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Somewhere in the confines of this issue of the Gateway there lies a quote from the late Larry King, who proclaimed "You make your own luck. Luck is the residue of design." And, for it's worth, that quote speaks to a great many things and is timely given that March, to some extent, places the spotlight on the Irish, which of course, insinuates some degree of sentiment in "luck." The second part of that quote is hinged on design, which is some of what we're looking to push through with this issue. The fact that, it's been a year since our world was rocked by the Covid-19 pandemic and industries far and wide are still feeling the aftershock of that quake. But dwelling on our woes isn't going to push us through to a prosperous future. It's about design. It's about taking a long hard look at where we've been, and working out the best path forward. Which is in no doubt what we've all been doing for the better part of the last year.

In this issue you'll find our thoughts on current trends that will inevitably shape the rest of our 2021. With any luck, these trends will—at least mildly—get you thinking about your own design and plotting the advance of your business as it best works for you and your set of customers (and prospects, of course). Keep in mind that the Gateway community are likeminded in the sense that, together, we can accomplish anything we put our mind, heart, and tools to. Where you need a helping hand, there exists a pair or two within these pages.

So go ahead, poke around. Let us know if you find something you like, or if there's something we're missing that you're hoping to voice. We'll get you heard, or, at the very least, we'll hear you out. Consider the Gateway YOUR platform to your community of peers. As much as we love doing the talking, we want all of you to take up some space in these ongoing issues as well.

Best of luck!



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BOULEVARD MACHINE & GEAR — A WOMAN OWNED AND OPERATED MANUFACTURING POWERHOUSE



From humble beginnings in 1954, Boulevard Machine has grown to serve some of the largest Tier 1 aerospace and defense customers across the industry. Originally launched as a family business all those decades ago—transitioning from founding father, to an uncle, and finally, on down to a son—Boulevard Machine was established as a gear company in the Pioneer Valley, storied home of the paper mill industry.

The modest, hardworking company found a new and exciting foothold within the industry when it was acquired by Susan Kasa nearly 15 years ago in 2006. The inherent base of this acquisition has made Boulevard Machine a certified women's owned business enterprise through the Women's Business Enterprise National Council (WBENC). The machine and gear manufacturer is AS9100, Revision D, ISO 9001:2015 and an ITAR registered company.





COMPANY SHOWCASE: BOULEVARD MACHINE & GEAR

As a part of her ensuing venture and to bolster operative processes, Susan recognized the need to modernize the equipment and increase a younger workforce. Over the past decade-and-a-half Boulevard Machine has gone from an 11 person workforce to 24+ — realizing healthy, steady growth along the line. The company understands that to stay ahead of the curve they must continually invest in capital equipment—investing 20+% of their revenue each

year back into this imperative piece of the business. As parts, and components change over time, manufacturing tools and processes must adapt to meet these changes and improvements. This is exactly what Kasa and Boulevard have made it a point to accomplish as the years press on. Industrial process automation helps meet the needs of a changing manufacturing system by providing solutions and addressing the needs of current and impending customers.

MILLING MACHINES

Lathe Machines:

- 2016 HAAS ST-25 CNC Lathe 15" x 21" x 3" Bar Through
- 2014 HAAS ST-35 CNC Lathe 21" x 26" x 4" Bar Through
- KIA 21 CNC Lathe 8" Chuck 2" Bar Through Capacity
- SUPER KIA 21 CNC Lathe 8" Chuck 2" Bar Through
- Capacity TRAK TRL1745P CNC Lathes with Proto-Trak
- LX2 Controls
- MILLTRONICS ML28 CNC Lathe 27" Swing, 118" Length, 4.3" Bar Through, 15" Chuck, 20 HP
- MILLTRONICS ML18 CNC Lathe 17" Swing, 39" Length, 2" Bar Through, 9" Chuck, 12 HP

5 Axis:

- 2019 DMG-MORI DMU 75 MONO BLOCK 29" X 25.6" X 22"
 20K Spindle
- 2018 DMG-MORI DMU 50 3RD GEN 25.5" x 20" x 18" 20K Spindle
- 2014 HAAS UMC-750 30" x 20" x 20"
- 2011 HAAS VF-3YT: 40" x 26" x 25", 5th Axis TR200Y Trunnion

4 Axis:

- 2009 HAAS VF-3: 40" x 20" x 20", 12" rotary
- 2018 HAAS VF-2YT: 30" x 20" x 20", 8" rotary
- 2019 HAAS DM1: 20" x 16" x 15.5", High Speed 5C Collet rotary

3 Axis:

- TRAKDPMV5-40"x20"x19"
- SPORT K2 Milling Machine with Proto-Trak M2 Control
- BRIDGEPORT SERIES 1/
 PROTOTRAK-30" x 12" x 12" Z

Grinders:

- Chevalier Surface Grinder 12" x 18"
- Gardner No. 1-1/2 Surface Grinder 8"x12"
- Harig Surface Grinder 6" x 12"
- Harig Surface Grinder 6" x 18"
 Sintex OD Grinder

CMM Machines:

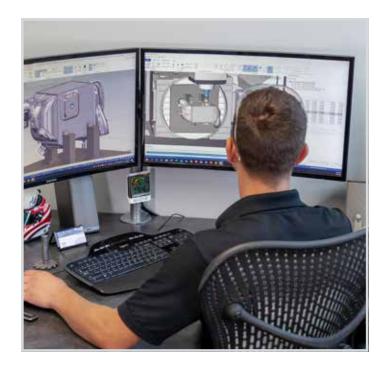
- MITUTOYO CMM 20" x 24" x 15"
- ZEISS ECLIPSE CMM
- ZEISS CONTOURA 9/12/8 CMM

Inspection Machines:

- Altia 600 Trimos 24" Micro Height Gage
- Mitutoyo Absolute Digimatic Height Gage (6)
- J&L Comparator PC-14A
- Mitutoyo Profile Comparator
- Trimos V4 27" Height Gage



COMPANY SHOWCASE: BOULEVARD MACHINE & GEAR



A COMMITMENT TO EXCELLENCE

Boulevard's core competencies lay in their unique ability to machine complex multi-axis components from modeling, programming, machining, to first article inspection with responsive lead-times. Boulevard's blend of talented machinists provides unapparelled quality components while utilizing a mix of 5-Axis Milling, CNC Turning, and CNC Gear Cutting equipment. While the manufacturing of gears was once Boulevard's mainstay, they have transformed into a versatile manufacturing facility under the undying persistence of Kasa.

Over the years, 5-Axis complex machining has become the specialty. Both prototype with short-lead time, balanced with long-run production parts. Boulevard Machine combine the heavy-duty strength and agility of high-tech, intelligent CNC machines with the unmatched skill of their team of machinists.

A COMMITMENT TO EXCELLENCE

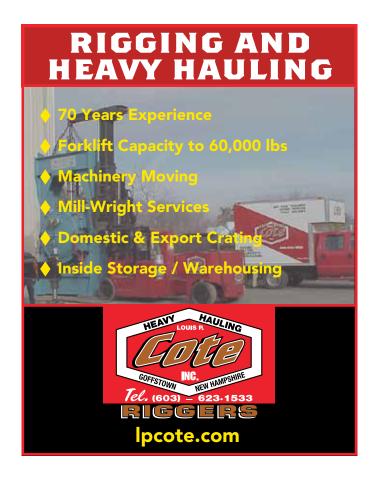
Boulevard Machine & Gear is truly focused on exceeding their customers' needs and expectations and their team of employees are dedicated to producing top quality products and services, competitive pricing, and total customer satisfaction. Boulevard's reputation, internal technical capability, delivery performance, and quality service has resulted in major corporations selecting Boulevard as their strategic service HUB for targeted products. As large corporations continue to consolidate their supply base and as non-competitive suppliers decline in numbers, Boulevard remains a strong and valued supplier.



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 - Titeflex Aerospace
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COMPANY SHOWCASE: BOULEVARD MACHINE & GEAR



The company's internal investments and its business initiatives are aimed at providing solutions at valued proposition allowing its customer to grow market share.

Strict compliance with the most recent and stringent AS9100 Rev D and ISO9001:2015 Standards serves as Boulevard's operational guidepost in which specific attention is given to the predictability and repeatability of all processes in order to sustain the quality and precision craftsmanship on which our customers have come to rely.

Boulevard Machine & Gear continue to stay current with all versions of software (such as JobBoss, MasterCam, Solidworks, Zeiss Calypso & Office 365. etc.) within the facility to ensure continuity across the board. They operate under the guise of CMMC Compliancy regulations and are also NIST-800 compliant, ensuring stringent security efforts amongst all of the technology and data they deal with as a working piece of their business.



(CONTINUED ON PAGE 10)

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MOVING FORWARD

"We are extremely proud to move into our new building in Westfield. The larger, modern facility will allow us to continue delivering highly innovative products and quality service to our customers and provide an improved work environment to our employees," said Kasa.

On January 12th, 2021, Boulevard announced that it had moved its headquarters to a new, larger space in Westfield, Massachusetts to accommodate the steady business growth the company has realized over the last decade of operation.

Boulevard will leverage its new facility to provide additional capacity for its customers while providing new internal operational efficiencies. The new facility also will provide Boulevard with improved, state-of-the-art production space to facilitate internal and external collaboration and communication, while providing the company with further room for growth with its ongoing invest in equipment.

The newly constructed factory will accommodate leadingedge manufacturing technologies, lean equipment layout and automated workflow, resulting in increased efficiency, and better overall customer experience.

It's an exciting time in the lineage of Boulevard Machine & Gear. For nearly seven decades the company has continued to grow and expand and shows no signs of slowing in the near future. And with Kasa leading the charge, Boulevard hangs proudly onto their laurels of being a certified womanowned business—being in great hands now and for many years to come. In short, the present is good and the future holds many more great things. Boulevard is proud to be a precision machined components manufacturer for the aerospace, defense and medical markets—an ideal single source solution for close tolerance machining and finishing.





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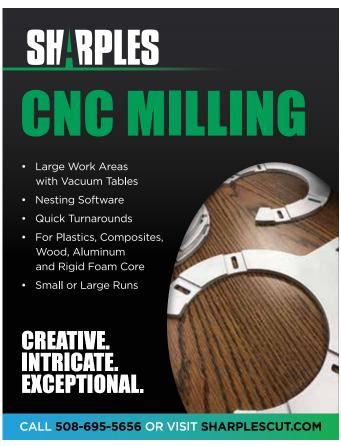
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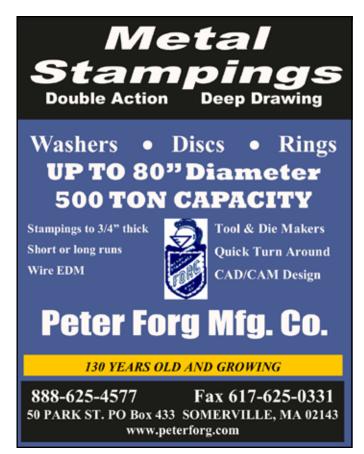
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FIVE TRENDS CREATING IMPACT ON MANUFACTURING BUSINESS AS 2021 PUSHES ON

As we near the end of Q1, the scope of 2021 remains open, but a little more defined as the year pushes forward and we being to find our way out of the Covid-19 pandemic. Vaccines are being positioned, and, though complicated and still finding footing from an efficiency standpoint, there is an end in sight. Bold words, for sure, but, like everything else in life, there's an end to this as well. All things culminate at some point, and so too will this moment in our history.

So, with that said, let's take a look at five things we've been hearing a lot about in our industry that manufacturer companies continue to ruminate over as trending, viable topics that will position more positive results in facilities moving forward.



PREDICTIVE MAINTENANCE

No, this isn't a new revelation. At this point, applying the means necessary to understand the benefits of predictive maintenance is decades old methodology that has long been old enough to drink. That methodology, however, is still finding its way with regard to finding stout application processes in facilities around the country. Technologies have never been stronger and solutions to realize predictive maintenance have sharply increased in the initial investment, making it more accessible, and of greater benefit to the industry as a whole.

In short, predictive maintenance and the advancements in technology is an optimized practice to help you prevent equipment failures and resource downtime—which offers promise in bolstering that bottom line. With downtime there exists negative impact which can clog the production line greatly.

While we're not married to any predictive maintenance solution exclusively, it's imperative that you start in on the research to find the software that best fits your facility. Google will give you all the options. Sure, there's an investment in not only the solution out of the gate, but also in the time it takes you to get the data necessary into the system to better understand your environment, but that investment is well worth the task.

FIVE TRENDS CREATING IMPACT ON MANUFACTURING 2021

Predictive maintenance at its core will help you to:

- Reduce costs
- Optimize operative capabilities
- Produce fewer failed operations
- Minimize downtime and optimize uptime productivity
- Have better data to make more informed delivery decisions
- Streamline parts and mechanics replacement needs
- Understand the working capacities of your fleet

LOCALIZED SOURCING

We've also been pretty longwinded about this one for the last year or so. The biggest thing here is, obviously, we'd like to see more collaboration amongst all of the readers of this magazine and keep business going within our local/regional economy. It's in the best interest of all of us to keep the New England region a strong hub of manufacturing activity. The more we can promote each other, the more business we'll all bring to our collective pipeline.

Outside of that, localized sourcing is a shift that just makes sense given the hiccups we saw in the chain as 2020 unfolded. Sure, there's an argument to be made that nobody could have predicted the detriment to delivery and product shortages that a pandemic would bring, but, therein lies a truth that if you can keep things closer to the belt, the stronger the links of your chain are going to be. Of course there are circumstances that prevent this in some cases—a supply shortage is a supply shortage and sourcing will be a challenge no matter the method, but, a takeaway from 2020 is to be prepared for another 2020.

We've long thought globally for our needs, which isn't necessarily a mistake, but when the chain breaks down and delivery methods used to distribute goods and materials are overwhelmed, we're going to be hurting and unable to operate as best as we'd like to. Sourcing materials closer to home and advocating for

the creation of more supply warehouse hubs is going to strengthen our production going forward. And again, if we can keep ourselves well vested in each other, we're going to be the envy of the rest of the manufacturing world. Thinking on a local and regional level will enable us to better meet the demand across the board.

IOT

Ah, the Internet of Things. Such a strange name. Also a strange subject. And many of the old school manufacturers that exist in our own community here in the Northeast, have a hard time wrapping their head around it. And that's okay. But it's not okay to ignore it. Doing so could prove a likely detriment to the health of your business.

The boiled down idea here is in the fact that many aspects of our modern existence are fueled and informed by smart technologies. I mean, you can start your car with your phone now... It's weird. But, to that, IoT environments are hinged on the idea of efficiency. According to a recent study by the MPI Group suggest that 31% currently have manufacturing processes operating that incorporate smart devices and intelligence software into their operations. And further, another 32% plan to embed IoT technology into their processes in the near future.

With the idea that IoT technology offers users the ability to remotely monitor and predict the operative activity of the shop floor, the underlying sentiment here is that this kind of capability provides powerful analytics and decision making opportunities to bolster the entire makeup of the manufacturing process of a facility. Visibility and management capability from afar, in the palm of your hand is a crazy concept to imagine, but, it's not an imaginary concept anymore. It's a real, working solution for technology forward manufacturers. Bolstered efficiencies in the literal production of a shop's fleet of machines paired with the ability to understand and act on energy efficiency within that fleet is a substantial opportunity to boost costs and increase margins. The digital transformation of the factory floor has been speeding up, and it will continue to accelerate this year, and beyond. If you're not prepping for it, you're missing out and making it harder as it become more the norm moving forward.

FIVE TRENDS CREATING IMPACT ON MANUFACTURING 2021



INCREASED EXPECTATIONS

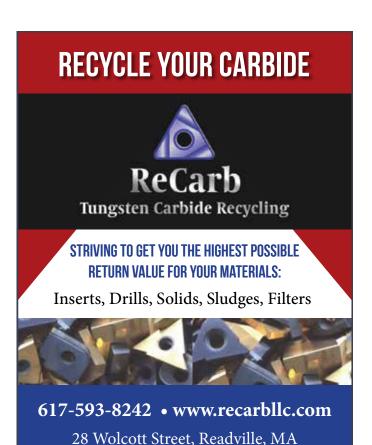
Another lesson we pulled from 2020 was increased expectations. With people stuck at home and rethinking the way they live their lives, more and more households put their literal dwelling to work for them. What this meant was purchasing in abundance to bring their home up to speed on being able to fulfill what they were accomplishing and experiencing away from home. An increase in product spending led to an increase in manufacturing for consumer goods in an attempt to fulfill demand. It wasn't easy, and, by-and-large, it was quite a slog. It was extremely hard to keep up. And delivering those products? Forget about it...

Consumer demand will continue to drive the economy and customer demand in 2021 and we need to understand our current capabilities and, where it makes sense, ramp up to keep combatting the uptick in spending and expectations. With demand for products greatly on the rise, we as manufacturers are being pressured to produce high-quality products without the luxury of time. So, how do we keep up? Well, we can work together to collaborate on what we're producing and who can help where. Where a job requires myriad functions, it may be best to source lesser competencies to a partner in the local area who can excel and help meet the demands you, and we, are all facing.

Expectation and customer service are at the forefront of the business world. We need to be able to offer great experiences that produce results for all who are tapping into our services and influencing our collective revenue streams.

SUSTAINABILITY

One thing we've been asking as a working piece of many of our manufacturer features is, "what are you doing to realized greener sustainability practices within your production missives." And, for many of you, this is an active piece of "what you do." Whether shifting to solar energy for a portion or all of your electric needs, to robust recycling programs, many of us here in the Northeast have "bought in" to sustainable practices. That said, "many" doesn't equal "all." What we're discovering more frequently as time presses on is, sustainability practices are not an overlooked byproduct of doing business. Customers and potential net-new opportunities are questioning sustainability competencies up front. It's a piece of the sales process. And this isn't going to diminish anytime soon. In fact, it's only going to increase, and somewhere in the near future, it's going to be a question we're all asked. Mark our words, it WILL BE a deal maker, or a deal breaker. Sustainability is not a fad. It's a movement. It's fueling not only customer decisions, but investing tactics as well. Think on it long and hard if you're not doing what you can to bolster your sustainability efficiencies. Otherwise, your own sustainable health will fall into jeopardy.





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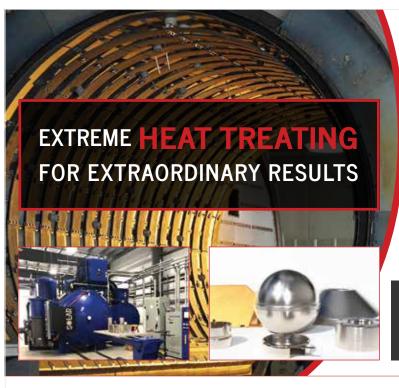


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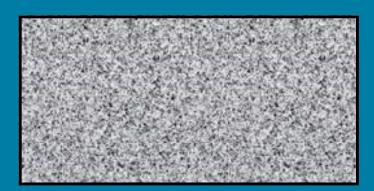
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INDUSTRY 5.0 - FIVE QUESTIONS WITH MANUFACTURING MINDS



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Company: KV Tooling, LLC

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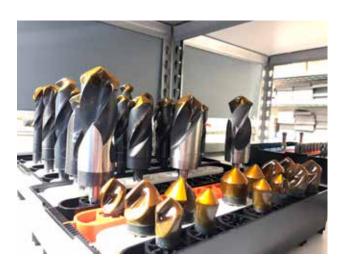


Five Questions with Manufacturing Minds

Give us the elevator pitch about your company. What's your primary focus? Who is your ideal customer?

BELAND: KV Tooling, LLC is a small tool manufacturing and reconditioning company in business in Augusta, Maine for 17 years.

We are dedicated to delivering the best cutting tool design, manufacture and reconditioning services to small - medium sized metalworking and manufacturing businesses around New England and beyond. Our ideal customer has contracts with military, aerospace, firearms, and power generation sectors and utilize high-end CNC machines in production of complex components. Our cutting tools deliver consistent, high quality results at very competitive rates.



What differentiates your company within the industry? What do you pride yourselves on?

BELAND: We are a forward-thinking customer service oriented company. We pride ourselves with being experts at tool design and process improvement through direct consultation and collaboration with engineers, buyers, tool crib personnel, and programmers. We deliver award-winning designs (ANCA 2019 Tool of the Year Competition Winner) to enhance your company's productivity and can find solutions to most machining challenges. We always deliver on our promises.

What are the main challenges your business is faced with? How do you tackle these challenges, and what kind of advice would you give to others in a similar position?

BELAND: The constant challenges are keeping up with changing technology and training, and finding and retaining highly skilled labor. Over the past 5 years we have invested mid-6 figures in our equipment and in new and upgraded technology to allow us to run more efficiently and provide even higher accuracies with our tooling. I have found that, in business, if you're not growing and investing, you're going backwards. Others will find those niches that you will miss out on due to lack of investment in new tech. I serve on our local trade school Manufacturing Technology advisory board in order to support the education of the next generation of machinists.

What's your outlook for the industry as we look at the next 5-10 years here? Any insights you see changing the way we look at things and run our facilities?

BELAND: The next 5-10 years will be a bit of a correction period due to the changes in the way we manufacture and sell products. 3D printing and robotics will disrupt some manufacturing sectors. The good news is, that where some industries are going away, others will emerge, and some will grow. Medical manufacturing will always be strong as boomers enter retirement age. Military and energy will continue to evolve and grow. Aerospace will shake off this stagnant period and bounce back with a vengeance as people emerge from COVID-19 pandemic lockdowns

INDUSTRY 5.0 — FIVE QUESTIONS WITH MANUFACTURING MINDS

and begin to travel again. Our facilities will become "smarter" and more energy-efficient as the IIOT (Industrial Internet Of Things) becomes more prevalent in our world.

Outside of providing for the good of the company and the workers that make things happen, what kind of good are you guys doing out in your community?

BELAND: Here at KV Tooling, LLC we believe in giving back to our community. All of our redeemable cans go to support the local food bank and homeless shelter. We participate in a local recycling effort to reduce waste. We help sponsor several state and local charities and youth sports leagues. We appreciate the people in our community that serve to protect our liberties and assist the less fortunate among us. We believe in supporting local firefighters, healthcare workers, and law enforcement now and always.

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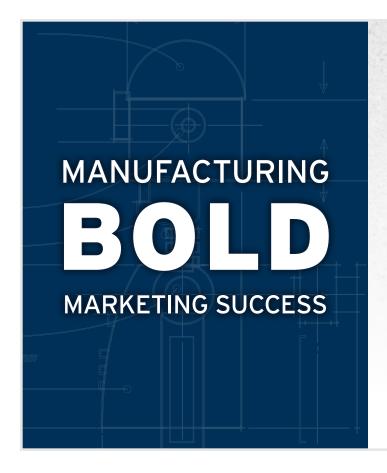
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HENKEL ADHESIVE TECHNOLOGIES

Recently announced that they have joined sustainable label consortium CELAB. Henkel, a leading supplier of high-impact solutions in adhesives, sealants and functional coatings, has joined the global consortium toward a Circular Economy for Labels (CELAB). The consortium is dedicated to creating a more sustainable self-adhesive labeling industry. The organization brings together companies across the matrix and liner industry value chain, working together to address the wide variance in production processes and recycling capability in different markets.

With CELAB, Henkel joins other leading companies to facilitate collaboration at a global level, foster regional initiatives and find and encourage the universal adoption of industry best practices.

"In order to truly rethink packaging and create a viable circular economy, we must all work together across the entire value chain," said Brian Lawrence, Business Development Director at Henkel. "This is why we became one of the first members of CELAB and are looking forward to working side-by-side with self-adhesive label manufacturers to align and engage our global resources."

CELAB will work to increase education and focus on regional options to promote material recycling for all components to improve the sustainability of products.

"A globally-focused consortium to develop recycling solutions was needed," said Paul Nathanson, a Senior Principal at Bracewell LLP and spokesperson for CELAB. "Brands are eager to communicate their commitment to sustainability in response to consumer demands to reduce their carbon footprint. With increased recycling capability gradually emerging from suppliers, producers, waste management, chemical recyclers and others, we see a tremendous opportunity to facilitate collaboration with partners up and down our industry's value chain."

Visit www.henkel.com for further information.

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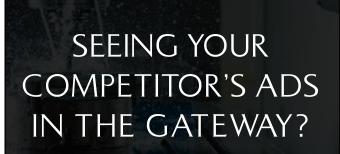




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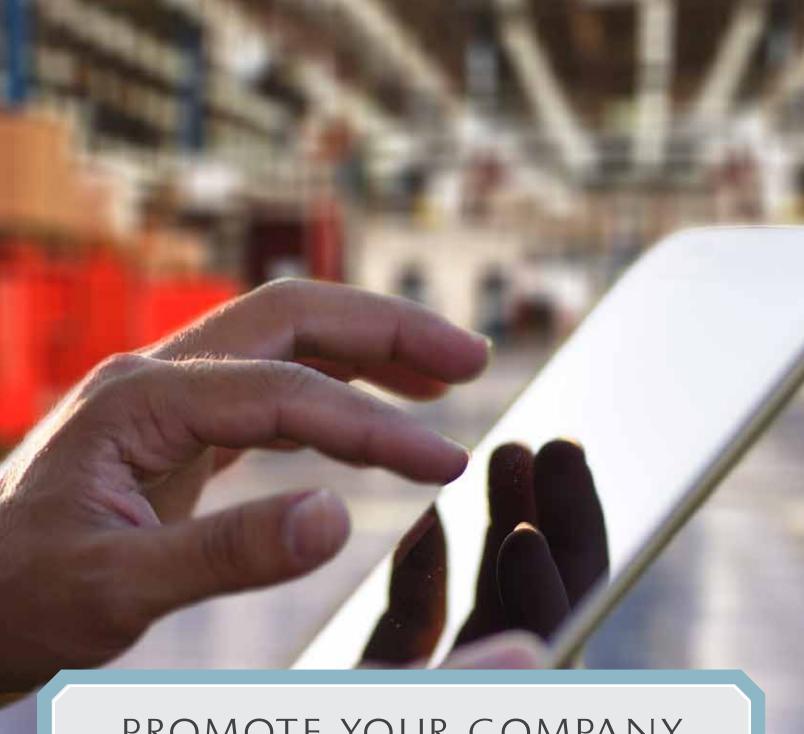


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