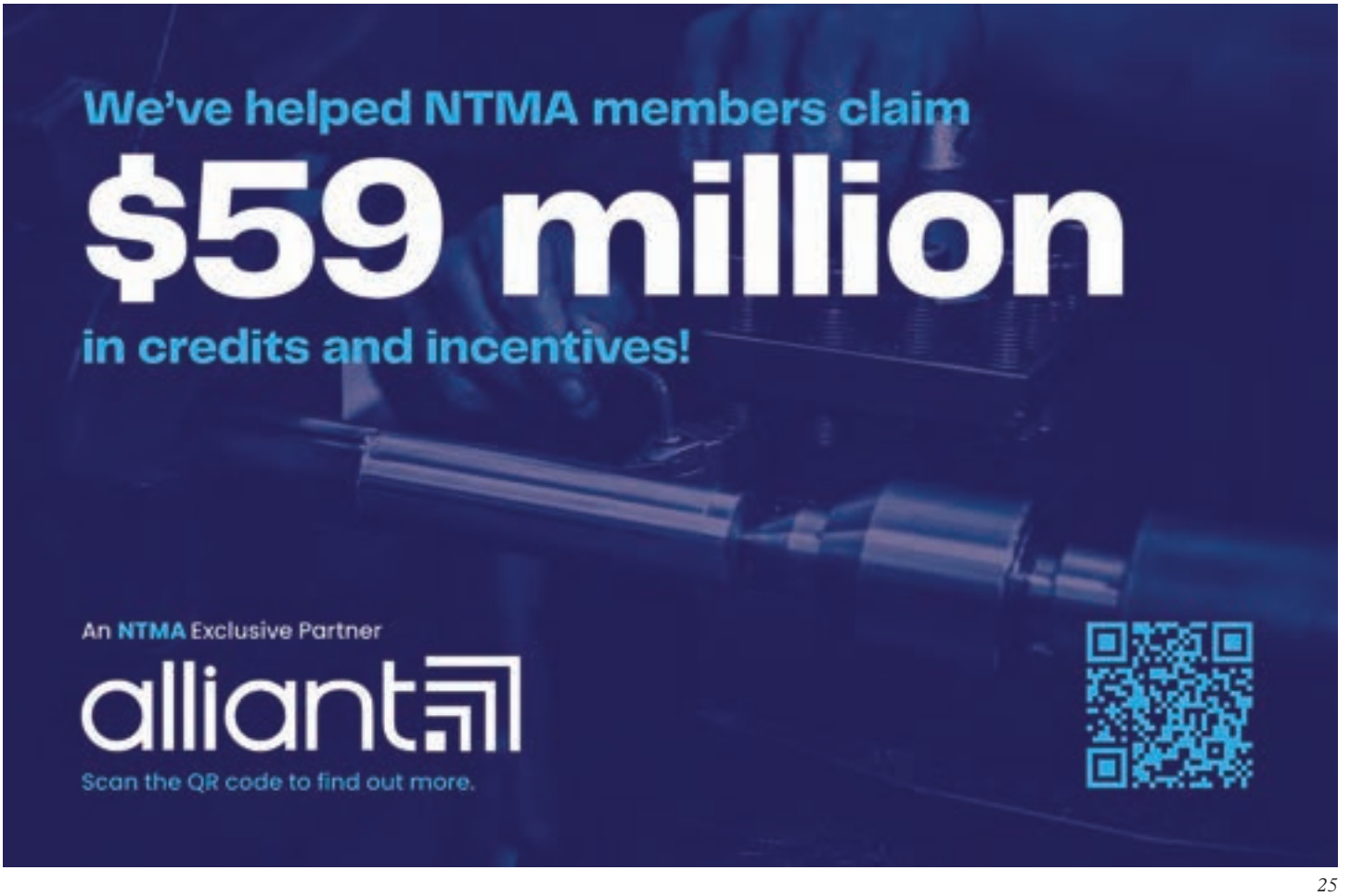
"The reshoring conversation has focused on tariffs, capital and policy," observed Van Metre. "What almost no one is talking about is the operational reality inside these businesses. That's the gap the country has to close. No policy in Washington is going to close it for us."

Precision Manufacturing, Precision Business is not a book of theory. Every framework in it was paid for in real dollars and sleepless nights — Van Metre's own, and those of the more than 50 shop owners whose voices appear throughout. Readers will find:

- Why "busy" and "profitable" are two different things in machining — and how to tell which one a shop is in reality
- The four cost buckets most owners misunderstand, and what that misunderstanding costs across a year of quoted work
- How to design a shop that doesn't collapse the day the owner takes a vacation
- What accurate job costing reveals, and why most shops are afraid to look
- How to turn hiring from a crisis into an advantage
- How to build a business durable enough to sell, whether an owner ever intends to

Precision Manufacturing, Precision Business is available in hardcover, paperback and e-book editions through Amazon and other online retailers.


THEMFGMEETING
APRIL 13-15, 2027 • MAUI, HAWAII
POWERED BY AMT
RIDING THE
WAVES
OF CHANGE
STEP AWAY. THINK BIGGER.
Join manufacturing technology industry leaders to address critical business challenges and provide actionable solutions. Sessions will cover a range of critical topics, including workforce, economics, supply chain, leadership, politics, and more.
SCAN TO
LEARN MORE
Get notified when registration opens


We've helped NTMA members claim
$59 million
in credits and incentives!
An NTMA Exclusive Partner
alliantt
Scan the QR code to find out more.

IMTS 2026 BY THE NUMBERS:

Who Attended and What the Data Shows

Michelle Edmonson, vice president - exhibitions, AMT

At a show as vast as IMTS – The International Manufacturing Technology Show, one of the paradoxes of helping lead it is that you can stand at its center and still miss much of it. I did not reach every exhibit or join every conversation. What I could see, however, was the larger pattern: a manufacturing community ready to solve problems together.

IMTS 2026 filled 1,177,860 square feet with 1,788 exhibiting companies and welcomed 91,295 registrants. The conferences recorded 2,488 registrations. Those numbers describe scale, but the audience data reveals intent. Eighty-one percent of visitors participated in the purchasing process. Management and corporate executives accounted for 25% of visitors; manufacturing engineering, 15%; manufacturing production, 11%; and sales and marketing, 11%.

That mix matters. When operational, technical and commercial leaders gather around working technology, the path from idea to investment becomes shorter. IMTS is not only where people observe change, but where they decide how to put it to work.

The most popular product categories reinforced that point. Tooling and workholding ranked first, followed by industrial AI. Interest also stretched across milling, boring, drilling and tapping; automated systems and cells; automation and material handling; machining centers; autonomous AI; and additive manufacturing. The message is not that foundational processes are giving way to digital technology, but rather that manufacturers are combining them to improve productivity, flexibility and competitiveness.

The audience represented the full range of manufacturing. The strongest U.S. representation came from Illinois, Michigan, Wisconsin, Indiana and Ohio; leading international markets were Canada, Mexico, China, India and Japan. Plants with fewer than 20 employees accounted for 22.4% of visitors, while 41.4% came from plants with 100 or more employees.

More than half of visitors (53%) attended for the first time. Millennials and Generation Z together made up 55% of the audience. Women represented 11%, highlighting an opportunity to continue expanding participation across the industry.

Most encouraging to me were the 14,447 students and educators who experienced the possibilities of manufacturing firsthand. Their presence, alongside organizations such as NASA, SpaceX, Google Cloud, national laboratories and leading manufacturers, showed how wide the industry's ecosystem has become.



As the exhibits were dismantled and the show floor emptied, IMTS' real impact was only beginning. The machines would leave Chicago, but the investments, partnerships, career ambitions and ideas sparked there would travel home. That is the enduring value of IMTS: It gives our community a place to see what is possible, decide what comes next and move manufacturing forward together.

Keep the connections and discoveries going. Explore technologies, find solutions for your operations and connect with exhibitors at IMTS.com. Join us again Sept. 11-16, 2028, in Chicago.

FORGING AHEAD: HOW FLEXIBLE SECURED FINANCING IS FUELING GROWTH FOR U.S. MANUFACTURERS

Contributed by The Secured Lender, Secured Finance Network

For manufacturers, growth often depends on having capital that moves as quickly as the business does. Asset-based lending (ABL) and factoring provide flexible financing solutions that help companies improve liquidity, refinance debt, invest in equipment and support expansion without being limited by traditional credit structures.

Across the manufacturing sector, working capital is essential for funding production, payroll, inventory and technology investments. Yet many businesses find that conventional lending does not always align with their operating cycles or growth plans.

Recent financing transactions demonstrate how secured finance can help manufacturers overcome these challenges. A Texas-based precision-machined metal parts manufacturer secured a $6.85 million financing package from First Business Bank that included a revolving line of credit, equipment financing and a real estate term loan. The structure refinanced existing debt while providing additional flexibility for future growth initiatives.

In the Midwest, a manufacturer of precision components and assemblies obtained a combined $4 million financing solution through Celtic Capital Corporation and a lending partner. The arrangement helped the company pay off its bank debt, consolidate obligations and strengthen liquidity.

Meanwhile, a high-pressure aluminum die casting and precision machining company received a $23.8 million senior secured term loan facility from Great Rock Capital. The financing refinanced existing debt, improved liquidity and provided capacity for future capital expenditures.

These transactions highlight a core advantage of ABL: financing is structured around the value of business assets, allowing companies to access capital based on operational strength rather than traditional lending constraints.

Factoring can deliver similar benefits by converting accounts receivable into immediate working capital. This can help manufacturers meet payroll, purchase materials, fulfill orders and bridge timing gaps between production and customer payment.

For manufacturers seeking to innovate, expand or strengthen their financial position, secured finance solutions can provide the flexibility needed to pursue growth with confidence.

For additional information on secured finance and how it can benefit your company, visit our Alliance Partner issue available online at sfNet.com or through the QR code to the right.

The Secured Finance Network (SFNet.com) offers members information about financing and working capital resources available to support their businesses.

As part of this partnership, we're sharing the latest issue of their magazine, *The Secured Lender*, which includes insights and information on financing solutions that can help businesses manage cash flow, access working capital, fund growth and navigate changing business conditions.

Secured Finance Network

DIGITAL
SHOP
FLOOR

HEIDENHAIN



Data-driven manufacturing with StateMonitor

Gain continuous insight into machine data

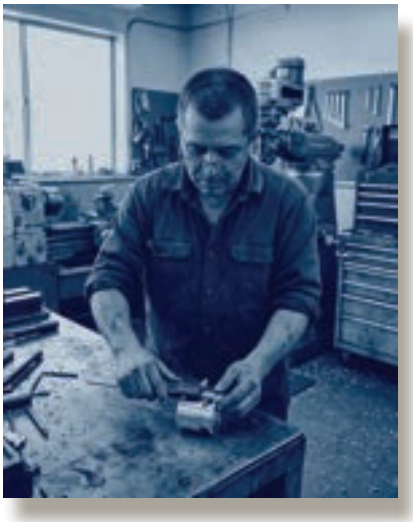
What if your machine tool processes were transparent at all times? You could become more efficient, optimize your workflow and operate continuously. StateMonitor from HEIDENHAIN gives you process transparency by capturing a variety of machine data. This intuitive software gathers and analyzes tool information, machine statuses and program run times. Along with documenting your setup times and productivity, you can also anticipate maintenance and react faster to malfunctions. Whether you're a machine operator, production planner or shopfloor manager, StateMonitor gives you continuous insight into your machine data.

Empower Manufacturing

HEIDENHAIN CORPORATION
www.heidenhain.us

BENEFIT PARTNER

AURIS: CLOSE ENOUGH DOESN'T BELONG ON THE SHOP FLOOR. OR IN PAYROLL.



Payroll, HR, time tracking and hiring from Auris—backed by people who take responsibility.

You check a part before it leaves the shop because the details matter. Payroll deserves the same care. The hours need to be right. Pay changes need to be recorded. Deductions need to match.

In a busy manufacturing business, that work often falls to an office manager, bookkeeper or owner who also handles purchasing, invoices and employee questions. Preparing payroll can mean chasing missing punches, checking spreadsheets and entering the same information more than once.

When something is wrong, employees do not blame the spreadsheet. They come to you.

Auris brings payroll, HR, time tracking, hiring and benefits administration together, with people behind the system who know your business. The purpose is not simply to finish payroll faster. It is to check the details before they affect someone's paycheck—and take responsibility when something needs correcting.

Start with the hours

For a shop with hourly employees, payroll begins long before payday. Overtime, missed punches and time off all have to be accounted for.

Auris Time sends employee hours, overtime and paid time off directly into Auris Payroll, reducing manual entry. Scheduling and leave tracking also help managers see who is available and plan coverage.

Instead of copying hours between systems, the person preparing payroll can spend that time reviewing them. It is a practical change for an office already stretched thin: less repeated work, with more attention on whether the information is correct.

Keep hiring moving without losing track

An open position adds work before it adds help. Applications need attention, candidates need follow-up and someone has to manage the search while customer orders still ship.

Auris Hire helps businesses attract candidates, organize recruiting and identify applicants to move forward. For a shop without a full-time recruiter, it gives the person handling hiring a more organized way to manage the search.

The work continues after an offer is accepted. Auris's broader offering includes onboarding, employee information and benefits administration, helping businesses handle the details that come with bringing someone onto the team.

Expect more than an answer

An employee moves to another state. A deduction looks wrong. A pay adjustment needs review. These are the moments when software alone is not enough.

Auris backs its system with dedicated expertise to review exceptions, check changes and flag inconsistencies before payroll runs. When a problem occurs, Auris takes responsibility for corrections and follow-through until the issue is resolved.

That means the standard is not whether someone answered your question. It is whether the problem was addressed and the work was completed.

You should not have to become a payroll expert to run a manufacturing business. You need accurate records, careful review and people who take the work as seriously as you do.

If you are spending too much time checking payroll twice—or wondering who will help when something goes wrong—let's talk.

Visit auris.io to discuss your shop's payroll and HR needs.

Now You Know It's Right.™

Here to Help

NTMA

NTMA | MADE TO LEAD EXCHANGE NASHVILLE • 2027

THE EMERGING LEADERS CONFERENCE. RE-IMAGINED

MADE TO LEAD EXCHANGE

A MORE INTERACTIVE EXPERIENCE.

Not just leadership content. Real world development, practical tools and connections you can put to work.

THREE DEVELOPMENT AREAS

01	**FOUNDATIONAL DEVELOPMENT**	Build the core skills and confidence to lead with purpose.
02	**BUILDING HIGH-PERFORMING TEAMS**	Learn to bring people together, strengthen culture and elevate team performance.
03	**PERSONAL POTENTIAL & EXECUTIVE DEVELOPMENT**	Grow self-awareness, sharpen your leadership approach and think more strategically.

LEARN | PRACTICE | APPLY

SHOW UP. STEP UP. LEAD OUT.

LEADERSHIP THAT MOVES YOU FORWARD.

A hands-on experience designed to help leaders learn, practice and apply what matters - at every stage of their journey.

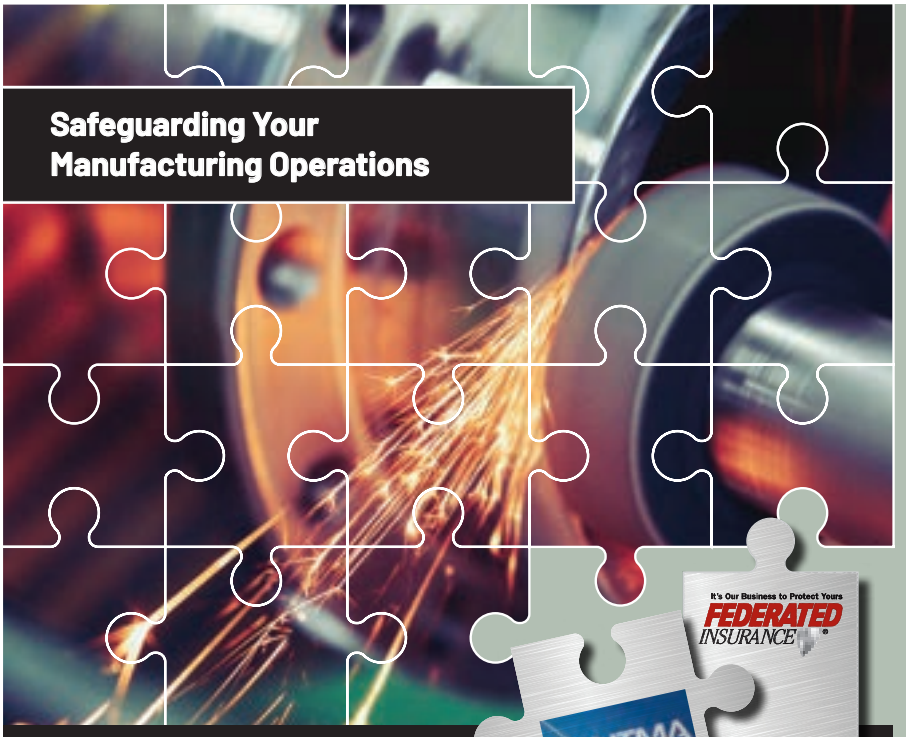
HANDS-ON WORKSHOPS • THREE DEVELOPMENT AREAS

THREE DEVELOPMENT AREAS

MAR 1	**WELCOME RECEPTION** Connect with fellow attendees and kick off the experience.
MAR 2	**OPENING + WORKSHOPS** Start the day with ideas, insight and practical development.
MAR 2	**TEAM BUILDING** Strengthen relationships through shared, interactive experiences.
MAR 3	**WORKSHOPS + ROUNDTABLE** Put learning into action and exchange perspectives with peers.

SHOW UP. STEP UP. LEAD OUT.

MARCH 1-3 • NASHVILLE, TN



Customized Insurance Options For Manufacturing Businesses

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.

mySHIELD

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.

Federated Mutual Insurance Company and its subsidiaries*

federatedinsurance.com | *Not licensed in all states.

25.06 Ed. 12/25 © 2025 Federated Mutual Insurance Company





How is your business handling Payroll and HR?

Payroll you don't second-guess

Meet Auris – The system built to catch problems before employees feel them.

We combine payroll, time, hiring, and benefits into one connected system. Your dedicated payroll expert reviews exceptions, verifies changes, and stays accountable through filings and corrections.

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

Payroll • Time • Hiring • Benefits • HR Advisory

Discover more at Auris.io or connect with your local Auris Advisor to explore exclusive offerings for NTMA members.

AURIS

YOUR OUTSOURCING SERVICES PROVIDER OF WIRE EDM

XACT
Wire EDM Corporation

PARTNER WITH ONE OF THE LARGEST WIRE EDM FACILITIES IN THE COUNTRY WHEN YOU NEED EXTRA CAPACITY

PROUD MEMBER
NTMA NATIONAL TOOLING AND MACHINING ASSOCIATION



OVER 50 EDM MACHINES • ISO 9001:2015 CERTIFIED 800.798.9228 • xactedm.com

CHAPTER CHECK-IN

WMNTMA SCORES FOR EDUCATION

Angie Beavis, Executive Director, Western MA Chapter





The Western Massachusetts Chapter of the NTMA held its 22nd Annual Educational Golf Tournament fundraiser on Thursday, September 10, 2026.

More than 150 golfers enjoyed a beautiful day while supporting local manufacturing education. The tournament raised $22,411.58 which was awarded as follows: $10,105.79 each for the manufacturing programs at Westfield Technical Academy and the Lower Pioneer Valley Educational Collaborative, $1,200 for the Rosie Robots League at Agawam High School and $1,000 for a future scholarship through the Larry Maier Memorial Scholarship Fund.

The chapter would like to extend sincere appreciation to the supporters and volunteers who continue to make this tournament such a success.



TARGETING WORKFORCE DEVELOPMENT

Shelli McIntosh, Executive Director, St Louis Chapter

The St. Louis Chapter hosted its annual Bockerstett Memorial Sporting Clays Shoot on Friday, October 23, 2026, bringing members and industry partners together for a day of friendly competition, great food and camaraderie — all while supporting the chapter's workforce development initiatives.

Mother Nature couldn't have provided a better setting! With crisp air, sunshine and fall colors beginning to emerge, it was a perfect day to enjoy the outdoors.

The morning kicked off with coffee, donuts and muffins, generously provided by a sponsor. Participants ranged from seasoned shooters to first-timers trying their hand at sporting clays.

Following the shoot, everyone gathered at the pavilion for freshly prepared smash burgers. The aroma greeted participants as they returned from the course, making lunch one of the day's most anticipated highlights!

Awards were presented across three competitive flights. The excitement continued with raffle prizes including: YETI products, a Solo Stove, rocker chairs, gift cards and more. A shotgun raffle added another highlight.

The event generated almost $10,000 in proceeds to support the chapter's workforce development initiatives.

In 2026, the chapter committed more than $35,000 toward strengthening the manufacturing workforce through scholarships, grants and NTMA-U rebates to member companies.

The Bockerstett Memorial Clay Shoot honors the life and legacy of Mark Bockerstett, a respected leader in the manufacturing community and past president of the St. Louis Chapter. During his chapter presidency, Mark established the annual clay shoot, bringing members together through his shared passions for manufacturing, camaraderie and shooting sports.

The chapter extends its sincere appreciation to the sponsors, volunteers and participants who made this year's event such a success.



ARIZONA DRIVING CONNECTION

Barbe Bennett, Executive Director, Arizona Chapter

NTMA member Genuine Machine Products hosted a facility tour on October 8, 2026 for 68 manufacturers representing 33 member companies. Networking followed at happy hour at The Hub Bar Grill.

Genuine Machine Products, located in Gilbert, Arizona was founded in 1996 by Brad Gottwald. Pioneered by four individuals who pooled their resources together, they started the machine shop in a 2500 sq. ft. bay garage that has now grown into a 63, 350 sq. ft., ultra-modern, climate-controlled facility.



Members gathered again on October 18, 2026 for Arizona Chapter NASCAR Day at Phoenix Raceway.
Two-hundred members attended the NASCAR Freeway Insurance 500 and cheered on Tyler Reddick to the checkered flag.
The day started early with a private Q&A session focused on parts, manufacturing, tolerances and real-world applications featuring Haas engineers & technicians, moderated by Weston Smith, ATMA President-Elect, of Lux Precision Manufacturing.
All attendees had a guided Infield Experience, featuring behind the scenes access and a pre-concert by Billy Ray Cyrus, cumulating with a group picture at Victory Lane under beautiful blue skies.





REPLACEABLE INSERT DRILLS

BROUGHT TO YOU BY PTSolutions™

Cutting tool manufacturers continue to make improvements within their hole-making products, specifically the replaceable insert drills.

Big diameter, long reach drills have used some sort of replaceable tip for decades. Throw in a drill chamfer combo and they become versatile. Now with screw-on bodies for modular systems, these drills become practical on Swiss Type Lathes. (Fig 1)

As the manufacturers find ways to produce smaller replaceable tips and bodies, (as small as 3/16" / 4.76mm) the value achieved from both the cost and performance perspectives surpasses solid carbide drills due to the cost of the carbide today.

With these drills, once the tip wears out, you replace it and "Get on with it." NO REGRINDING. Compare that to a solid carbide drill and what it takes to replace it. Then add up the spindle-downtime costs. Without a pre-set system, time is lost somewhere.

To get the most life out of the solid carbide drills you can simply get them reground. Then you find that, there is nothing simple about keeping track of the new, useable and scrap drills AND know where they are at. It takes labor and money to make the savings really take place.

Using just one drill body you are able to cover a range of tip diameters up to as much as 0.40" / 1mm. Tips are ground for specific materials and other popular features such as flat bottom or custom angles. (Fig. 2)

Drill bodies are produced in several styles. Various flute designs can help with chip evacuation while being used on a lathe or mill. Coolant passage designs are more effective today providing additional coolant volume and pressure.

Cylindrical and shouldered style shanks are available in nominal inch and metric diameters. (Fig. 3)

Machine and setup rigidity is the limiting factor in most cases as these drills want to drill fast. Always follow the manufacturers starting feeds and speeds.



Figure 1



Figure 2



Figure 3

See Our Expertise in Action
Discover product demonstrations, expert insights, and practical how-to videos.
SCAN TO WATCH & SUBSCRIBE
Watch Now

PTSolutions
Division of BTSG

TOTAL SOLUTIONS

Who We Are

Our strength lies in how we combine technical specialization, nationwide coverage, and a robust supply network, delivering structured, scalable support that grows alongside your business.



METALWORKING SOLUTIONS

Tooling application expertise and process support to help improve productivity, quality, and overall performance.



WELDING SOLUTIONS

Welding equipment, consumables, and expert support to keep your welding operations productive, efficient, and reliable.



ABRASIVE SOLUTIONS

A complete selection of abrasives for cutting, grinding, blending, and finishing applications.



COOLANT SOLUTIONS

Comprehensive coolant solutions and expert support to help optimize fluid performance, extend tool life, and improve machining efficiency.



INVENTORY MANAGEMENT

Customized inventory solutions to improve product availability, control costs, and streamline your procurement process



TURBOSTOCK™

A secure, self-serve inventory system that provides 24/7 access, real-time usage tracking, and greater control over critical supplies.

BUILT FOR THE *GRIND*. BUILT FOR YOU.

pts-tools.com (800)-236-6020

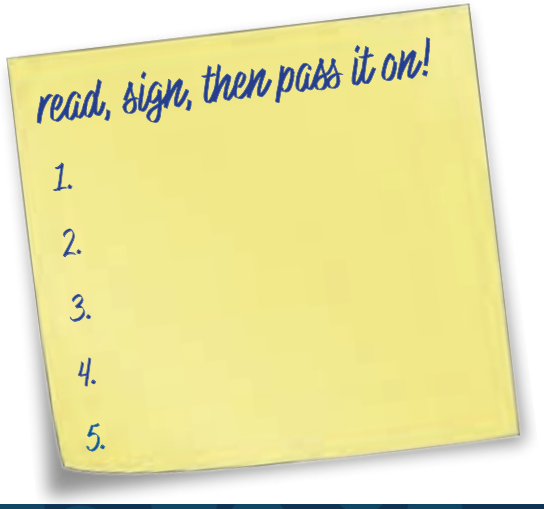
Scan For More Details

NTMA

NATIONAL TOOLING & MACHINING ASSOCIATION

1357 Rockside Rd.
Cleveland, OH 44134

MANUFACTURING AMERICA'S FUTURE.



What's the Value of Your Business? Let's find out today!

SUCCESSION + US

Value Maximization

Succession Strategies & Exit Planning

3rd Party Sale Preparation
Family Sale Preparation
Key Employee Sale Preparation
ESOP's

Employee Incentive Plans

Employee Share Plans
Phantom Stock
Stock Appreciation Rights

LEARN MORE @
SUCCESSION.PLUS/US/