



AGENDA

**Board of Trustees Meeting
2016 MFG Meeting
Palm Desert, CA**

**Thursday, March 3, 2016
3:00 PM – 4:30 PM PST**

Presiding: Herb Homeyer, NTMA Chairman of the Board

3:00 PM	Call to Order	<i>Herb Homeyer</i>
3:01 PM	Announcement of Quorum	<i>Doug DeRose</i>
3:05 PM	Approval of Minutes (<i>October 23, 2015</i>)	<i>Herb Homeyer</i>
3:10 PM	Chairman’s Report	<i>Herb Homeyer</i>
3:20 PM	Report of the Treasurer	<i>Doug DeRose</i>
3:50 PM	<u>Team Reports</u> <ol style="list-style-type: none">1. Governance Leadership Team<ol style="list-style-type: none">a. Budget & Finance Teamb. Nominating Team<ul style="list-style-type: none">➤ <i>2016 Audit Team Member- Vote</i><ul style="list-style-type: none">▪ <i>Ken Seilkop</i>➤ <i>2016 Foundation Team Members – Vote</i><ul style="list-style-type: none">▪ <i>Ted Toth</i>▪ <i>David Weyreter</i>▪ <i>Mark DiLorenzo</i>	<i>Team Leaders or Executive Committee Liaisons</i>
4:00 PM	<u>NTMF Board Report</u> <p>Trustees will have an opportunity to comment and/or ask questions regarding the Board reports before voting on any actions proposed.</p> <ol style="list-style-type: none">a. Foundation Board	<i>Mike Mittler</i>
4:10 PM	Other Business	<i>Herb Homeyer</i>
4:15 PM	New Business <ol style="list-style-type: none">a. <i>W. Michigan Chapter Dissolution – Vote</i>b. <i>2016 NTMA Strategic Plan - Vote</i>	<i>Herb Homeyer</i>
4:25 PM	Approval and Ratification of All Actions by the Executive Team and Officers	<i>Herb Homeyer</i>
4:30 PM	Adjournment	<i>Herb Homeyer</i>

NATIONAL TOOLING & MACHINING ASSOCIATION, INC.
COMPARATIVE OPERATING STATEMENT
AS OF DECEMBER 31, 2015

	2015	2014	Variance			2015	2014	Variance	
			\$ + (-)	%				\$ + (-)	%
ASSETS									
CURRENT ASSETS									
CASH	\$557,199	\$508,073	49,126	9.67%					
ACCOUNTS RECEIVABLE									
MEMBER DUES	177,380	109,819	67,561	61.52%					
PUBLICATIONS, ADVERTISING AND OTHER	1,110,872	1,137,105	(26,233)	(2.31%)					
LESS UNCOLLECTIBLE ALLOWANCE	(101,925)	(69,090)	(32,835)	47.52%					
INVENTORIES	30,797	26,316	4,480	17.02%					
PREPAID EXPENSES	59,580	83,779	(24,199)	(28.88%)					
TOTAL CURRENT ASSETS	1,833,902	1,796,002	37,900	2.11%					
LONG-TERM INVESTMENTS									
EMERGENCY RESERVE FUND	2,651,048	2,503,257	147,790	5.90%					
SPECIAL PROJECT/OPPORTUNITY	594,201	362,007	232,193	64.14%					
OPERATING LINE OF CREDIT	443,167	450,000	(6,833)	(1.52%)					
TOTAL LONG-TERM INVESTMENTS	3,688,415	3,315,265	373,150	11.26%					
FIXED ASSETS									
PROPERTY AND EQUIPMENT									
FURNITURE AND EQUIPMENT	427,029	407,660	19,369	4.75%					
BRANDING	104,400	104,400	0	0.00%					
NTMA-U	226,850	207,726	19,124	9.21%					
BUILDING	43,371	37,856	5,515	14.57%					
WORK IN PROCESS	3,625	17,500	(13,875)	(79.29%)					
	805,275	775,143	30,132	3.89%					
LESS ACCUMULATED DEPRECIATION	(604,808)	(503,099)	(101,708)	20.22%					
TOTAL FIXED ASSETS	200,468	272,043	(71,576)	(26.31%)					
OTHER ASSETS									
DUE FROM SUBSIDIARIES		19	(19)	(100.00%)					
INVESTMENT IN SUBSIDIARIES (At Cost)	120,000	120,000	0	0.00%					
DEPOSITS	6,694	7,153	(459)	(6.42%)					
TOTAL OTHER ASSETS	126,694	127,173	(478)	(0.38%)					
TOTAL ASSETS	5,849,479	5,510,483	338,996	6.15%					
LIABILITIES									
CURRENT LIABILITIES									
ACCOUNTS PAYABLE	280,820	373,565	(92,745)	(24.83%)					
ACCRUED EXPENSES	538,019	539,189	(1,171)	(0.22%)					
DEFERRED REVENUE	604,899	619,512	(14,613)	(2.36%)					
TOTAL CURRENT LIABILITIES	1,423,737	1,532,266	(108,529)	(7.08%)					
LONG-TERM LIABILITIES									
TOTAL LONG-TERM LIABILITIES			0	0.00%					
TOTAL LIABILITIES	1,423,737	1,532,266	(108,529)	(7.08%)					
EQUITY									
MEMBERS' EQUITY									
BEGINNING EQUITY	3,978,217	1,210,727	2,767,490	228.58%					
EXCESS OF INCOME FOR YEAR	447,525	2,767,490	(2,319,965)	(83.83%)					
	4,425,742	3,978,217	447,525	11.25%					
TOTAL LIABILITIES AND EQUITY	5,849,479	5,510,483	338,996	6.15%					

NATIONAL TOOLING & MACHINING ASSOCIATION, INC.
 COMPARATIVE OPERATING STATEMENT
 FOR THE TWELVE MONTHS ENDING DECEMBER 31st, 2015

	2015 YTD						Prior Year	
	Actual		Budget		Variance		Actual	
	\$	% of Revenue	\$	% of Revenue	\$ + (-)	%	\$	% of Revenue
Revenues								
Dues	\$1,856,047	42.7%	\$1,898,464	42.7%	(\$42,417)	2.2%	\$1,805,458	42.9%
Textbooks	95,203	2.2%	80,000	1.8%	15,203	(19.0%)	103,257	2.5%
Non Textbooks	27,971	0.6%	37,300	0.8%	(9,329)	25.0%	47,796	1.1%
Chapter Support	11,805	0.3%	30,000	0.7%	(18,195)	60.7%	25,960	0.6%
Advertising	145,941	3.4%	157,500	3.5%	(11,559)	7.3%	143,804	3.4%
Meeting Revenue	390,996	9.0%	623,545	14.0%	(232,549)	37.3%	433,493	10.3%
Royalties, Grainger	958,779	22.1%	1,016,648	22.9%	(57,869)	5.7%	966,883	23.0%
Royalties, Interest & Other	74,214	1.7%	100,500	2.3%	(26,286)	26.2%	84,860	2.0%
Distributions from Subsidiary	237,625	5.5%	8,000	0.2%	229,625	(2,870.3%)	156,513	3.7%
Grants	2,550	0.1%	10,000	0.2%	(7,450)	74.5%	29,450	0.7%
Contributions	76,127	1.8%	85,000	1.9%	(8,873)	10.4%	47,164	1.1%
Tuition Income - NTMA-U	184,655	4.2%	160,000	3.6%	24,655	(15.4%)	143,264	3.4%
Sponsorships	284,555	6.5%	242,000	5.4%	42,555	(17.6%)	222,845	5.3%
Total Revenue	4,346,467	100.0%	4,448,957	100.0%	(102,490)	2.3%	4,210,748	100.0%
Expenses								
Salaries	1,313,767	30.2%	1,418,216	31.9%	104,449	7.4%	1,413,362	33.6%
Fringe Benefits	188,890	4.3%	306,697	6.9%	117,807	38.4%	222,584	5.3%
Telephone	27,056	0.6%	34,680	0.8%	7,624	22.0%	31,285	0.7%
Postage	33,729	0.8%	51,050	1.1%	17,321	33.9%	51,470	1.2%
Bank Fees & Service Charges	1,857	0.0%	5,891	0.1%	4,034	68.5%	2,812	0.1%
Supplies & Printing	82,645	1.9%	98,520	2.2%	15,875	16.1%	89,228	2.1%
Travel	245,508	5.6%	318,875	7.2%	73,367	23.0%	259,278	6.2%
Professional Fees	959,985	22.1%	748,936	16.8%	(211,049)	(28.2%)	610,109	14.5%
Bad Debts	118,904	2.7%	69,712	1.6%	(49,192)	(70.6%)	100,589	2.4%
Building Costs	13,653	0.3%	12,000	0.3%	(1,653)	(13.8%)	12,685	0.3%
Equipment Costs	9,301	0.2%	8,500	0.2%	(801)	(9.4%)	81,275	1.9%
Depreciation Costs	101,708	2.3%	105,030	2.4%	3,322	3.2%	93,462	2.2%
Program Expense, Grainger	337,532	7.8%	304,995	6.9%	(32,537)	(10.7%)	362,160	8.6%
Surveys & Projects	62,928	1.4%	71,468	1.6%	8,540	12.0%	73,367	1.7%
Awards & Dues	45,822	1.1%	64,450	1.4%	18,628	28.9%	51,903	1.2%
Textbooks & Other	71,290	1.6%	72,641	1.6%	1,351	1.9%	128,499	3.1%
Rent Expense	59,826	1.4%	59,800	1.3%	(26)	(0.0%)	57,744	1.4%
Interest Expense - LOC	0	0.0%	0	0.0%	0	0.0%	87	0.0%
Meeting Costs	429,691	9.9%	577,549	13.0%	147,858	25.6%	495,713	11.8%
Sub-Total Expenses	4,104,093	94.4%	4,329,010	97.3%	224,917	5.2%	4,137,612	98.3%
Federal & State Income Taxes	68,000	1.6%	77,000	1.7%	9,000	11.7%	59,295	1.4%
Total Expenses	4,172,093	96.0%	4,406,010	99.0%	233,917	5.3%	4,196,907	99.7%
Operating Excess Revenue (Expense)	174,374	4.0%	42,947	1.0%	131,427	(306.0%)	13,841	0.3%
Other Non-Operational								
Dividend Income-Subsidiary	301,091	6.9%	0	0.0%	301,091	0.0%	2,679,416	63.6%
Interest & Dividend Income	52,188	1.2%	0	0.0%	52,188	0.0%	17,446	0.4%
Miscellaneous Income	0	0.0%	0	0.0%	0	0.0%	627	0.0%
Realized Gain(Loss)	(2,281)	(0.1%)	0	0.0%	(2,281)	0.0%	0	0.0%
Unrealized Gain(Loss)	(56,598)	(1.3%)	0	0.0%	(56,598)	0.0%	69,854	1.7%
Investment Fees & Expenses	(21,249)	(0.5%)	0	0.0%	(21,249)	0.0%	(13,695)	(0.3%)
Total of Other Income & Expenses	273,150	6.3%	0	0.0%	(273,150)	0.0%	2,753,649	65.4%
Excess Revenue (Expense)	447,525	10.3%	42,947	1.0%	404,578	(942.0%)	2,767,490	65.7%



MANUFACTURING AMERICA'S FUTURE

2016 AUDIT TEAM NOMINATIONS

Ken Seilkop

- Serving a term of three (3) years, effective March 3, 2016 and will expire January 1, 2020
- Will serve as the Executive Committee Liaison
- Will be a voting member of the team



2016 FOUNDATION BOARD NOMINIATIONS

Ted Toth – PA Del Valley Chapter

- Serving a term of three (3) years
- Term starts March 3, 2016 and will expire January 2019

David Weyreter – Indiana Chapter

- Serving a term of three (3) years
- Term starts March 3, 2016 and will expire January 1, 2019

Mark DiLorenzo

- Serving a term of three (3) years
- Term starts March 3, 2016 and will expire January 1, 2019



MANUFACTURING AMERICA'S FUTURE

CHAPTER DISSOLUTION

The Board of Trustees will be voting on dissolving the following Chapter:

W. Michigan Chapter

There has been an extended period of time of inactivity

Manufacturing America's Future



NATIONAL TOOLING AND MACHINING ASSOCIATION

A close-up photograph of several interlocking industrial gears. The gears are made of metal and have a complex, multi-toothed design. The lighting is dramatic, with a strong blue tint on the left side and a warmer, more natural light on the right side, highlighting the metallic surfaces and the precision of the manufacturing.

Strategic Plan 2016

Trustees/Chapter Leadership Roundtable

Date: February 25, 2016

Presenters: Herb Homeyer & Dave Tilstone

Vision, Mission & Values Drive Strategy

VISION

We are the voice of the precision manufacturing industry. We unite to create prosperous, competitive companies for our families, employees and communities.

MISSION

NETWORK

LEARN

ADVOCATE

Nationally and locally, our members prosper by networking to connect. We focus on education and technology to succeed and together advocate for our industry through a united voice.

VALUES

- Integrity in all we do
- Stewardship of the lives and assets in our charge
- Learning as individuals and working teams.
- Prosperity is earned and requires competitiveness
- Families are first priorities
- Suppliers and customers are vital partners -and we are both

Our strategic planning review in January continued the cadence, setting goals for 2016 and beyond

- The Vision and Mission of NTMA guide the long term direction, priorities, and focus of the organization.
- The Vision expresses our purpose in existing and “why” we are an organization.
- Our Mission expresses the work we intend to do and the aspirations we have for the effect we want to have together.
- Our Values set our ethos and highlight what we stand for plainly.
- Together the Vision and Mission are the direction and a guide for all of our plans and actions, as part of our Strategic Planning Process and the management of the association affairs.

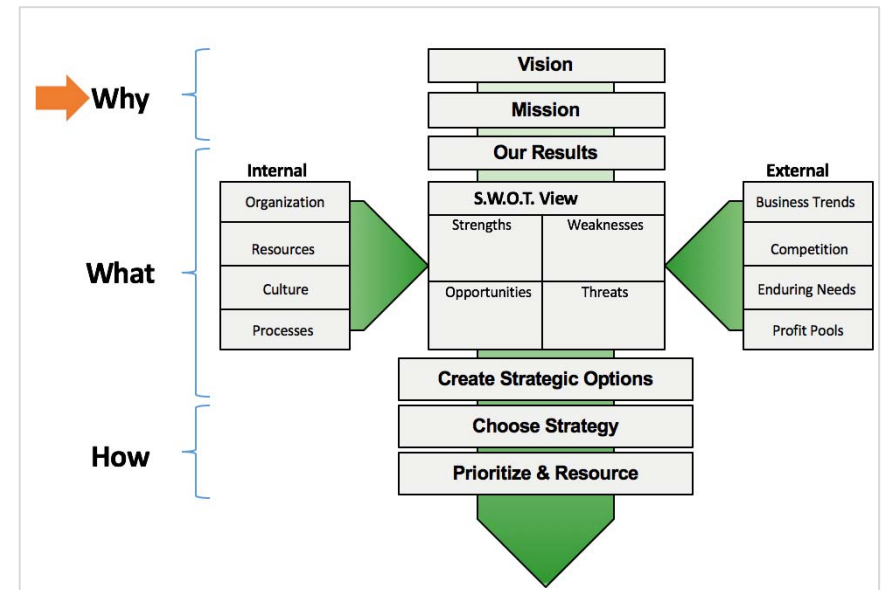


Fig. 1 - The NTMA Strategic Planning Process

Strategic Statements – for 2015 Provided Focus for Priorities. We have been more specific in the 2016 review

1. Develop NTMA as the voice of custom precision manufacturers
2. Grow profitable revenue of members, through outstanding and unique member value
3. Become the leader for training, for the precision manufacturing industry
4. Build a strong national federation of NTMA Chapters

The EC and Staff translated the NTMA Strategic Statement Goals – 2015 into KPIs

1. Develop NTMA as the voice of custom precision manufacturers. **Be present, visible and impactful with members, prospective members, chapters, law makers, national associates, affinity partners and other associations. Focus on attracting youth to our industry through the expansion and increased public awareness of the NRL.**
2. Grow profitable revenue of members, through outstanding and unique member value. **Implement focused plans to increase the use of benchmarking studies, affinity partners, and attendance at conferences/trade missions/workshops. Goal: 300 attendees at the 2016 FC and 1420 members by 1/2017. Continue to develop a portfolio of industry leading technology partners. Conduct at least one international tour.**
3. To be the leader for training, for precision manufacturing industry. **Implement a plan to focus on educational institutions and members with NTMA U and NIMS. Leverage NTMA U for membership growth, retention and value. Expand the scope of NTMA U to include business and productivity courses. Allocate membership resources on Emerging Leaders and diversification of membership.**
4. Build a strong national federation of NTMA Chapters. **Develop and implement targeted plans with the CE Team for Chapter support services. Focus membership resources on regional growth plans for all chapters with top priority for troubled/struggling chapters.**

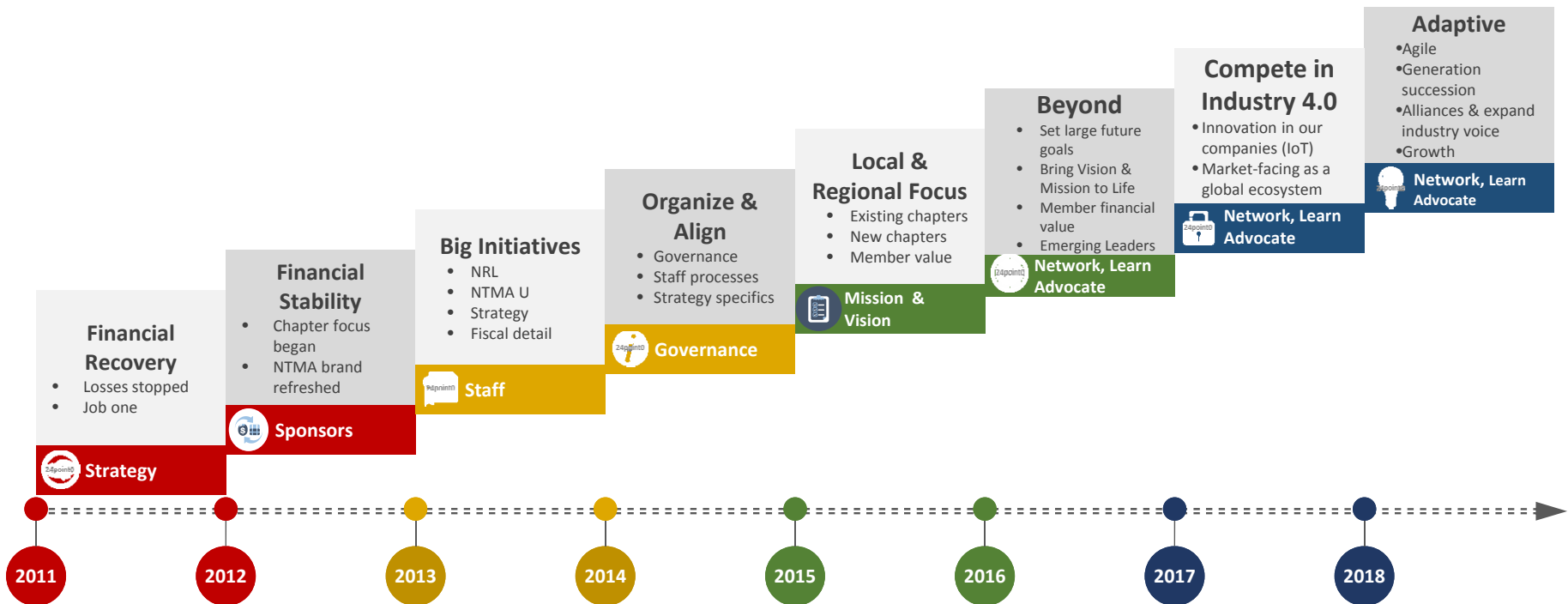
These goals have been combined with others for each area of our mission to form Goals for 2016

NETWORK – Provide a series of venues to provide networking between members, associates and educators at national, regional and chapter events. Build a strong national federation of NTMA Chapters.

LEARN – Expand the application of NTMA U beyond the apprenticeship program to include; new courses, regional applications including schools, local programs and NIMS integration. Provide education and information to help prepare Emerging Leaders for their future roles.

ADVOCATE – Continue a strong and organized effort to promote manufacturing and be the voice of precision manufacturing in DC. Expand the national NRL program to educate and expose students, educators, parents and schools to attract young people to our industry.

We are building a strong, capable NTMA.



Direct our resources to matter with specific goals each year.

1. Country
2. Chapters
3. Members
4. Employees
5. Families



Linkage between our Mission, Programs and align to staff goals

MISSION	PROGRAMS	GOALS
NETWORKING	Promotion and Marketing	Build a unified national Brand which is meaningful and utilized by chapters and National for publications, websites and other marketing communication collateral
NETWORKING	Conferences - Local & National	Develop a goal to cross-connect and network members with mutual interests at national & local levels
NETWORKING	Feedback	Conduct a national scorecard (by chapter) semi-annually which will provide feedback on performance
LEARNING	Emerging Leaders	Graduate 200 apprentices per year from NTMA U and NTMA U based programs beginning in 2017
LEARNING	NTMA U	Provide support and training to regional apprenticeship programs resulting in 250 to 500 apprentices entering the metalworking or tool and die industry per year
LEARNING	NTMA U	Have venues to provide training of up to 100 Emerging Leaders per year to qualify for advancement in companies or family businesses
LEARNING	Star Program -New	Create a qualification for members to become "5-Star" businesses similar to Star Chapter awards
LEARNING	Supply Chain Network	Create programs and services providing members the tools and opportunities to reduce their direct spend by 5-15%
ADVOCACY	MEMBERSHIP	Grow membership to 2,500 companies in order to increase our voice and represent a critical mass by 2020
ADVOCACY	NRL	Introduce and support our chapters so that 75% of them have NRL teams by 2020
ADVOCACY	NRL	Over the next 5 years, introduce manufacturing careers to 20,000 students
ADVOCACY	NRL	Increase the diversity of NTMA by exposing women and minorities to our industry
ADVOCACY	One-Voice	Provide multiple opportunities for members to interact with their representatives

