

for **THE RECORD**

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



CELEBRATING THE WOMEN WHO POWER NTMA

FROM THE SHOP FLOOR TO THE C-SUITE

ALSO INSIDE:

GUEST CONTRIBUTORS: IN THE KNOW
PAGES 6 & 7

MEMBERS EXPERIENCE PT SOLUTIONS
PAGE 23

AND SO MUCH MORE...

NTMA

NATIONAL TOOLING AND MACHINING ASSOCIATION

OCTOBER 2026



MACHINING TRANSFORMATION

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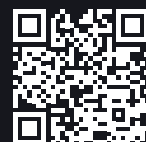
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SEND US YOUR STORY

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

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

For more information, contact
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UPCOMING NTMA EVENTS

THE NATIONAL MANUFACTURING CONFERENCE
**ENGAGE
2026**

NOVEMBER 10-13, 2026
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FROM ROGER

a message from the president



This month, NTMA focuses on celebrating the Women of NTMA — and I can think of no better time to recognize how far we have come, while also challenging ourselves to keep moving forward.

Having spent the majority of my career as an NTMA member and in the precision manufacturing industry, I have witnessed a remarkable evolution in the role of women in manufacturing. I have seen women move from positions that were once considered “traditional” roles into virtually every area of our companies—from the front office to the shop floor, from engineering and operations to sales and leadership, and all the way to the corner office as presidents, CEOs and owners.

When I began my career, our own shop employed women in shipping and receiving, truck driving, planning and inventory and accounting. But my greatest example of the contribution women could make to manufacturing was much closer to home — my stepmother, Catherine Atkins.

Catherine played a financial role in our family business, but her impact extended far beyond our company. She was a fierce advocate for women in manufacturing and, in many ways, a pioneer for women within NTMA. She became highly active at the chapter level and eventually at the national level during a time when women taking prominent leadership roles in our industry was neither common nor always welcomed.

Rather than discourage her, that mentality only strengthened her determination.

Catherine remained connected to NTMA throughout her life. She continued receiving The Record until she passed away in March 2024. She loved manufacturing, she loved NTMA and she believed strongly that NTMA could be an important avenue for encouraging and supporting women who wanted to build careers in our industry.

I think she would be incredibly proud of what she would see today.

As I have had the privilege of traveling across the United States and visiting manufacturing companies large and small, it has been exciting to see the growing number of women throughout our industry. Today, women are machinists, programmers, engineers, quality professionals, sales leaders, plant managers, executives, entrepreneurs and business owners.

And for the first time in NTMA’s 84-year history, Bonnie Kuhn served as our national Chairperson. Bonnie broke a glass ceiling in NTMA leadership that, like so many others throughout manufacturing, needed to be broken. More importantly, she helped make the path wider for those who will follow.

We should celebrate that progress, but we should not mistake progress for completion.

There remains tremendous opportunity to bring more women into manufacturing. Do barriers still exist?

Absolutely. But those barriers continue to fall as women demonstrate every day what they bring to our companies and our industry.

NTMA partners with and provides memberships for women employed by NTMA member companies in Women in Manufacturing (WiM). Organizations like this help build important networks and communities. Within NTMA, initiatives such as She Leads in our Kansas City and Southern California Chapters are creating connections, mentorship, encouragement and opportunities for both today’s workforce and tomorrow’s leaders.

Earlier this year, I attended the National Robotics League (NRL) Championship in Colorado Springs. One of the most encouraging things I saw was the number of young women competing on high school robotics teams — young women who were excited about becoming machinists and engineers.

One father told me that NRL had changed his daughter’s life and helped ignite her desire to become a machinist. You could see the pride on his face.

That moment stayed with me.

That is exactly the kind of encouragement young people need at home, in our schools and from our industry as they consider their futures. Whether their passion is machining, engineering, robotics, automation, quality, sales, finance or leadership, we need to make sure they can see a place for themselves in manufacturing.

My friends, as an industry we have spent years lamenting the fact that we need more people. The workforce challenge remains one of the greatest obstacles facing U.S. manufacturing. If we are serious about solving it, we cannot continue fishing in the same ponds and expect different results.

We need to widen the tent.

We must intentionally reach people and communities our industry has not traditionally pursued — including women. That is not simply the right thing to do; it is essential to building the workforce American manufacturing will require in the years ahead.

When I visit shops that have embraced women throughout their workforce, I consistently hear leaders praise the contributions they make. Women bring talent, attention to detail, adaptability, problem-solving skills, leadership and perspectives that strengthen teams and businesses. The roles they occupy continue to expand into every corner of our manufacturing facilities.

So, I would ask every NTMA member to do two things:

First, take a moment to thank the women in your organization — regardless of their position — for the contributions they make every day.

Second, the next time you have an opening in your company, be intentional about casting a wider net. Make sure women

can see the opportunity, understand that they are wanted and know there is a future for them in manufacturing.

And to the Women of NTMA: I honor you, salute you and thank you. I am proud of what you have accomplished, appreciative of what you contribute to this great industry and excited about what the next generation of women in manufacturing will accomplish.

I purposefully have not mentioned more names because the list would be long — and inevitably I would leave someone out. You know who you are. Be proud of what you have accomplished, but even more importantly, be excited about what lies ahead.

The doors that were difficult for one generation to open can become the doors through which the next generation confidently walks.

Let's keep opening those doors.

Let's move forward together — for the future of NTMA, for the future of our industry and for the sake of U.S. manufacturing.



Roger Atkins, President, NTMA

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WELCOME

BATES MACHINE & MFG. INC.

North Texas Chapter

Bates Machine & Mfg., Inc. is a third-generation, family-owned and operated precision machine shop located in Farmersville, Texas. Established in 1975, we have proudly served the greater DFW metroplex and customers across the United States for over 50 years. We manufacture high-quality components for a wide range of industries, including packaging, food and beverage processing, medical, defense, oil and gas, wastewater, aerospace, industrial equipment, agriculture, construction, electronics and renewable energy. Our customers range from large national corporations to smaller local companies.

As a full-service shop, we offer 3- and 4-axis CNC milling and turning, manual machining, welding and fabrication (MIG, TIG, and ARC), laser engraving, prototyping and production machining. For over five decades, our family-owned team has built a reputation for reliable, accurate and personalized service. We combine old-fashioned customer care with modern CNC capabilities to produce quality parts made to spec and delivered on time — every time.



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www.batesmachineonline.com

DERBYSHIRE MACHINE & TOOL CO.

New Jersey – Eastern Pennsylvania Chapter

Founded in 1905 and still operating from its long-time home at 5100 Belfield Avenue in Philadelphia, Derbyshire Machine & Tool Co. has more than 120 years of experience manufacturing high-quality precision machined products. The company operates a 30,000-square-foot facility and specializes in CNC precision contract machining — offering multi-axis turning and milling, drilling, tapping, contouring and related services. Materials range from bronze, steel and stainless to copper-nickel, Monel, Inconel, titanium and various polymers. Quantities can run from single prototypes to several thousand pieces.

In 1967 Derbyshire was among the early adopters of CNC technology for job-shop work, an approach that continues to support innovative manufacturing solutions today. The firm is a trusted supplier of Level I and Sub-safe components for the U.S. Navy's nuclear-capable submarines and warships as well as the broader marine industry. Derbyshire Machine & Tool Company also produces custom valves, strainers, actuators, manifolds, couplings, shafts and weldments. Capabilities include non-destructive testing, heat treating, plating and military-approved welding procedures under a MIL-I-45208 quality system. Derbyshire's long track record of quality and technical expertise makes it a reliable partner for demanding defense, marine and industrial customers.



5100 Belfield Ave.
Philadelphia, PA 19144
215.844.3200
www.derbyshiremachine.com

GATEWAY COMMUNITY COLLEGE – WASHINGTON CAMPUS

Education Member

The Department of Manufacturing Technology at GateWay Community



College – Washington Campus is a leader in advanced manufacturing education in Arizona, preparing students for high-demand careers through hands-on, industry-focused training. The department offers programs in CNC Machine Operator, CNC Machining I & II, Industrial Design Technology, Quality Assurance and customized workforce training designed to meet the needs of Arizona manufacturers. Students learn in a modern manufacturing environment using industry-standard equipment while developing the technical, problem-solving and professional skills employers demand. The department is led by Program Director Dave Zamora, MS, a manufacturing professional with more than 40 years of industry experience. Under his leadership, the program emphasizes project-based learning, small class sizes and strong partnerships with local industry. In partnership with Skill Up Arizona, the department offers a Registered Apprenticeship Program that combines classroom instruction with paid on-the-job training, allowing students to earn while they learn as they develop the skills needed for successful careers in advanced manufacturing. Through these collaborations with employers and workforce partners, the Department of Manufacturing Technology provides students with a direct pathway to rewarding careers while helping strengthen Arizona's manufacturing workforce.

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602.286.8656
www.gatewaycc.edu

We're glad to count you among our members.

HARMAN LINE BORE & REPAIR LLC

Kansas City Chapter

Harman Line Bore is a precision machining and fabrication shop serving operators, contractors and manufacturers across the Kansas City region.

Based in the Lawson, Missouri area, Harman Line Bore combines on-site and in-shop capabilities under one roof. Portable line boring can travel to job sites to restore worn or out-of-spec bores on heavy machinery, construction equipment and industrial plant components — minimizing costly downtime. In the shop, multi-axis CNC milling and turning produce accurate, repeatable components, while MIG and TIG welding and heavy welding restore damaged parts to meet or exceed original specifications.

The shop's four core disciplines — line boring, CNC machining, welding and fabrication and small-batch manufacturing — allow a single team to diagnose, repair, machine and fabricate without handing work off to outside vendors.



9302 SE Jamie Ln.
Lawson, MO 64062
816.304.5071
www.harmanlinebore.com

LIBERTY MANUFACTURING, LLC

New Jersey - Eastern Pennsylvania Chapter

Liberty Manufacturing, LLC is a precision CNC machine shop located in Levittown, Pennsylvania, serving manufacturers, engineers and job shops with reliable machining support from prototype through production. Founded by brothers Keith and Patrick Lee, Liberty Manufacturing was built on the belief that strong manufacturing partnerships require more than capable machines. With backgrounds in machining for the military, mechanical engineering and project management, the Liberty team brings a disciplined, engineering-led approach to every job. The company specializes in CNC milling, short-run production, prototyping and project support for customers who value clear communication, accountability and precision done right. As a growing family-owned shop, Liberty Manufacturing is focused on building long-term customer relationships, strengthening its quality systems and contributing to the continued growth of American manufacturing.



1609 Harmer St., Ste. S
Levittown, PA 19057
609.915.9576
www.libertymfgpa.com

SPZ MACHINE COMPANY, INC.

Akron Chapter

SPZ Machine Company pairs more than four decades of precision-machining experience with the responsiveness only a small, family-run shop can offer. Based in Norton, Ohio since 1978 and now transitioning to its next generation of Zarkovacki ownership, SPZ brings CNC and manual turning, milling and grinding to prototype, small-run and repair work alike.

The shop's strength is solving problems others won't: reverse-engineering worn or broken parts from a sample when no print exists, then repairing or remaking them to spec — shafts, spindles, housings and more — plus a niche in fiber-optic digging-machine head repair. Customers get the depth of an established shop and the speed of a small one, with every part machined right the first time. SPZ is proud to join NTMA and looks forward to building relationships with members who value both experience and agility.



871 Newpark Dr.
Barberton, OH 44203
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www.spzmachine.net

EXPERT INSIGHT

FINANCIAL SERVICES: THE ONBOARDING ROI NOBODY MEASURES



Most shop owners measure the cost of a machine tool down to the penny. They track inventory, scrap rates and overtime. But ask them what it costs to onboard someone poorly, and the answer is usually a shrug.

The first 90 days set the tone for everything that follows. A structured onboarding sends a clear signal: we invested in you, we expect you to succeed and we're setting you up to do it. Ad hoc onboarding sends a different message: figure it out as you go. The difference compounds fast.

When onboarding is left to chance, turnover in the first 90 days runs high — especially among newer hires who leave when unclear expectations meet unclear processes. Each departure costs one and a half to two times that person's salary in recruitment, training and lost productivity. A single bad departure early in the hire cycle can wipe out a year's margin gain on that position. But a quieter cost: even when people stay, unclear onboarding extends the ramp to productivity. A machinist who doesn't know where to find setup standards, doesn't understand your quality expectations and hasn't been introduced to your key systems will spend months working inefficiently. They'll ask the same questions repeatedly. They'll miss process details. They'll produce rework.

Structured onboarding doesn't require a complex program. It starts with clarity: what does a successful first day, first week and first 90 days look like? It includes a defined introduction to your shop's values, your quality standards and the technical systems you rely on. It builds in check-ins at 30, 60 and 90 days and real feedback conversations. Most importantly, it's repeatable. The same message reaches every new hire. The same expectations are set.

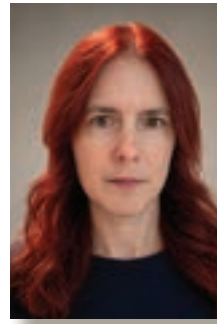
Where most shops stumble: they design a good onboarding plan, then forget to feed it. Without connected HR systems — clear hiring workflows, benefits setup tied to day one, documented role expectations, performance tracking from month one — onboarding easily slips back into ad hoc territory.

When time tracking, benefits administration and role clarity are fragmented across spreadsheets and conversations, new employees fall through the cracks. When these systems work together, onboarding becomes operationalized. It happens consistently. Shops that get onboarding right see measurable improvements in retention, faster time-to-productivity and lower rework rates. The investment in structure pays for itself in the first hire who stays because they felt valued from day one. Onboarding isn't a cost center—it's a competitive advantage.



Namita Verma is a SHRM- Certified leader in the Payroll and HR Space with over 15 years of experience in everything from selling HCM Software to running the Business Development Team at Auris. Namita is a career-driven individual with a passion for helping businesses scale and thrive.

TECH/AI: WHY SECURITY MATTERS IN A MACHINING WORLD



Every machined part starts as data: a drawing, a 3D model, material specifications, tolerances and instructions for making it. When that information is stolen, altered or unavailable, the effect reaches far beyond the IT department.

Security incidents are rarely abstract: they stop people working, delay delivery and damage trust.

Security can sound like an office concern: passwords, laptops and suspicious emails. On a modern shop floor, it is a production concern too. A customer's design has to remain confidential, accurate and available. The people making the part need the correct version and confidence that it has not been changed.

The stakes rise when a component is headed for an aircraft, a medical device, defense equipment or critical infrastructure. Protecting the manufacturing data protects the customer's intellectual property, supports contractual obligations and helps ensure the finished part is reliable.

Customers give manufacturers some of their most valuable information. As shops adopt cloud and AI tools, they need the same clarity from their technology providers: where data goes, who can access it, how it is protected and how an incident is handled.

At CloudNC, security is part of the product. We are certified to ISO/IEC 27001 and completed our latest surveillance audit in June. Our SOC 2 Type II report offers independent assurance over the controls that support our services. We are also preparing for FedRAMP Moderate requirements to support customers in the US defense supply chain who must meet CMMC requirements.

These frameworks are not badges or a substitute for doing the work. Their value is that customers can verify security claims rather than simply taking them on faith.

Security cannot be paperwork added after a service is built. It has to be designed in and shown to work over time. Machine shops inspect parts because precision matters. The systems and suppliers handling manufacturing data deserve the same discipline.



Emese Ban is Head of IT and Cloud at CloudNC, where she leads IT operations and cloud platform strategy, with responsibilities spanning security and compliance. She has worked in technology since 2000, progressing from hands-on software development and operations into DevOps, infrastructure as code and engineering leadership. Her focus is building secure, resilient platforms and teams that support the business and its customers.

ADVOCACY: WHEN AI TALKS ABOUT YOUR COMPANY, WHAT DOES IT SAY?



Manufacturing is at the center of some of the biggest conversations happening today: reshoring, supply chains, trade, artificial intelligence, national security and American competitiveness. For manufacturers, that's an enormous storytelling opportunity. And AI is making it more important than ever to take advantage of it.

Increasingly, when someone wants to understand a company, an industry

or an issue, they aren't scrolling through search results. They're asking an AI tool a question and getting an answer. Customers may use AI to research suppliers. A policymaker or journalist may use it to understand an unfamiliar industry. A potential employee may use it to explore career opportunities.

Your website isn't just talking to people anymore. The information you publish online is also helping AI systems understand who you are, what you do and why your company matters. If your digital presence is thin, outdated or filled primarily with technical language, you may be missing an increasingly important audience.

Manufacturers should think intentionally about the story they're making available. Start by connecting what you do to what you make possible. Don't just describe a precision component. Explain how it contributes to an aircraft, a medical device, a semiconductor facility, our national defense or a stronger domestic supply chain. Put your company's work in the context of the larger issues.

Think differently about your workforce story, too. The manufacturing "skills gap" is real, but it shouldn't be the dominant message potential employees hear. Show what modern manufacturing careers actually look like: sophisticated technology, problem-solving, career advancement and the satisfaction of making something tangible. Bring employees into the story. Their experiences can make complicated issues — from trade and taxes to workforce policy and regulation — real and relatable.

The information you put into the world has always shaped how people understand. Now, it also helps determine what AI tools tell people about your company, your industry and the role you play in the economy.

Make sure your story is clear, compelling and easy to find.

BRACEWELL

Caitlin Sickles is a partner in the Policy Resolution Group at Bracewell LLP, where she helps organizations navigate policy challenges through strategic communications and public affairs. She is a member of NTMA's D.C.-based communications and advocacy team and co-host of the Talking with One Voice manufacturing podcast.

INSURANCE: FROM SPARKS TO SAFETY — PREVENTING ELECTRICAL FIRES IN MANUFACTURING OPERATIONS



Workplace fires damage property, interrupt production schedules, impact customer commitments, destroy valuable equipment, release pollutants and put employees at risk of serious injury and death. In worst case scenarios, a fire could shut down your operations for an extended period or even permanently close your doors.

An estimated 33,470 American companies experience a commercial electrical fire each year and those blazes kill an average of 45 people and cause around \$1.36 billion in property damage

annually.¹ For NTMA members who rely on complex electrical systems to support daily operations, the threat is very real.

Production processes, facility infrastructure and business-critical equipment found in tooling, machining and manufacturing industries depend on intricate electrical systems. As a result, electrical fire hazards can develop from many sources, including overloaded or improperly maintained electrical panels and circuits, equipment malfunctions or failures and static electricity generated during the manufacturing processes. These are risks NTMA members should proactively mitigate. Electrical fires are often preventable. Lessen the likelihood of one impacting your business by adopting the following best practices:

- Inspect equipment often for signs of wear or damage.
- Hire inspectors who use infrared thermography to spot hot spots.
- Look for overloaded outlets, bad connections and loose wiring.
- Stay aware of flammable materials and ignition sources.
- Do not overload extension cords or power strips.
- Remove items with lithium-ion batteries from chargers when full; do not charge overnight.
- Avoid "daisy chaining" (i.e., plugging power strips into other power strips).
- Keep electrical cords away from doorways and walkways; do not run under rugs or carpets.
- Dispose of damaged or malfunctioning electrical items.
- Adhere to safety guidelines and codes.
- Follow a fire prevention checklist on a regular basis.

By identifying hazards, maintaining equipment and systems and reinforcing sound practices, you can move your business away from sparks toward safety.



1. Electrical Fire Protection. Firetrace International. 2025. <http://www.firetrace.com/electrical-fires>. Accessed September 4, 2025.



Becky Rauen is Executive Vice President, Director of Marketing for Federated Insurance®. An NTMA Exclusive Benefit Partner, Federated has built a strong reputation for offering competitive products supported with value-added risk management programs and services. During Fire Prevention Awareness Month each October, Federated supports association members with fire prevention resources and support. Learn more at www.federatedinsurance.com.

THE BEST KIND OF PROGRESS IS THE KIND WE STOP NOTICING

KIKA YOUNG, PRESIDENT, FOREST CITY GEAR

In 2022, I was named president of Forest City Gear (FCG), filling the position my mom had held for two decades with my two sisters by my side as shareholders. With this passing of the baton, Forest City Gear entered our third generation of family ownership — and the second with a woman at the helm.

Growing up, I didn't have any reason to believe that manufacturing was an unusual career path for a woman — and certainly not in a leadership position. No one ever taught me that a female leader in manufacturing was abnormal or noteworthy.

My experience was more of the inverse of a typical woman-in-manufacturing narrative, and I am forever lucky and grateful for that luxury and privilege: my grandmother Evelyn founded FCG alongside my grandfather Stetler, and my mother Wendy led alongside my father, Fred. All my role models and examples of womanhood were entrepreneurial, clever and resilient. Neither Wendy nor Evelyn sat on the sidelines. So why would I?

Once I was older, traveling and part of the industry, I began to recognize that my being groomed for leadership was atypical for a woman. Still, it didn't feel like a big deal. Dad never spoke of gender or women in manufacturing. He championed me, expected me to learn and normalized the idea that I belonged there. I am his daughter, and leadership

at FCG was my place if I wanted to earn it.

In my 20s and 30s, I did notice fewer women in certain rooms, especially at senior levels. Women and girls do not need to be told we can do something. We know what we're capable of. We just need to see other women do it, and then the questions "Am I allowed?" or "Should I be here?" disappear into thin air.

I am proud that FCG is women-owned and women-led. But that's not what makes us successful, and I am not the most interesting part of Forest City Gear. Customers work with us because of our people, our quality, our reputation and our experience. The gender of our ownership isn't what determines whether we make a great gear.

Decisions about capital investment, strategy, technology, capacity, workforce development and customer relationships aren't women's manufacturing issues. They're manufacturing issues. And true progress, to me, is when having a woman at the head of the table becomes considerably less noteworthy.

At the same time, I recognize that we don't get there simply by waiting for it to become normal. The people already sitting at those tables have a role to play.

We need to give women opportunities to lead, solve difficult problems, make decisions, take risks and occasionally get

A large background image of a woman with blonde hair, wearing safety glasses and a headband with an American flag pattern. She is in a workshop setting, looking slightly off-camera with a serious expression.

things wrong. We need to invite them into the rooms where they can learn and contribute, and we need to make sure younger women can see what leadership in this industry looks like. This isn't because women need to be convinced that they are capable, but because seeing someone like yourself in a position of responsibility removes the question of whether you belong there in the first place.

That is the responsibility I feel now. I don't want my gender to be the focus of my leadership, but I do want my leadership to help normalize what was normalized for me. I was lucky enough to grow up surrounded by women who built businesses, made decisions, solved problems and led. My dad never championed me because I was a woman. He championed me because he believed I was capable, and then he expected me to prove him right.

If we want more women to build careers and become leaders in manufacturing, we should give the next generation that same gift: expect them to be capable, give them meaningful opportunities to demonstrate it and make their presence at the table so ordinary that someday, it isn't a story at all.

Kika Young is the president of Forest City Gear, a third-generation family-owned precision gear manufacturer in Roscoe, Illinois. Forest City Gear has gained a world-class reputation for quality and precision, most notably for supplying gears to four of NASA's Mars exploration rovers. In 2025, Forest City Gear celebrated 70 years in business.



NTMA: WOMAN

Approximately 12.5% of our member companies

AS OF FEBRUARY 2026
WOMEN ACCOUNT FOR
3,607,000
MANUFACTURING JOBS
REPRESENTING
28.7%
OF TOTAL
MANUFACTURING
EMPLOYMENT.

*Source: Bureau of Labor
Statistics, Table B-5*

75%
of women
in the industry
are likely or very likely
to recommend a career
in manufacturing

*'Career Advancement for Manufacturing
Annual Report, Xometry's Thomas division
February 2022*

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WOMAN-OWNED: (WOSB)

*Increasing the percentage of women in the manufacturing sector to **35%** of total
employment would mean nearly **800,000** more female manufacturing employees.
This would be enough to fill every open job in the manufacturing sector today.*

To be designated as a Woman-Owned Small Business (WOSB) under the Small Business Administration rules, you must qualify as a small business and be at least 51% unconditionally and directly owned and controlled by one or more women of U.S. citizenship. This is certified through SBA or an approved third-party certifier. Electronic Code of Federal Regulations ecfr.gov

THE MANUFACTURING EXPERIENCE: CLOSING THE GENDER GAP:
RECRUITING AND RETAINING WOMEN IN MANUFACTURING, MANUFACTURERS WITH
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WHY WOMEN IN MANUFACTURING

CARRIE MARSICO, MEMBERSHIP AND CHAPTER RELATIONS MANAGER, NTMA

Women in Manufacturing (WiM) is dedicated to supporting, promoting and inspiring women who have chosen careers in manufacturing. Through professional development, networking opportunities, leadership training, educational resources and mentorship programs, WiM helps individuals and companies build stronger, more inclusive workplaces.

WiM membership offers access to a nationwide network of manufacturing professionals. Members can connect with peers, industry leaders and mentors who understand the unique opportunities and challenges within manufacturing. These relationships often lead to valuable collaborations, career growth and new business opportunities.

WiM offers educational webinars, workshops, conference and leadership programs designed to help members strengthen their skills and advance their careers. Whether you're an entry-level employee, a manager or an executive, there are resources available to support your professional journey.

Members gain access to research, industry trends, best practices and workforce development resources that can help both individuals and companies stay competitive in an ever-changing manufacturing landscape.

NTMA is committed to helping members maximize the value of their membership and develop a strong workforce for the future. That's why female NTMA members receive a complimentary Women in Manufacturing membership as part of their NTMA membership benefits.

Eligible women at NTMA member companies can take advantage of WiM's extensive network, educational resources, leadership development programs and industry connections — at no additional cost.

By leveraging both NTMA and Women in Manufacturing resources, members can strengthen their companies, invest in their employees and help shape the future of the manufacturing industry.

If you haven't explored this benefit yet, now is the perfect time to get involved.

WIM
WOMEN IN MFG

BENEFIT: Certified WOSB are eligible to compete for WOSB Federal Contract Program set-aside contracts within eligible industries where women-owned small businesses are underrepresented. The federal government's goal is to award at least 5% of all federal contract dollars to women-owned small businesses each year.
Small Business Administration
SBA.gov

SHE LEADS.

WOMEN DRIVING MANUFACTURING

Growing Leaders, Growing Connections



KATHERINE O'TOOLE, CHAPTER EXECUTIVE, KCNTMA & KAITY VAN AMERSFORT, CHAPTER EXECUTIVE SoCalNTMA

More than 40 women working in and around manufacturing gathered on June 30, 2026 for a *She Leads. Women Driving Manufacturing* event, an afternoon dedicated to professional growth, meaningful conversation and building lasting connections across the industry.

Hosted by Automatic Systems, Inc. (ASI) and sponsored by EMCOR Services Fagan, the event combined leadership development with a creative bouquet-building experience, fostering an atmosphere that encouraged both networking and collaboration. Participants learned floral design techniques from Hy-Vee

Floral. Beyond the flowers, the activity served as a reminder that strong leaders and strong organizations are cultivated through intentional investment, support and continuous learning.

The educational portion of the program featured presenters from Great Jobs KC, who introduced the Women in Apprenticeship and Nontraditional Occupations (WANTO) Leadership Technical Assistance Series. Attendees explored practical strategies for strengthening workplace culture, improving retention and creating environments where women can thrive in manufacturing careers. The

**“ADVANCING WOMEN IN
MANUFACTURING EXTENDS BEYOND
INDIVIDUAL SUCCESS. IT REQUIRES
BUILDING RELATIONSHIPS ACROSS
COMPANIES, SHARING KNOWLEDGE
AND CREATING OPPORTUNITIES FOR
WOMEN TO SUPPORT AND LEARN
FROM ONE ANOTHER.”**

discussion reinforced the importance of mentorship, leadership development and equipping women with the tools needed to advance professionally while helping employers build stronger teams.

On the west coast in August, the So Cal NTMA *She Leads* event brought together a dynamic group of women in manufacturing at Marton Manufacturing. Hosted by Denise Duplan and the Marton team and sponsored by Koru Risk Management, the event featured inspiring conversations, valuable networking opportunities and actionable insights for women leaders and aspiring professionals in the industry.

Attendees had the chance to tour Marton Manufacturing's facilities, learn about cutting-edge manufacturing practices and connect with peers who share a passion for advancing women in the field. The event underscored the importance of mentorship, collaboration and ongoing support within the manufacturing community. At the conclusion of the tour, Sherri Tolleson from OC Gourmet Gal, gave a guided tutorial on setting up your own charcuterie board!

Both events highlighted the continued momentum of *She Leads. Women Driving Manufacturing*, whose mission is to develop, equip and prepare diverse women with the capability to go further. Through open dialogue, relevant educational programming, mentorship, professional development, networking and leadership opportunities, *She Leads.* is creating a community where women can connect, exchange ideas and confidently pursue new opportunities throughout the manufacturing industry.

Advancing women in manufacturing extends beyond individual success. It requires building relationships across companies, sharing knowledge and creating opportunities for women to support and learn from one another. As the *She Leads.* network continues to grow, so does its ability to connect women with new perspectives, professional relationships and the confidence to pursue leadership opportunities across the industry.



IN HER OWN WORDS:

spotlight on a female NTMA leader

THE VALUE OF INVOLVEMENT & PARTICIPATION

KRISTIN CARLSON, PRESIDENT, PEERLESS PRECISION, INC.



When I first became President of Peerless Precision in the fall of 2012, I felt very much alone. My father had just passed away; I was figuring out how to run a company I had left for eight years and found myself filling his board position with the Western Massachusetts chapter of the NTMA(WMNTMA). It was a lot, all at once. There I was, barely 30 years old, sitting at board meetings with a group of people who I didn't know, who had adored my father and knew a lot more than I did. They wanted to see my mother and I succeed. They took me under their wings. They shared best practices with me. They guided me when I had to repurpose our longtime foreman outside of the building.

Being part of the board and engaging with the NTMA got me out of my comfort zone. It helped me find my purpose.

After just two years, I was voted in to a leadership position within the chapter, and continued to lead for nine years, remaining the trustee to this day. In the beginning, I had a really hard time understanding what I had to offer. The chapter had more confidence in me than I did. I was the

youngest board member. I was one of two women on the board, and I was roughly half the age of the other woman. I became the "face" of manufacturing in western Massachusetts. I found my passion and voice in speaking about workforce development, changing the narrative that encompasses our industry and telling our story. I became comfortable speaking with politicians and helping to guide an agenda that elevates and supports advanced manufacturing in my state. I was pushed into the spotlight,

and instead of hiding from it, I learned to embrace it.

The NTMA has also provided me with the avenue to get involved with schools, training programs and various youth programs. I currently sit on three advisory committees for area tech schools and our tech community college, speak to training programs for unemployed and underemployed adults, give tours to K-12 schools and attend career fairs for traditional and charter schools. If I can get at least one student interested in manufacturing after touring our shop or speaking to me at a fair, I consider that a win. I do this for the manufacturing community, not just for Peerless. Rarely do I have to look far to bring in new team members. Because of my involvement with the NTMA, schools and training programs, instructors reach out to me when they have students or program graduates ready to find their home.

Now, when someone says manufacturing in Massachusetts, my name generally comes up. I just recently spoke with two interns from our governor's office wanting to talk about advanced manufacturing in western Mass and keeping recent college graduates in our state. That was followed by a request to join our Governor's Advanced Manufacturing Advisory Council. I am currently chair for the MA Workforce Training Fund, an Industry Advisory Council Member for MIT's TechAmp Program and Chair of the NTMF, which now focuses on workforce development which I am thrilled to be part of to ensure the future of Advanced Manufacturing in the USA.

If I had not gotten involved from the beginning of my tenure at Peerless, none of this would have been possible. It has helped shape the person I am today, and I am so grateful to be on this adventure.

With any membership association, we get out of it what we put into it. You can dip your toes in to test the waters, or if you'd rather be like me, dive in headfirst and see what happens. I don't think you'll be disappointed!





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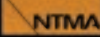
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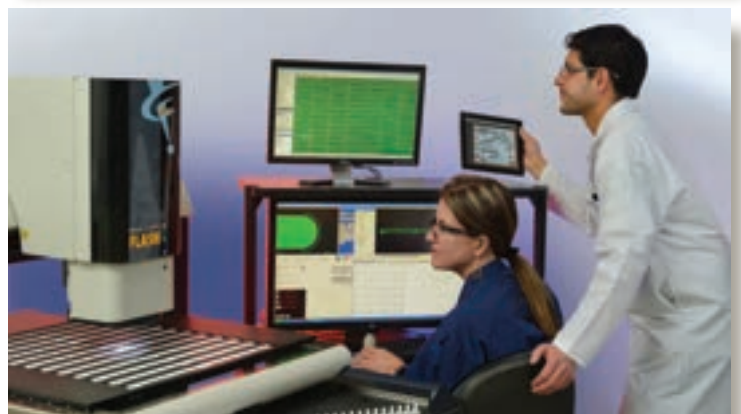
KATIE O'KEEFE, ADMINISTRATOR, O'KEEFE CERAMICS

WHO WE ARE: O'Keefe Ceramics is a family-owned and operated precision ceramic machine shop located in Woodland Park, Colorado. We have been in business for over 40 years. Since 1984, we have been serving the aerospace, medical, energy and semiconductor industries.

WHAT WE DO: We specialize in the precision machining of advanced ceramic materials, but what really sets us apart is our ability to hold extremely tight tolerances. We have spent over 40 years developing exclusive processing techniques to machine and inspect advanced ceramic components.

WHAT WE DO WE DO REALLY WELL: While we place great value on our ability to continually refine our skills and techniques to meet the demanding complexities of parts for the industries we serve, our primary commitment is to our customers and to quality in all areas of our operation. We love working closely with our customers to meet and exceed their needs, not only in the parts we produce but the service we provide.

WHY WE ARE MEMBERS OF THE NTMA: NTMA has played a big part in helping us hire and train the next generation of precision machinists. The NTMA not only provides the Mechanical Aptitude Test that we use on all potential hires but also offers the resources for those we do hire. We have always appreciated the events NTMA organizes to connect other businesses in our area with each other.



Who We Are



PAUL NOVAK NAMED SMALL BUSINESS PERSON OF THE YEAR



The U.S. Small Business Administration, Orange County/Inland Empire District Office announces that Paul Novak, owner and president of South Coast Mold, has been selected as the 2026 District Small Business Person of the Year. South Coast Mold, Inc. is in Irvine, California.

During National Small Business Week, the SBA celebrates the entrepreneurial spirit of America and recognizes the contributions of outstanding small business owners and champions. SBA Administrator Kelly Loeffler, a champion for small businesses, recently stated “From farms to factories, hardworking small businesses are the engine of our economy, the heartbeat of our communities and the foundation of our nation’s strength.”

Novak takes pride in the fact that South Coast Mold was established and continues to grow in Orange County. They started in Costa Mesa, then moved to Westminster, Huntington Beach and now Irvine. When they moved to Irvine, they also doubled the square footage of their facility.

Novak took over from his father, Peter Novak, who started the company in 1973. Peter was an immigrant from Eastern Europe. The company has been in business for 52 years, and Paul has worked at the company for 35 years. He worked as a toolmaker for the first 10 years and managed operations for the past 25 years. While working in the company, Paul was preparing to continue his father’s legacy by acquiring a formal education in addition to

obtaining hands-on experience in the company.

Paul is a graduate of Los Amigos High School in Fountain Valley and went on to receive a BA in business from Brigham Young University, and an MA in Business from Pepperdine University.

South Coast Mold has experienced steady growth. As they have taken on more challenging, complex projects, their sales and net profit have increased. Having a leading position in the industry, they leverage their expertise and experience to increase sales. South Coast Mold is a toolroom that fabricates tools and dies for the investment casting industry. They mill aluminum blocks using CNC equipment to make a precision mold for industrial products (aerospace, oil field, medical, commercial, etc.). Their clients use their molds to cast metal products. They sell locally and nationwide. All products are made in-house and nothing is made overseas, making their molds truly “Made in America.”

South Coast Mold has invested in equipment that helps them increase capacity and efficiency. For instance, one toolmaker can work on multiple machines simultaneously, thus increasing productivity.

In addition, they use “lights-out” machining – cutting without anyone being in the shop, allowing production to occur at night and weekends. They have a team of eight professionals, and they pride themselves on offering competitive salaries in Orange County.

After losing two employees who were with the company for over 20 years, South Coast Mold selected apprentices who were awarded industry scholarships from Cal Workforce. Apprentices are considered the lifeblood of the industry, as they are expected to carry the trade into the future.

South Coast Mold donates to various organizations including the California Manufacturing Workforce Foundation and iWarriors, an organization that donates personalized tablets to returning wounded service members.

Novak is a volunteer on the education committee of the California Manufacturing Workforce Foundation. He is a past board member for the American Mold Builders Association (AMBA). South Coast Mold is a member of the California Green Business Network.

Novak is married and has four children and six grandchildren. He enjoys gardening, swimming and golf.



Member News

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MUST-SEE MANUFACTURING TV

IMTS+ 2026 Show Lineup Spotlights Real People, Real Products and Really Incredible Manufacturing.

TRAVIS EGAN, CHIEF REVENUE OFFICER AT AMT — THE ASSOCIATION FOR MANUFACTURING TECHNOLOGY

One of the hottest inspirations in manufacturing streaming is IMTS+, the digital home of IMTS – The International Manufacturing Technology Show. Featuring international award-winning original programming, IMTS+ spotlights the people, processes and ideas driving manufacturing forward.

BUILDING A FOUNDATION Now in its second season, “The Architect,” brought to you by Hexagon (IMTS booth #134102), celebrates the ingenuity, partnerships and problem-solving powering the industry. The season kicks off on the moon – sort of – as viewers rocket off to Paragon Space Development Co. to explore the manufactured environments that will make lunar life possible. For the second episode the team tours Hexagon’s state-of-the-art facility in Rhode Island. The theme of innovation-powered exploration continues in the final episode, with a special visit to Space X.

LEARNING NEW WAYS IN THE OLD WORLD “Road Trippin’ with Steve” gives the old van a rest and racks up some air miles for its fifth season – this time in Europe. Powered by SMW Autoblok (IMTS booth #431617), this season starts at the historic home of SMW in Turin, Italy. After exploring the town that helped build the industry icon, the crew ventures to Germany to glimpse the future of SMW and see a mechatronic gripper that can hold a 900-pound part. The tour de force ends in Switzerland with Swiss-made manufacturing, world-class watches and, of course, a gondola ride.

GETTING SMART(ER), ONE SHOP AT A TIME Brought to you by Toolpath, “Smart(er) Shop” Season 3 explores the real-world tools, strategies and technologies helping small and midsize manufacturers compete and grow while helping shape the future of manufacturing. Join hosts Al Whatmough, founder of G28.io, and AMT’s Mary Cecile “MC” Neville as they visit several shops that have found creative solutions to their challenges. First up is CJ Abraham, the former owner

of Precision Product Development. Now with Hadrian, Abraham used automation to meet overwhelming demand, transforming his entire operation in the process. Next, they introduce viewers to Michael Gimbel, who turned a custom solution collecting dust in the back of the shop into a high-demand product line, launching Gimbel Automation (IMTS booth #236253), a new automated CNC business. The final episode follows entrepreneur and car enthusiast Jim Belosic, founder of SendCutSend, which navigates unusual angles and visionary ideas to deliver custom parts for clients ranging from hobbyists to aerospace engineers.

New shows will be released and available throughout fall 2026. Check IMTS.com/Watch for updates and catch all the seasons of “The Architect,” “Road Trippin’ with Steve” and “Smart(er) Shop.”



Travis Egan, host of the IMTS+ “The Architect,” brought to you by Hexagon, visits Paragon Space Development Co. to explore the manufactured environments that will make lunar life possible.

AMT 2026 DIGITAL MANUFACTURING REPORT

Powered by AMT, this report outlines how industrial AI and the factory of the future can deliver value into your manufacturing operation. To download the full report, go to <http://bit.ly/3Topwn0>.



The Record 22

Partner News

NTMA MEMBERS EXPERIENCE THE PT SOLUTIONS ADVANTAGE

ROGER ATKINS, PRESIDENT, NTMA



NTMA's exclusive cutting tool partner, PT Solutions, recently welcomed representatives from seven NTMA member companies for a special reception, presentation and behind-the-scenes tour of its headquarters and warehouse facility in Novi, Michigan.

Attendees had the opportunity to meet key members of the PT Solutions leadership team, including BSTG President Mitch Blair, and learn more about the capabilities, resources and expertise available to NTMA members through this exclusive partnership. Mitch and his team shared insights into PT Solutions' approach to helping manufacturers reduce tooling

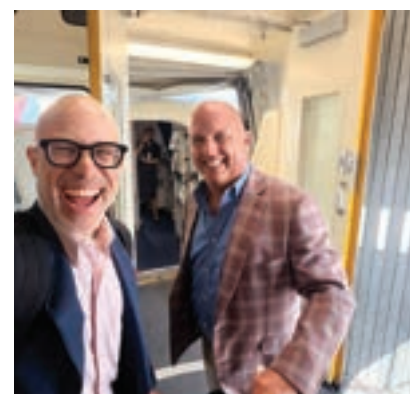
costs, improve productivity, optimize inventory and identify application opportunities on the shop floor.

The visit gave participants a greater understanding and appreciation of the potential value PT Solutions can bring to their companies — and reinforced an important benefit of NTMA membership.

Whether you operate a small job shop or a large manufacturing operation, every NTMA member has access to PT Solutions' highest level of preferred pricing, regardless of company size or annual spend.

The opportunity goes well beyond discounted tooling. It's about leveraging purchasing power, technical expertise and productivity solutions to help NTMA members become more competitive and profitable.

And, judging by the smiles in Novi, a good time was had by all!



FEDERATED INSURANCE® NAMED TO 2026 WARD'S 50® LISTS OF TOP-PERFORMING INSURANCE COMPANIES

Federated Mutual Insurance Company and Federated Life Insurance Company have been named to the 2026 Ward's 50 lists of top-performing property-casualty and life-health insurance companies in the United States. Federated Insurance is one of only six organizations to earn this distinction in both categories.

The Ward Group is part of Aon plc, a leading global professional services firm that provides a broad range of risk,

retirement and health solutions. Each year, the Ward Group analyzes nearly 2,900 property-casualty companies and nearly 700 life-health companies to identify the top 50 that have excelled at balancing safety, consistency and performance over five years.

"We are committed to maintaining the financial strength and operational excellence our clients, association partners and employees expect

and deserve," said Nicholas Lower, Chairman, President, and CEO of Federated Insurance. "We appreciate the Ward Group's diligence and professionalism in making this annual determination. Being named once again to the Ward's 50 lists further affirms our standing as a world-class organization capable of providing unsurpassed risk management value and customer service in the commercial insurance space."

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

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BENEFIT PARTNER

ENVIRON STRATEGIC ENERGY MANAGEMENT: HOW NTMA MEMBERS CAN LOWER COSTS AND BOOST RESILIENCE WITH ENVIRON ENERGY

KATHRYN ALLEN, DIRECTOR OF STRATEGIC PARTNERSHIPS, ENVIRON

For precision custom manufacturers, energy is rarely just a utility bill — it is one of the largest and most volatile variable costs on the shop floor. From powering heavy-duty CNC machining centers and stamping presses to maintaining strict climate control for tight tolerances, machine shops require significant, reliable power.

As the official end-to-end energy consultant for manufacturing leaders, Environ Energy helps NTMA members transform energy management from an unpredictable operational expense into a strategic advantage.

A COMPREHENSIVE APPROACH TO ENERGY MANAGEMENT

Environ Energy provides NTMA members with end-to-end support across three primary pillars:

- **Strategic Procurement:** Energy markets are notoriously volatile. Environ's market experts analyze your facility's load profile, peak demand times and regional grid conditions to structure customized electricity and natural gas procurement contracts. Rather than settling for default utility rates, members gain access to competitive supplier bidding, fixed-rate protection and flexible purchasing strategies that hedge against sudden market spikes.
- **Utility Bill Auditing & Recovery:** Before optimizing future spend, it pays to look backward. Utility invoices for industrial facilities are notoriously complex, and billing errors occur far more often than most shop owners realize. Environ's specialists perform historical utility bill audits to review past invoices for overcharges, incorrect rate classifications, misplaced gross receipts taxes and meter reading discrepancies. When errors are identified, Environ works directly with local utilities to secure direct refunds and billing credits for NTMA members — often recovering significant capital with zero upfront cost or disruption to daily shop operations.
- **Efficiency & Demand Response:** The cheapest kilowatt-hour is the one you never use. Environ conducts facility energy audits to identify high-ROI operational improvements — such as LED retrofits, compressed air leak remediation, high-efficiency HVAC upgrades and power factor correction. Additionally, through Demand Response programs, members can earn direct financial incentives simply by temporarily reducing electricity usage during peak grid strain without sacrificing production deadlines.
- **Sustainability & Compliance:** As supply chain partners increasingly demand carbon transparency, tool and die manufacturers are facing pressure to track and report emissions. Environ assists members in capturing Scope 1 and Scope 2 greenhouse gas (GHG) metrics, developing achievable sustainability roadmaps and exploring cost-effective renewable energy options, like site-hosted solar or virtual power purchase agreements (VPPAs).

MAXIMIZING THE NTMA ADVANTAGE

Through our partnership, NTMA members benefit from tailored, industry-specific solutions designed around the realities of metalworking and precision machining.

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Here to Help



INDEXABLE DRILL

application tips



FIGURE 1

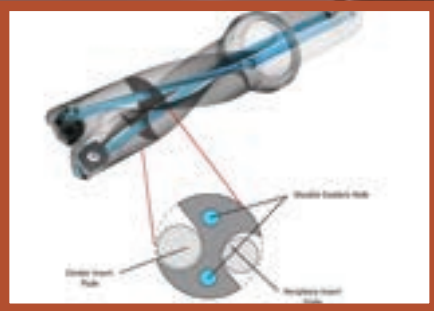


FIGURE 2



FIGURE 3

(FIG 1) The purpose for indexable drill is remove material fast and consistently.

Different rules apply to these drills compared to a twist drill. If you run an indexable drill like you would run a twist drill, it will fail. Every. Time.

Indexable drills are intentionally designed to have runout. They will bend a little while under load and the outboard insert may cut slightly larger than expected. But when the drill is finished feeding and not under load, the drill body will come back to it's natural centerline so when it is retracting nothing rubs.

While using these drills on a lathe and NOT rotating, special attention needs to be focused on the alignment of the drill to the spindle centerline.

The center insert cuts the core of the hole and outer insert controls the size. Each insert cuts a different path and they balance each other while in the cut.

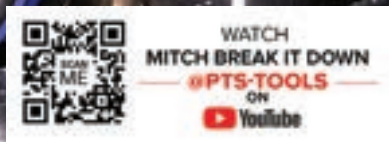
(FIG 2) These drill like speed. Many failures are from not running these indexable drills fast enough. Along with the speed you need adequate coolant flow to evacuation chips from down in the hole. Remember, you can only feed a drill as fast as the chips are getting out the way.

(FIG 3) On a lathe, when applied correctly, indexable drills can be used as a boring bar, turning tool and facing tool simply by properly stepping over in the X axis with the outer insert doing the cutting.

At PTSolutions, we help customers turn these strategies into real performance gains on the shop floor.

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