NEW YORK STATE OF OPPORTUNITY.

Division of Science, Technology & Innovation

A Division of Empire State Development

New York Manufacturing Extension Partnership

2025 REPORT

JANUARY 2025

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PROGRAM OVERVIEW AND PURPOSE

Empire State Development (ESD) is New York's chief economic development agency. The mission of ESD is to promote a vigorous and growing economy, encourage the creation of new job and economic opportunities, increase revenues to the State and its municipalities, and achieve stable and diversified local economies. Through the use of loans, grants, tax credits and other forms of financial assistance, ESD strives to encourage private business investment and growth to spur job creation and support prosperous communities across New York State.

ESD's Division of Small Business & Technology Development (SBTD) supports the growth of small businesses, defined as firms with 100 or fewer employees, providing and implementing programs and services that facilitate access to capital, technical assistance, technology assistance, and venture funding.

ESD's Division of Science, Technology & Innovation (NYSTAR), within SBTD, is designated as the New York Manufacturing Extension Partnership (NY MEP). NY MEP is part of the National Institute of Standards and Technology's Hollings Manufacturing Extension Partnership (NIST MEP), which is a public-private partnership with centers in all 50 states and Puerto Rico dedicated to serving small and medium-sized manufacturers. NY MEP was awarded over $6 million in federal funds per year for the period 2016-2025. New York State adds approximately $3.7 million annually in state funding.

NY MEP is a network of 11 organizations that provide growth and innovation services to small and mid-sized manufacturers in every corner of the state. NY MEP directs funding it receives to one sub-recipient organization in each of New York State's 10 economic development regions, along with one statewide center, for a total of 11 centers. Each regional center works independently with manufacturers in their region and will collaborate with other centers as additional assistance or expertise is needed. Each center offers a broad range of services that include, but are not limited to:

- Re-shoring production;
- Manufacturing scale-up;
- Sustainable manufacturing;
- Supply chain;
- Innovation strategies;
- Process improvements;
- Quality control;
- Technology acceleration;
- New market strategies;
- Product development and prototyping;
- Workforce development;
- Entrepreneurial and start-up assistance, including financing and grant information; and
- Other services tailored to regional priority industry clusters.

This report covers calendar year 2024 and lists each center with required and additional information included. Information about each center includes:

- Activities and accomplishments (including new services developed) as reported by the centers;
- Types of companies assisted;
- Impacts generated;
- Support for a Regional Cluster;
- State, federal and match (other sources) funding; and
- Industry-oriented workforce training.

FuzeHub, the statewide center, primarily focuses on marketing system capabilities; hosting awareness and training events; serving as a trusted advisor; and referring companies to the most appropriate regional MEP or other innovation assets for necessary assistance.

NIST MEP reviews and scores the work of NY MEP centers as a collective and not each individual center. They collect impacts from companies receiving assistance from our 11 centers using a third-party survey house. Below is a summary of the collective impacts, followed by a report on each individual center and their impact. On the non-job impacts alone, the program has a 100:1 ratio of economic impacts to dollar of government investment (state + federal). The final section of the report includes additional charts with greater detail on the NY MEP impact metrics.

NYMEP Impacts:

	01/01/2024 - 12/31/2024
Number of unique companies served	516
Number of jobs created	1,294
Number of jobs retained	5,564
Increased/retained sales	$1,083,886,727
Cost Savings	$38,796,752
New investment	$170,577,680
Non-job Impacts Total	$1,293,261,159

NYMEP Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$3,773,000
Federal Funding	$6,877,960
Matching Funds	$2,375,000
MEP-Dedicated Employees	69

ESD has prepared this report to fulfill disclosure obligations set forth in NY Public Authorities Law Sections 3102A (Industrial Technology Extension Services) and 3102D (Technology Development Organizations). The following reports are collected directly from the MEP centers and included below for public review.

Insyte Consulting
Western New York Region
Benjamin Rand

Activities and Accomplishments:
In 2024, Insyte Consulting surpassed $5 billion in cumulative economic impact, including over 20,000 jobs created or retained from 2000-2024.

Insyte Consulting was also part of the three-region (WNY, Finger Lakes and Central NY) NY SMART I-Corridor Tech Hub proposal that was awarded $40 million by U.S. EDA in 2024 to support semiconductor manufacturing in New York State over the next five years. This program is likely to result in new services for manufacturers pivoting to enter the semiconductor supply chain.
Insyte continued its work, in partnership with Buffalo Manufacturing Works and Launch NY, on the SHIFT 2.0 program, which empowers small- and medium-sized manufacturers with advanced manufacturing solutions and expertise. Through funding support from a $25 million U.S. EDA 'Build Back Better' award, the program helps Western New York manufacturers enhance operations and strengthen competitiveness through technology integration.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	29
Number of jobs created	117
Number of jobs retained	1188
Increased/retained sales	$304,814,466
Cost Savings	$5,900,000
New investment	$35,061,500
Non-job Impacts Total	$345,775,966

Summary of Centers Support of Regional Cluster:
Insyte Consulting continued to work closely with the WNY Regional Economic Development Council (REDC) and other partners to further WNY's strategy, particularly as it pertains to advanced manufacturing and entrepreneurial support. This included serving their Priority Clusters in materials and machinery.

Insyte Consulting's ongoing work with the SHIFT2.0 program has resulted in over 86 business assessments of WNY manufacturers, over 140 SHIFT2.0 participants trained and

23 technology implementation audits completed with 13 implementation projects completed or underway. In addition, two Peer Groups facilitated by Ben Rand, Insyte Consulting's President, were created with 30 SHIFT2.0 participants. The goal of the Peer Groups is to create a mutual support network that can provide mutual assistance to these manufacturers after the completion of the SHIFT2.0 program.

Insyte Consulting worked with its sister NY MEP centers, NextCorps and TDO, as well as our NY SMART I-Corridor partners, to develop and launch our services to help small manufacturers enter or grow their participation in the semiconductor supply chain in New York State and beyond.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$290,000
Federal Funding	$560,000
Matching Funds	$270,000
MEP-Dedicated Employees	10.8

Industry-Oriented Workforce Training:

Insyte Consulting continued its partnership with the Northland Workforce Training Center (NWTC), the Buffalo Niagara Manufacturing Alliance (BNMA) and Buffalo Manufacturing Works (BMW) as a one-stop-shop for manufacturing assistance, particularly Workforce Training. Insyte Consulting's president, Benjamin Rand, continues to serve as the Secretary of NWTC's Board of Directors where he led the Steering Committee for NWTC's 2023 Strategic Planning effort. Through the Spring of 2024 NWTC had a 62.4% graduation rate, three times better than the national average of 22% for community colleges) with enrollment of 1,149, including 59.3% minority and 6.8% woman, and an 83% placement rate for graduates.

NextCorps, Inc.
Finger Lakes Region
James S. Senall

Activities and Accomplishments:
NextCorps' MEP project activity was strong in 2024, with a total of 105 projects completed, with 73 different companies. The 105 projects completed were in the following areas:

- Lean (8)
- Quality (6)
- Growth Services (9)
- Strategic / Business Mgmt (2)
- Technology Services (8)
- Financial Analysis (1)
- Sales / Marketing (27)
- Engineering Services / Plant Layout (9)
- IT Services (26)
- Workforce (3)
- Supply Chain (6)

The Scale for ClimateTech program, which is aimed at helping hardware-based startups looking to ramp up production, continued to support cohort companies throughout 2024. Program activity included manufacturing tours and education workshops and training on the use of Manufacturing Readiness Levels, as well as Product Design and Manufacturing, Green House Gas calculations, and Bill of Materials and Bill of Process development, among others.

The Manufacturing Readiness Program, originally developed as part of the NIST MEP Competitive Awards Program (CAP), also continued throughout this period. Objectives are to bridge gaps between hardware technology inventors/entrepreneurs and contract manufacturers to increase the rate of new product commercialization, job creation and economic growth. An online platform was developed with resources and self-assessment capabilities to guide startups through the manufacturing process. The first pilot program took place in the Finger Lakes region of New York in early to mid-2022, followed by a pilot in Pittsburgh that launched in the 4th quarter of 2022 and continued into 2023. Additional cohorts have been completed throughout 2023 and 2024.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	55
Number of jobs created	121
Number of jobs retained	819
Increased/retained sales	$98,766,939
Cost Savings	$3,238,350
New investment	$23,423,256
Non-job Impacts Total	$125,428,545

Summary of Centers Support of Regional Cluster:
NextCorps continued its support of the regional Optics, Photonics, and Imaging cluster, through direct project work with manufacturers in this sector, as well as additional initiatives across the organization that supported the cluster.

In 2024, NextCorps completed 25 projects with 17 different Optics, Photonics, and Imaging companies, in the following areas:

- Lean (4)
- Quality (4)
- Growth Services (2)
- Technology Services (2)
- Sales / Marketing (4)
- Engineering Services / Plant Layout (1)
- IT Services (6)
- Workforce (1)
- Supply Chain (1)

In addition, NextCorps continued to support regional cluster workgroups and organizations (e.g., NY Photonics Cluster), and has been an active participant in the Optics, Photonics, Imaging, and the Advanced Manufacturing working groups of the Finger Lakes Regional Council.

NextCorps' Luminate Startup Accelerator program, focused on supporting early stage OPI companies, completed cohort #7 in 2024, selecting 10 startups from around the world to participate, from more than 100 applicants. The teams began their 6-month program in Rochester in mid-April '24 and concluded their program in late Sept. '24, with the final showcase event and awards.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$290,000
Federal Funding	$560,000
Matching Funds	$270,000
MEP-Dedicated Employees	3.3

Industry-Oriented Workforce Training:

NextCorps supported and participated in several workforce-oriented activities throughout 2024, including initiatives such as Finger Lakes Works With Their Hands, the Rochester Technology and Manufacturing Association's workforce conferences, a DoD / Apex Accelerator conference, and others. NextCorps also maintains close relationships with our local community colleges and Workforce Investment Boards, whom we often refer client companies to for support.

Alliance for Manufacturing and Technology
Southern Tier Region
Carol Miller

Activities and Accomplishments:
In 2024, AMT advanced its strategic priorities in Workforce Development, Industry 4.0, and Supply Chain Management, strengthening its role as a key resource for manufacturers across the Southern Tier. The Center expanded its capabilities and service offerings through a combination of in-house expertise and collaboration with community colleges, third-party providers, and regional stakeholders, delivering high-impact services aligned with the needs of small and mid-sized manufacturers.

AMT delivered projects and training programs focused on process improvement, leadership development, cybersecurity, supply chain best practices, ISO and quality management systems, and advanced technology planning. These efforts improved productivity, safety, process reliability, and workforce capability, while strengthening client competitiveness and supporting sustainable growth. Technology adoption and growth-oriented services will remain primary priorities in 2025, directly supporting improved competitiveness and long-term resilience among regional manufacturers.

AMT played a significant role in multi-state initiatives supporting energy independence and manufacturing resilience. Through the ARISE Energy Manufacturing in Appalachia program, AMT conducted energy assessments, supported rebate and mini-grant applications, developed training resources, and expanded regional access to energy management and efficiency tools. AMT also served on the Supply Chain team for the New Energy New York Build Back Better initiative, helping companies explore opportunities in energy-related manufacturing sectors and strengthening regional capabilities tied to emerging technologies.

During the year, AMT introduced new technology-focused services, including a cybersecurity offering that integrates NIST 800-171 and CMMC readiness into quality management system support. The Center also expanded its capacity to support digital transformation and launched new growth services to help manufacturers scale operations, enter new markets, and improve competitiveness. In addition, AMT introduced DiSC assessment training to strengthen teamwork, communication, and customer engagement. The Center also secured an OSHA Susan Harwood grant that will allow AMT to train 700 manufacturing employees in Hazard Communication and Hazardous Materials in 2025. Client satisfaction remained strong in 2024, reflected in a Net Promoter Score of 95.7, indicating a high likelihood of client recommendation and repeat engagement.

AMT expanded its reach by opening a satellite office in Chemung County late in the year, enabling the Center to more effectively serve the concentration of clients in that area.

AMT concluded 2024 with a strong demand for services, increased capacity, and a solid backlog of work, reflecting its continued commitment to supporting manufacturers and driving economic growth across the Southern Tier.

Types of companies assisted:
AMT primarily assisted very small, rural start-ups and small- to mid-sized manufacturers across the Southern Tier. These companies represented a diverse range of industries, including advanced manufacturing, electronics, transportation equipment, metals and fabrication, food processing, plastics, energy storage technologies, and agriculture-related manufacturing. In addition, AMT supported regional workforce and educational partners in strengthening the manufacturing talent pipeline.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	27
Number of jobs created	83
Number of jobs retained	773
Increased/retained sales	$198,486,000
Cost Savings	$3,239,000
New investment	$11,908,500
Non-job Impacts Total	$213,633,500

Summary of Centers Support of Regional Cluster:
Transportation and Advanced Manufacturing Products, Components, and Systems Control, along with Agriculture, remained priority REDC clusters in the Southern Tier, and AMT's 2024 activities aligned closely with these regional priorities. The Center delivered targeted training, assessments, and strategic support that strengthened manufacturers within these clusters and supported long-term competitiveness.

Through partnerships with economic development organizations, workforce boards, community colleges, chambers of commerce, and state agencies, AMT addressed key regional needs. As part of the New Energy New York and ARISE initiatives, AMT supported supply chain development and process improvement activities that helped position manufacturers for participation in emerging energy-related markets.

AMT supported technology adoption and responsiveness by co-hosting an Industry 4.0 Expo, a cybersecurity-focused event, and a regional benchmarking visit, while also participating in REDC meetings, Manufacturing Day events, and career awareness activities. Collectively, these efforts strengthened supply chains, improved operational performance, and supported workforce pipeline development across priority regional clusters.

AMT concluded 2024 with a strong demand for services, increased capacity, and a solid backlog of work, reflecting its continued commitment to supporting manufacturers and driving economic growth across the Southern Tier.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$195,000
Federal Funding	$380,000
Matching Funds	$185,000
MEP-Dedicated Employees	4.4

Industry-Oriented Workforce Training:
Workforce training was a core component of AMT's services in 2024. The Center delivered a broad range of training programs, including OSHA Safety and Health Management Systems, continuous improvement, leadership and supervisory development, energy management, quality tools, and workforce readiness. These trainings benefited hundreds of employees across the region and directly supported manufacturers in improving productivity, safety, and workforce engagement.

AMT partnered with Job Corps, SUNY institutions, Workforce Development Institute (WDI), Industrial Development Agencies (IDAs), and local chambers of commerce to expand access to training and strengthen pathways into manufacturing careers. The Center supported apprenticeship programs, delivered Tooling U-SME training, and participated in workforce pipeline activities, including student tours and manufacturing career awareness activities.

Central New York Technology Development Organization
Central New York Region
James D'Agostino

Activities and Accomplishments:
The Central New York Technology Development Organization (CNYTDO) provided numerous services throughout 2024, including: lean/process improvement support to improve productivity and overall operations; Kaizen support to improve processes and overall productivity across operations; ISO9001, AS9100, ISO13485, and ISO14001 support for formal quality management system certifications; OSHA and safety management system support to ensure compliance to regulations; Toyota Kata coaching resulting in numerous impactful process improvements including productivity, quality, and delivery; cultural and leadership development; and reshoring/supply chain management to develop/locate local suppliers.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	133
Number of jobs created	99
Number of jobs retained	456
Increased/retained sales	$145,059,522
Cost Savings	$5,504,978
New investment	$25,080,589
Non-job Impacts Total	$175,645,089

Summary of Centers Support of Regional Cluster:
CNYTDO provided training and follow-up coaching to 35 Lean Six Sigma Green Belt (LSSGB) and Lean Six Sigma Black Belt (LSSBB) trainees. This training and follow-up coaching promoted the use of data and quantitative analysis to inform decisions.

CNYTDO utilized Kata to strengthen its position regarding the cluster focus Data to Decisions (D2D). Continued research and activities included collaboration with NIST MEP, other MEP centers including AIM & CEG, regional NYSTAR partners, and service providers to better understand how CNYTDO can assist clients and initiate engagements.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$195,000
Federal Funding	$380,000
Matching Funds	$185,000
MEP-Dedicated Employees	8

Industry-Oriented Workforce Training:

In 2024, CNYTDO provided training and quality management support to manufacturers to maintain compliance and prepare for future growth. CNYTDO delivered foundational blueprint reading and GD&T (Geometric Dimensioning and Tolerancing) workforce training to manufacturers and apprentices through cohort-based programs. CNYTDO also provided workforce training and mentoring to maintenance apprentices at local precision machine shops. Critical workforce skills developed included maintenance troubleshooting and programming.

CNYTDO facilitated leadership development, culture, and workforce training at multiple manufacturers. The training allowed the manufacturing teams to develop critical workforce and leadership skills. CNYTDO provided TWI Job Relations training to numerous manufacturers. This training enabled better front-line supervisory skills and an improved overall workplace culture. CNYTDO provided TWI Job Instruction training to numerous manufacturers. This instruction improved training and reduced learning curves while improving overall workplace cultures. Lastly, CNYTDO provided environmental, health, and safety training to numerous manufacturers. This training improved safety levels and awareness at each manufacturer while improving overall workplace cultures.

Mohawk Valley Community College Advanced Institute for Manufacturing
Mohawk Valley Region
Cory Albrecht

Activities and Accomplishments:
In 2024, the Advanced Institute for Manufacturing (AIM) expanded its impact across the Mohawk Valley Region by addressing emerging business challenges, deploying advanced manufacturing and cybersecurity technologies, and strengthening partnerships that support manufacturers at all stages of growth.
During the reporting period, AIM experienced increased engagement from public and private economic development organizations in Schoharie and Otsego Counties. These referrals primarily involved businesses facing operational distress, workforce shortages, succession challenges, and technical issues beyond the capacity of local development entities. AIM worked collaboratively with regional partners to conduct root-cause analyses, identifying needs related to delivery delays, inventory control, workforce training, and unplanned leadership transitions. This approach positioned AIM to develop long-term relationships and deliver sustainable solutions through technical expertise, workforce development, and coordinated funding resources.

Succession planning emerged as a growing area of need in 2024, as retirements and leadership transitions created skills and knowledge gaps in both family-owned and non-family manufacturing firms. AIM supported these transitions through leadership development, workforce training, and organizational planning services, helping stabilize operations and prepare the next generation of manufacturing leaders.

AIM also increased its support of startups and entrepreneurial ventures, serving in an advisory role to help companies navigate funding and resource opportunities offered by New York State, SUNY, and private partners. This collaborative model connected startups to AIM's technical and manufacturing network, creating pathways for future growth and long-term engagement.

A major accomplishment in 2024 was AIM's participation in the *Vitality in the Valley* B2B event, a two-day food and beverage manufacturing showcase held at Herkimer County Community College. As a founding partner of the event—now in its sixth year—AIM again collaborated with MVCC, Herkimer County IDA, FuzeHub, and SUNY Cobleskill to convene manufacturing entrepreneurs, highlight state resources, host exhibitor showcases, and facilitate networking opportunities. AIM will continue supporting efforts to expand the event statewide.

Workforce development remained central to AIM's mission. In 2024, AIM delivered training and certifications in robotics, CNC machining, welding, automation, and additive manufacturing, helping manufacturers address skills gaps and adopt modern production technologies. AIM-supported manufacturers—including Wolfspeed, Metal Solutions, C&H

Plastics, and Indium Corporation—were represented at the 2024 NYSTAR Innovation Summit. AIM and MVCC also hosted Manufacturing Day 2024, engaging more than 300 students and educators and 38 manufacturing partners, strengthening the regional talent pipeline.

Through its partnership with SUNY, AIM secured more than $275,000 in workforce and productivity grant funding in 2024, supporting initiatives such as LEAN training, ISO quality systems, welding training, and productivity improvements for regional manufacturers.

In support of emerging technologies, AIM collaborated with Faction Networks to pilot and promote a zero trust IT and cybersecurity environment for small and mid-sized manufacturers, reducing on-site infrastructure needs while improving security. AIM also partnered with the RIT Center of Excellence in Advanced and Sustainable Manufacturing, connecting manufacturers to advanced solutions including robotic welding, automated inspection systems, robotic finishing, and sustainable manufacturing technologies.

Through workforce innovation, technology deployment, and strategic collaboration, AIM strengthened New York State's manufacturing competitiveness in 2024 and positioned manufacturers for long-term resilience and growth.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	59
Number of jobs created	111
Number of jobs retained	218
Increased/retained sales	$36,872,040
Cost Savings	$2,194,000
New investment	$15,816,700
Non-job Impacts Total	$54,882,740

Summary of Centers Support of Regional Cluster:
In 2024, AIM played a central role in the marketing, coordination, and implementation of Phase One of the New York State Cybersecurity Manufacturing Initiatives Grant, a first-of-its-kind program that delivered both financial and technical cybersecurity assistance to manufacturers across New York State. Through this initiative, AIM helped provide critical cybersecurity assessments and support services to more than sixty manufacturers statewide, significantly strengthening the resilience of New York's manufacturing sector.

To increase awareness of the program and encourage manufacturer participation, AIM hosted two regional cybersecurity workshops during the first half of 2024, held in the Mohawk Valley and Finger Lakes regions. These workshops were conducted in collaboration with FuzeHub, which also supported the development of the grant application platform and assisted with broader marketing and outreach efforts throughout the year.

In delivering grant-funded services, AIM established a key partnership with the Manufacturing & Technology Enterprise Center (MTEC), the Manufacturing Extension Partnership (MEP) center serving the Hudson Valley. AIM provided training to MTEC staff and coordinated impact reporting to ensure a consistent level of service quality, documentation, and outcomes across regions. This collaboration ensured that manufacturers in New York's lower regions received the same high-quality support as those served directly by AIM.

More broadly, AIM worked closely with all ten regional MEP centers to identify strong candidates for grant awards and to allocate funding in a manner that aligned with regional manufacturing demand. As a result of this coordinated statewide approach, the New York State Cybersecurity Manufacturing Initiatives Grant achieved truly comprehensive geographic coverage, with manufacturers served across every region of the state.

While Phase One assessments and outreach efforts were ongoing, AIM also led the development of Phase Two of the grant program. This second phase is designed to provide direct financial support for cybersecurity implementation projects, enabling manufacturers to address gaps identified during assessments. Program development required careful consideration of award structures, application requirements, documentation standards, and implementation criteria. By the end of 2024, AIM—working in partnership with FuzeHub and the regional MEP network—successfully established a strong framework for Phase Two, positioning the program for effective statewide delivery in 2025.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$195,000
Federal Funding	$380,000
Matching Funds	$185,000
MEP-Dedicated Employees	4

Industry-Oriented Workforce Training:

Mohawk Valley Community College (MVCC), in partnership with AIM, plays a critical role in strengthening New York State's manufacturing workforce. Through industry-aligned education, hands-on training, and employer-driven programming, MVCC and AIM deliver workforce development initiatives that directly respond to the needs of regional

manufacturers. These efforts closely align with NYSTAR's mission to advance innovation, talent development, and economic growth across New York State.

MVCC and AIM offer a comprehensive portfolio of programs and services designed to prepare individuals for careers in advanced manufacturing while also supporting the upskilling of incumbent workers. Credit and non-credit training programs in areas such as CNC machining, mechatronics, industrial maintenance, welding, automation, and precision manufacturing equip learners with in-demand technical skills. Program curricula are developed with direct input from regional manufacturers to ensure relevance and immediate applicability in the workplace.

In addition to traditional training pathways, AIM works directly with manufacturing employers to design and deliver customized training solutions. These include on-site instruction, accelerated bootcamps, and targeted skills upgrading for incumbent workers. Customized training services support manufacturers as they adopt new technologies while maintaining operational productivity. A small sample of these companies assisted by AIM include Pursuit Aerospace, Breton Industries, Hartman Enterprises, Indium Corporation, Custom Electronics, Lippert Corporation, and North Hudson Woodcraft.

MVCC and AIM also collaborate with K–12 partners, workforce development agencies, and community organizations to establish clear career pathways into manufacturing. Outreach activities, career exploration opportunities, and short-term credential programs help attract new and diverse talent into the manufacturing sector while strengthening the regional talent pipeline. Collectively, these workforce development initiatives have produced measurable outcomes for New York's manufacturing industry. Manufacturers report an increased availability of skilled entry-level and mid-skilled workers, improved retention and advancement of incumbent employees through upskilling, and reduced skills gaps as companies adopt advanced manufacturing technologies. The strong alignment between education, workforce development, and industry continues to be a defining strength of the MVCC and AIM partnership.

Through these efforts, MVCC and AIM directly support NYSTAR's goals by fostering a skilled and adaptable talent pipeline, advancing innovation-driven manufacturing, and enhancing New York State's economic competitiveness. By integrating education, applied training, and industry collaboration, MVCC and AIM contribute to a resilient, future-ready manufacturing workforce.

CITEC Business Solutions
North Country Region
Steve Lockwood

Activities and Accomplishments:
2024 was a strong year for CITEC in New York's North Country, marked by impactful projects and solid revenue growth. This success reflects a stable regional economy and the ongoing need for growth and problem-solving among area manufacturers. A key theme throughout the year was strengthened and renewed partnerships, enabling CITEC to expand its services to a broader range of businesses and individuals. With just six employees, including three business advisors, CITEC completed an impressive 91 projects.

Through a partnership with the Alcoa Foundation, CITEC delivered several signature training programs to a wide variety of clients. The Management and Leadership Development Essentials programs trained 32 individuals from 17 companies, equipping them with leadership best practices to reduce turnover and lower costs associated with high employee churn. Lean training programs, including Lean 101, Lean White Belt, and Lean Six Sigma, reached 113 individuals from six companies. These sessions fostered Lean culture with a focus on respect for people, efficiency improvements, and waste reduction, positively impacting the bottom line.

In collaboration with Naturally Lewis and Jefferson County Economic Development, CITEC facilitated two OSHA-10 Hour for General Industry sessions, certifying 51 participants from 13 companies. Additionally, a Lean White Belt program supported by Jefferson County Community College and the SUNY Workforce Initiative resulted in cost-saving waste reductions for seven companies.

In Plattsburgh, Nova Bus faced a pending closure in early 2025, leaving many supervisors searching for new opportunities. Recognizing the need, TDC, a local economic development agency, supported leadership training for Nova Bus managers, enhancing their resumes and spreading strong leadership practices across Clinton County's manufacturing sector.

CITEC strengthened partnerships within the NY MEP network through several NYSTAR and Fuzehub-led initiatives. CITEC clients completed five supply chain assessments with TDO, yielding significant results for participating companies. Plattco, a valve manufacturer in Plattsburgh, used the Advanced Materials and Cybersecurity grants to develop more sustainable and profitable molds and improve cybersecurity infrastructure. Additionally, CITEC joined Fuzehub and NAmTrans to host NEFF for an event showcasing automation opportunities for small and medium manufacturers.

CITEC continues to lead the North Country Human Resources Consortium, a membership organization for HR professionals serving the eastern North Country. Highlights from this

year included the annual legislative update, which provided critical insights into new employer rights and responsibilities, and a panel discussion featuring local employee resource providers, offering valuable perspectives for HR professionals in the region.

CITEC's annual in-person meeting brought together Board members and staff to review the year's activities, impacts, and financial performance. The meeting also included a discussion on branding updates, with options for a new name and logo under consideration. Staff engaged in professional development focused on effective education communication, covering strategies for buy-in, impactful delivery techniques, and universal design standards for accessibility and engagement.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	13
Number of jobs created	21
Number of jobs retained	393
Increased/retained sales	$16,909,400
Cost Savings	$1,842,084
New investment	$3,490,800
Non-job Impacts Total	$22,242,284

Summary of Centers Support of Regional Cluster:
The North Country's regional cluster focuses on transportation equipment, materials, and aerospace. CITEC's Executive Director plays an active role on the advisory board of NAmTrans, the North American Center for Excellence in Transportation, which supports more than 50 manufacturers in this sector and fosters partnerships across New York State, Quebec, and Ontario.

In March, NAmTrans, in collaboration with Aéro Montréal, Propulsion Québec, FuzeHub, and the Québec Government, hosted the Québec-New York Transportation Rendezvous & B2B event. This gathering brought together 219 participants from the U.S. and Canada to strengthen cross-border cooperation in areas like electrification, climate change mitigation, and economic development. The event also facilitated direct networking meetings, enhancing supply chain relationships and other resource connections.

A significant initiative this year was the revitalization of the Institute for Advanced Manufacturing (IAM) in Plattsburgh. Originally launched in 2017 as part of Clinton Community College, IAM faced challenges due to transitions at the college. Thanks to a

new lease agreement with Champlain Valley Educational Services (CVES) and its career and technical education division, CV-TEC, the facility's role as a critical workforce development hub for regional manufacturers has been preserved.

CITEC also supported a range of projects across the cluster. Boat builder MetalCraft Marine engaged in efforts to improve human resources and safety practices. At a Michelin facility, CITEC delivered change management programming, while Norsk Titanium, a growing aerospace supplier, explored Six Sigma initiatives to enhance quality and efficiency. New York Air Brake in Watertown, recovering from previous downsizing, reignited its Lean culture by hosting four Lean 101 sessions for its expanding workforce. Meanwhile, as Nova Bus prepares to close its U.S. facility, leadership training was offered to its employees, helping them strengthen their resumes as they transition to new opportunities in the region.
These diverse projects underscore the flexibility and impact of the NY MEP in supporting the North Country's transportation cluster.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$195,000
Federal Funding	$380,000
Matching Funds	$185,000
MEP-Dedicated Employees	6

Industry-Oriented Workforce Training:
Management Development and Leadership Development have been cornerstone programs for CITEC for several years. Research shows that more than half of employees leave their jobs due to poor relationships with supervisors. CITEC's programs are designed to address this by equipping leaders with the tools they need for effective team building, communication—even in challenging circumstances—and change management. The focus is on attracting and retaining top talent while empowering all employees to perform at their best. These programs have consistently been among our most popular and profitable offerings in 2024, even though their full impact can be challenging to quantify.

Human Resource professionals play a pivotal role in solving workforce challenges, and CITEC supports them in multiple ways. This includes direct consulting services, such as employee handbook updates or more complex investigations, as well as hosting the North Country HR Consortium. This group meets quarterly to provide programming and networking opportunities for HR professionals across the eastern North Country. These meetings have become a trusted resource, offering peer learning, insights from outside experts, and vital updates, such as the annual legislative review that keeps participants informed of changes to employer responsibilities.

Workforce challenges extend beyond entry-level roles, particularly when it comes to finding skilled professionals for specialized positions or project management. CITEC’s advisors, with expertise in manufacturing, production, sales, marketing, and more, stepped into roles such as project managers, process engineers, quality managers, and operations managers throughout early 2024. In these temporary positions, our advisors not only provide critical leadership but also demonstrate effective leadership practices to help companies develop and sustain internal expertise.

CITEC is collaborating with the St. Lawrence County Industrial Development Agency on a new initiative to identify workforce gaps and train workers to fill them. This effort will bring together educational resources from across the county to align training programs with industry needs.

Center for Economic Growth
Capital Region
Don Wiesenforth

Activities and Accomplishments:
In September of 2024 CEG launched the first NYS "What's So Cool About Manufacturing" program that paired 8 Capital Region Middle Schools with 8 Manufacturers in an effort to raise awareness of middle school kids and their community to the plethora of manufacturers in the region and manufacturing careers. This program originated at MRC, a Pennsylvania MEP that has resulted in over 5 million votes on middle school videos as to "What's So Cool About Manufacturing".

CEG launched the Manufacturing Innovation Network, a free network open to all Capital Region Manufacturers that includes monthly webinars (Knowledge at Noon) on various topics of interest to Manufacturers including Automation, AI workforce development, etc. As part of the program, we held two manufacturing only "Bots and Brews" events that were held at regional brew pubs and showcased robotics/automation/sensors for manufacturers to see touch and experience.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	23
Number of jobs created	83
Number of jobs retained	220
Increased/retained sales	$24,838,942
Cost Savings	$1,527,237
New investment	$6,957,480
Non-job Impacts Total	$33,323,659

Summary of Centers Support of Regional Cluster:
The Capital Region cluster is R&D and Commercialization. As such, our goal is to support our regional R&D assets and entrepreneurs by helping them commercialize their IP, connect them as resources to our manufacturing client base, engage with technology start-ups and align them with the local ecosystem, and identify opportunities for funding.

CEG continues to work with and support the Tech Valley Center of Gravity and the Manufacturing Incubator as well as advising startups/entrepreneurs. We hosted a Digital Fab Showcase and Sip event at the TVCOG in an effort to raise awareness of the technical resources available to entrepreneurs and existing manufacturers.

CEG was a sponsor of Startup Tech Valley, an event designed for a diverse group of participants, including first-time entrepreneurs, seasoned entrepreneurs, aspiring entrepreneurs, investors, mentors, startup employees, service providers to startups, and anyone curious about the vibrant world of startups (three startups pitched their ideas to attendees). Several follow-up referrals to manufacturers occurred.

Innovate 518: CEG continues to partner with UALBANY to run the ESD Innovation Hotspot for the Capital region. CEG's primary role is to ensure the program leverages other assets (like MEP program) as well as continued collaboration among the partners. CEG participates in the operations committee and the Advisory Board.

In order to effectively build, attract, scale, and fund a pipeline of startups in high-growth potential industries, CEG is attempting to solve these challenges through a multi-pronged approach to ecosystem building, start-up support, partnering, mentorship, and access to capital.

- First, CEG is building a bench of mentors and bringing in funding. We consistently hear that start-up companies are lacking access to capital, but we also know that funding will not solve the need that companies have for mentorship, coaching, and support. To this end, CEG has entered into an operating agreement directly with Launch NY to expand its model, which focuses on mentorship through Entrepreneurs in Residences and access to seed funding, to the Capital Region. It is important to note that Launch is the State's most active seed fund.
- Secondly, CEG coordinates resources and develops navigation tools for startups. Common feedback from startups is that resources are siloed and there is a lack of cohesion that relies too heavily on "knowing someone who can help someone." Resources available in the region need to be centrally catalogued so all businesses have an opportunity for success. CEG will help fix this by leveraging and coordinating partners, resources, and stakeholders for maximum impact. We will map resources, develop and maintain a digital tool for start-ups to access resources and create pathways for entrepreneurs to be successful.

This effort primarily focuses on the region's tech-based, high-growth, competitive core industry clusters including semiconductors, biotechnology/life sciences, energy, and software development (for example digital gaming). It can also extend to emerging opportunities in AI, quantum, and climate.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$195,000
Federal Funding	$380,000
Matching Funds	$185,000
MEP-Dedicated Employees	7.6

Industry-Oriented Workforce Training:

- Registered Apprenticeship: As the region's DOL sponsor for registered apprenticeship, CEG is managing 54 active apprentices in a single quarter with activity across 8 manufacturing companies. CEG hosted and attended several events with the aim of promoting and engaging employers regarding Registered Apprenticeship.
- CEG launched What's So Cool About Manufacturing in Fall of 2024 in an effort to raise awareness of middle school kids and their community to the plethora of manufacturers and manufacturing careers.
- CEG held a "Pathways to Employment" webinar for entrepreneurs and existing manufacturers to inform on ways to engage disadvantaged individuals into manufacturing careers.

Manufacturing & Technology Enterprise Center
Mid-Hudson Valley Region
David Carter

Activities and Accomplishments:
In 2024, MTEC continued to strengthen and broaden its support for manufacturers across the Hudson Valley by delivering practical, company-specific assistance designed to improve productivity, reduce costs, enhance quality, and increase competitiveness. Building on the service delivery approach reflected in the prior year's annual report, MTEC supported manufacturers through a balanced portfolio of engagements that included Lean and continuous improvement, ISO and quality-system support, leadership and organizational development, automation and equipment modernization planning, ERP and digital transformation assistance, and engineering and technical services that advanced product and process improvements from concept through implementation.

Grant-driven initiatives were a central driver of MTEC's 2024 work program, particularly in cybersecurity readiness and implementation. Through the Department of Defense's Cybersecurity Maturity Model Certification (CMMC) 2.0 grant, MTEC supported manufacturers preparing for evolving cybersecurity expectations tied to regulated environments and defense-related supply chains. This work emphasized practical readiness activities, including structured gap assessments and Plan of Action and Milestones (POAM) remediation planning, enabling manufacturers to identify priority risks and develop actionable pathways toward compliance and stronger cyber resilience.

A second major driver in 2024 was Engineering Consulting Services supporting startups and mid-sized companies in the Hudson Valley. With key support enabled through the Jeff Lawrence Grant and additional grants administered through FuzeHub, MTEC provided engineering and technical assistance that helped manufacturers accelerate product development and strengthen commercialization readiness. This work supported companies seeking to advance prototypes, improve manufacturability, and prepare products and processes for scaling, helping translate innovation into executed improvements that strengthen competitiveness and growth potential.

Client satisfaction remained strong in 2024, reflected in an overall Net Promoter Score of 86, reinforcing MTEC's position as a trusted partner to Hudson Valley manufacturers.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts:

	01/01/2024 - 12/31/2024
Number of unique companies served	9
Number of jobs created	19
Number of jobs retained	86
Increased/retained sales	$7,850,400
Cost Savings	$957,500
New investment	$1,885,500
Non-job Impacts Total	$10,693,400

Summary of Centers Support of Regional Cluster:

The Food and Beverage Manufacturing sector remained an important focus for MTEC in 2024, reflecting the sector's continued significance to the Mid-Hudson Valley economy and the operational and regulatory demands faced by firms in this space. Consistent with the cluster emphasis documented in the previous annual report, MTEC's support centered on strengthening food safety and regulatory readiness while also helping manufacturers improve operational execution and sustainability of compliance programs.

During 2024, MTEC continued to assist Food and Beverage manufacturers with implementation-focused support aligned with FSMA expectations, reinforced by training and operational practices that help firms reduce risk, maintain consistency, and meet customer requirements. Where appropriate, MTEC also supported forward-looking improvements that strengthen resilience and long-term competitiveness, including process control enhancements and modernization priorities that help firms respond to evolving market and supply chain pressures.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$290,000
Federal Funding	$560,000
Matching Funds	$270,000
MEP-Dedicated Employees	7.5

Industry-Oriented Workforce Training:

In 2024, MTEC continued to deliver industry-oriented workforce training and capability-building services aligned with manufacturer needs and the changing demands of modern production environments. Training and workforce support, emphasized practical skills and management systems that help companies sustain operational improvements, including Lean-related training and implementation support, quality and compliance training (including food safety training for applicable manufacturers), and leadership development aimed at strengthening supervisory effectiveness, communication, and accountability.

MTEC’s grant-driven work also reinforced workforce readiness in priority areas. The CMMC 2.0 initiative supported manufacturers in building organizational awareness and internal practices aligned with cybersecurity expectations, while Engineering Consulting Services supported knowledge transfer and applied problem-solving that strengthened technical execution and innovation capacity. Through these combined efforts, MTEC helped manufacturers build internal capability, strengthen workplace effectiveness, and improve the skills and systems needed to compete and grow.

ITAC
New York City Region
Kinda Younes

Activities and Accomplishments:
ITAC launched Year 4 of its Business Best Practices – Rapid Intervention Program for Garment District manufacturers. Through this program, participants receive targeted marketing assistance and are connected to experts in the areas where they need the most support. The program's flexible service model allowed ITAC to deliver deeper, more customized impact, resulting in overwhelmingly positive client feedback. Due to its success, ITAC is now expanding the program to serve manufacturers across all of New York City.

ITAC also completed a social media training program for NYC manufacturers, designed to strengthen brand voice and support lead generation and revenue growth. Participants worked directly with a social media expert to develop tailored strategies for their businesses. As part of the program, ITAC engaged a professional cinematographer to visit each company and capture high-quality photos and videos for use across social media and other marketing channels. Participants also received practical training and low-cost recommendations for tools and equipment, along with personalized guidance on using staff cell phones to support long-term content creation.

In addition, ITAC and a NYC apparel manufacturer were awarded a Jeff Lawrence Innovation Fund Grant to collaborate on hybrid automation for PPE production.

ITAC is also partnering with other NY MEP centers on an Advanced Manufacturing Initiative focused on Industry 4.0, cybersecurity, supply chain resiliency, and advanced materials. NYC manufacturers are actively participating in the initiative, which helps cover the cost of technical assistance in these four critical areas.

In 2024, ITAC served more than 250 NYC manufacturers and closed the year with 116 projects in its active pipeline. Over the past four quarters, clients reported impacts totaling $34.3 million in new sales, $45.1 million in retained sales, $33.4 million in new investments, $4.4 million in cost savings, and 588 new and retained jobs.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	61
Number of jobs created	149
Number of jobs retained	174
Increased/retained sales	$27,464,128
Cost Savings	$4,611,550
New investment	$22,426,829
Non-job Impacts Total	$54,502,507

Summary of Centers Support of Regional Cluster:

To support the Regional Economic Development Council's priorities in manufacturing and technology, ITAC provides early-stage companies with technical assistance and access to critical NYC and NYS resources. ITAC also helps small manufacturing and technology firms scale their operations through training, coaching, and consulting focused on core manufacturing fundamentals. The ultimate objective is to accelerate the commercialization of new products, generating revenue and creating jobs across New York City and New York State.

ITAC actively participated in the Partnership for New York City and McKinsey's research on New York City's fashion industry. The resulting report, NYC Fashion Industry at a Crossroads, was released on September 5 and reflects insights gathered from dozens of leaders across the fashion ecosystem. The analysis and recommendations outlined in the report are intended to guide industry stakeholders and policymakers in reaffirming New York City's position as a global fashion capital.

In addition, ITAC connects small and medium-sized businesses with NYC and NYS suppliers to strengthen local supply chains. Through the NYS Supply Chain Manufacturing Initiatives Grant and with TDO's expertise, ITAC conducted supply chain assessments for NYC manufacturers.

ITAC also supports industry expansion and sector cultivation through active leadership and collaboration. As a member of the REDC, ITAC's Executive Director participates in all meetings and initiatives and co-chaired the NY Forward/Downtown Revitalization Initiative Committee. ITAC is also a member of the World Trade Week Steering Committee, which promotes export opportunities for New York City businesses.

To further support manufacturers, ITAC offered NYC manufacturers a complimentary business assessment to evaluate strategic direction, financial health, and operational efficiency. These assessments examined production processes, supply chain management, workforce capabilities, technological integration, regulatory compliance, market competitiveness, and overall financial performance.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$315,000
Federal Funding	$635,000
Matching Funds	$320,000
MEP-Dedicated Employees	6

Industry-Oriented Workforce Training:
In addition to providing workforce services (HR advising, training, recruitment, etc.) to NYC manufacturers, ITAC partners with workforce development organizations to strengthen the pipeline of qualified candidates for both existing and emerging manufacturing jobs, while continuing to support clients with their evolving workforce needs.

To celebrate Manufacturing Month, ITAC held two events focused on introducing students to careers in manufacturing. At the first event, STEM-focused students learned about production processes and equipment used to create innovative educational tools, including communication cards for blind children and custom devices for individuals with disabilities. At the second event, trade and technical school students participated in a guided tour of the City's largest and best-equipped MakerSpace. The tour included the machine shop, woodworking studio, and metalworking space, along with detailed explanations of the equipment and its applications. The visit concluded with a hands-on design challenge for all participants.

ITAC continues to promote grants to NYC manufacturers to subsidize important projects: workforce training; innovation and cybersecurity assessments; export; recovery from losses due to foreign competition; training and implementation; workforce, growth, and efficiency; etc.

Long Island Manufacturing Extension Partnership (LI MEP)
Long Island Region
Amy Erickson

Activities and Accomplishments:
In 2024, the Center delivered a robust and diversified portfolio of services to support the competitiveness, resilience, and growth of Long Island manufacturers. Activities throughout the year focused on cybersecurity compliance, workforce development, supply chain optimization, sustainability, innovation, and business development, reflecting both regional needs and evolving state and federal priorities. The Center initiated and completed numerous projects across a wide range of manufacturers, conducted extensive site visits to assess operational challenges, and provided tailored technical assistance to address productivity, compliance, and market access gaps.

A major accomplishment in 2024 was the expansion of cybersecurity services aligned with the Department of Defense's Cybersecurity Maturity Model Certification (CMMC) Level 2 requirements. The Center supported manufacturers through grant-advertising, application assistance, gap assessments, readiness evaluations, and third-party consultant coordination, enabling companies to safeguard sensitive data, retain existing defense contracts, and remain eligible for new opportunities in the defense supply chain. Building on this work, the Center also initiated development of a cybersecurity educational series to further strengthen small and mid-sized manufacturers' internal capabilities and long-term compliance readiness.

Another major accomplishment was the Pathways to Partnership: Elevating the Defense Industrial Base with speakers from the Navy's Small Business Programs, Submarine Programs, and Prime Contractors educating our regional manufacturers on how to do business with the Department of the Navy. This event had over 100 regional manufacturers and eleven speakers in attendance.

The Center also achieved significant progress in supply chain optimization and sustainability. New and expanded services included no-cost supply chain assessments offered in collaboration with another NY MEP center, introductions to regional suppliers, and support for reshoring initiatives. These efforts helped manufacturers reduce costs, improve logistics, and strengthen local supply chains. In parallel, the Center advanced clean energy and sustainability services by connecting manufacturers to offshore wind initiatives, NYSERDA programs, and carbon-reduction opportunities, positioning them to participate in emerging markets and adopt more sustainable manufacturing practices.

Innovation and technology commercialization were also central accomplishments in 2024. The Center supported startups and growth-stage companies in biotechnology, advanced materials, and clean energy through commercialization assistance, grant development, marketing modernization, and technology deployment. Engagements ranged from lean

manufacturing transformations and digital marketing optimization to advanced product development and software enhancements. Collectively, these activities demonstrate the Center's ability to deliver responsive, high-impact services while continuously developing new offerings aligned with manufacturer needs and statewide economic development priorities.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	115
Number of jobs created	340
Number of jobs retained	1119
Increased/retained sales	$199,074,378
Cost Savings	$8,008,083
New investment	$18,175,917
Non-job Impacts Total	$225,258,378

Summary of Centers Support of Regional Cluster:
Throughout 2024, the Center provided sustained, strategic support to Long Island's regional manufacturing clusters, including aerospace and defense, biotechnology, clean energy, advanced materials, food manufacturing, and other priority sectors. The Center served as a convener, connector, and technical resource, fostering collaboration among manufacturers, workforce partners, academic institutions, economic development organizations, and state and federal agencies to strengthen the regional manufacturing ecosystem.

Support for the aerospace and defense cluster was a major focus, driven by the region's strong defense manufacturing base and increasing federal compliance requirements. The Center facilitated high impact convenings that connected manufacturers with Department of Defense stakeholders, prime contractors, and talent pipeline programs. Complementary cybersecurity services ensured that defense suppliers could meet CMMC Level 2 requirements, maintain eligibility for contracts, and compete for new work. These efforts reinforced Long Island's role as a critical contributor to national defense supply chains.

The Center also advanced regional cluster development in biotechnology and advanced materials by supporting innovative companies with commercialization, funding access, and scaling strategies. Engagements with startups and growth-stage firms enabled technology maturation, manufacturing readiness, and market entry, while partnerships with incubators, research institutions, and Centers of Excellence expanded access to specialized expertise

and infrastructure. In clean energy and sustainability, the Center connected manufacturers to offshore wind initiatives, renewable energy programs, and carbon-reduction strategies, helping them diversify into fast-growing sectors and align with New York State climate goals.

NYSTAR evaluates centers on multiple performance dimensions beyond output metrics, including responsiveness to regional needs, development of new services, and effectiveness in supporting regional clusters. In 2024, the Center demonstrated these qualities through rapid deployment of cybersecurity and supply chain services, expansion into emerging industries such as offshore wind and clean energy, and consistent engagement with ecosystem partners. By aligning services with manufacturer demand and statewide priorities, the Center delivered meaningful regional impact while strengthening the long-term resilience of Long Island's manufacturing clusters.

Center Funding:

01/01/2024 - 12/31/2024	
State Funding	$315,000
Federal Funding	$635,000
Matching Funds	$320,000
MEP-Dedicated Employees	3.7

Industry-Oriented Workforce Training:

Industry-oriented workforce development was a core pillar of the Center's mission in 2024. The Center played an active role in strengthening talent pipelines for manufacturing by convening employers, educators, workforce agencies, and government partners to address persistent workforce shortages and skills gaps across key sectors. Workforce initiatives focused on increasing awareness of manufacturing careers, improving alignment between training programs and employer needs, and supporting recruitment and retention for small and mid-sized manufacturers.

A central component of this work was the Center's involvement in defense-focused Navy Talent Pipeline programming. Through collaboration with workforce development organizations, academic institutions, and industry partners, the Center supported initiatives that exposed students, jobseekers, and incumbent workers to careers in aerospace, defense, and advanced manufacturing. These efforts strengthened employer connections to training providers and reinforced clear pathways into high-quality manufacturing jobs that support regional economic growth and national security priorities.

Workforce training in 2024 was also closely integrated with industry compliance and technology needs. Cybersecurity readiness efforts required manufacturers not only to upgrade systems but also to ensure their workforce possessed the knowledge and skills necessary to maintain compliance under evolving federal standards. By pairing technical

assistance with workforce-focused education and planning, the Center helped manufacturers build internal capacity and long-term resilience. Additional workforce engagement through Manufacturing Day activities, summits, and employer networking further strengthened talent awareness and collaboration across the region.

Overall, the Center’s industry-oriented workforce activities in 2024 advanced a demand-driven approach to talent development—one that directly reflects employer needs, supports high-growth and strategic sectors, and reinforces the Center’s role as a key workforce intermediary for Long Island manufacturers.

FuzeHub
Statewide
Elena Garuc

Activities and Accomplishments and Types of Companies Assisted:
During 2024, FuzeHub delivered comprehensive support to manufacturers and technology companies across New York State through NYSTAR- and NY Manufacturing Extension Partnership (NY MEP)-aligned programming. The Center responded to nearly 200 requests for assistance, providing guidance in design-for-manufacturability, prototype development, manufacturing readiness, commercialization planning, and market entry.

FuzeHub expanded and refined its service offerings through continued development of its client engagement portal, improving reporting, data integrity, and usability. New and enhanced services included expanded marketing and commercialization support for manufacturers, coordinated delivery of cybersecurity awareness programming in partnership with regional MEP centers, and shared-use access to advanced manufacturing technologies such as collaborative robotics.

FuzeHub's marketing services program vitally assisted clients in numerous regions with projects such as building new websites, growing leads, assisting with branding for their company, and helping to automate workflows and data between systems. FuzeHub also assisted other NYSTAR agencies with marketing activities.

In addition, FuzeHub continued administration of the Jeff Lawrence Innovation Fund, supporting manufacturing innovation, commercialization, and scale-up statewide through Manufacturing Grants and the Commercialization Competition. Funded projects advanced manufacturing processes, sustainable materials, and new product development while leveraging private-sector matching investment.

In 2024, FuzeHub organized and supported 15 statewide and regional events, ranging from manufacturing forums and technical workshops to large-scale innovation convenings. These events collectively attracted over 2,800 attendees, reflecting continued demand for hands-on engagement and cross-sector collaboration.

In addition to in-person engagement, FuzeHub's digital platforms served as a critical outreach channel. In 2024 through the 3 main online platforms (fuzehub.com, newyorkmep.org, and nysinnovationsummit.com) generated 90,000 users and nearly 300,000 page views, reinforcing FuzeHub's role as a statewide information hub for manufacturing and innovation resources.

FuzeHub was selected as a finalist in the highly competitive NSF Regional Innovation Engines program, demonstrating national recognition of the strength of its vision and regional partnership. Although the project did not receive a full Engine award, FuzeHub

was awarded an NSF Engines Development Award, which supported continued planning, partnership development, and positioning for future NSF Engine opportunities.

Types of companies assisted:
Primarily small and mid-sized manufacturers.

Impacts

	01/01/2024 - 12/31/2024
Number of unique companies served	12*
Number of jobs created	151
Number of jobs retained	118
Increased/retained sales	$23,750,512
Cost Savings	$1,773,970
New investment	$6,350,609
Non-job Impacts Total	$31,875,091

**Does not include referrals – only companies with direct projects*

Summary of Centers Support of Regional Cluster:
FuzeHub played a central role in supporting regional and statewide innovation clusters in 2024 by serving as a connector among manufacturers, NY MEP centers, NYSTAR-funded resources, academic institutions, and economic development partners. The Center facilitated approximately 495 referrals to regional MEP centers, NYSTAR partners, and allied organizations, strengthening localized service delivery and access to specialized expertise.

FuzeHub supported cluster development through continued leadership and participation in the Upstate Makes initiative, which brings together manufacturers, research institutions, workforce organizations, and economic development partners to strengthen advanced and additive manufacturing capabilities across Upstate New York.

FuzeHub also spearheaded the New York State Innovation Summit bringing together manufacturers, startups, NYSTAR-funded resources, and NY MEP partners from all ten regions of the state to foster collaboration, technology convergence, and supply chain connectivity across advanced materials, energy, biotechnology, semiconductor, and advanced manufacturing sectors. The 2024 Summit represented the most successful iteration to date, with attendance exceeding 600 participants.

Center Funding

01/01/2024 - 12/31/2024	
State Funding	$1,298,000
Federal Funding	$1,135,194
Matching Funds	0
MEP-Dedicated Employees	7.8

Industry-Oriented Workforce Training

In 2024, FuzeHub supported industry-oriented workforce development through coordination and delivery of training, workshops, and events designed to strengthen manufacturing talent pipelines and increase awareness of career pathways. Activities included Manufacturing Day programming, which connected students with regional manufacturers and highlighted opportunities in advanced manufacturing. FuzeHub also delivered hardware prototyping training designed to support early-stage manufacturers and technology developers as they advance from concept to production. The training connected companies to regional fabrication and prototyping resources, increased manufacturing readiness, and helped reduce common barriers encountered during early-stage hardware development.

FuzeHub also worked in collaboration with the Advanced Institute for Manufacturing (AIM) and other regional partners to deliver cybersecurity awareness workshops for manufacturers in the Department of Defense supply chain. These sessions provided high-level guidance on cybersecurity expectations and available resources, while directing manufacturers to appropriate regional MEP centers and partners for follow-on support.

NYMEP Overall

The charts below reflect information and impacts generated by all 11 centers during calendar year 2024.

New York Manufacturing Extension Partnership - 176

2024-4 - IMPACT Metrics as of Monday, February 2, 2026

CAR Operations Performance Management IMPACT Metrics	
CAR Current Quarter Performance	99

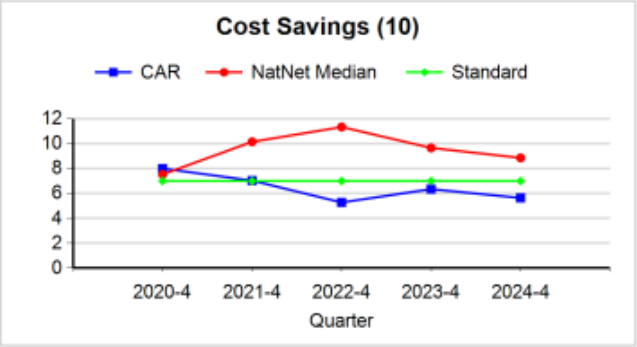
Federal Funding - $6,877,960.00 Total Cash Resources - $13,755,920.00
(Four Quarter Rolling Average)

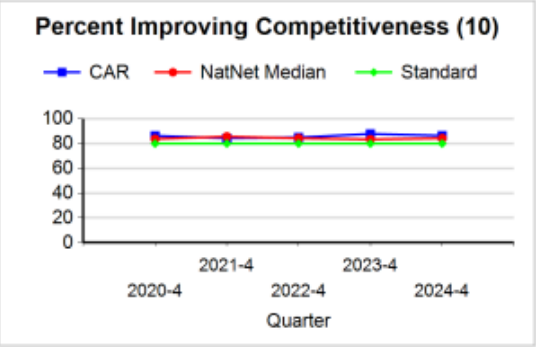
Impact Metrics

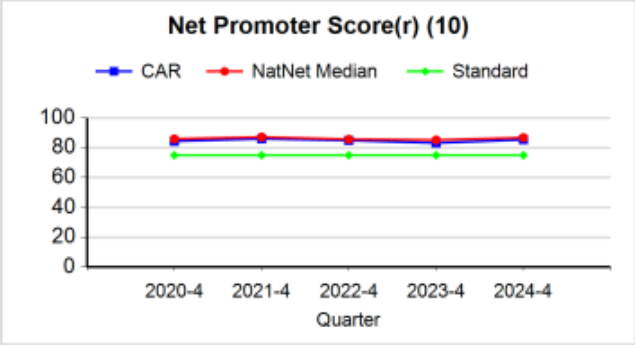
Metric	CAR Reported Impact	Normalized CAR Performance	Performance Standard	CAR Metric Points	NatNet Median Performance	From Threshold
Impact data based on MEP Client Survey responses (64/70)						
New Sales (10)	$228.9 M	$33.3	$15	10	$20.8	222%
Retained Sales (10)	$855.0 M	$124.3	$35	10	$61.5	355%
Jobs Created and Retained (10)	6,858	997.1	500	10	625.4	199%
New Investment (10)	$170.6 M	$24.8	$15	10	$22.4	165%
Cost Savings (10)	$38.8 M	$5.6	$7	4	$8.9	81%
Percent Improving Competitiveness (10)	527.0 / 610.0	86.4%	80%	10	84.2%	6.4 PP
Net Promoter Score(r) (10)	88.0 - 2.7	85.4%	75%	10	86.8%	10.4 PP
Impact data based on Client/Project Submissions (25/30)						
Market Penetration Per $M Fed (10)	685	100.0	91	10	98.0	109%
Surveyable Clients Per $M Fed (10)	435	63.0	68	5	68.3	93%
New Clients Per $M Fed (10)	344	50.0	36	10	45.6	139%
Supplemental Data (10/10)						
Survey Response Rate	610.0 / 824.0	74.0%	70%	Y	79.1	4 PP
Success Stories	12	171.4%	7	Y	N/A	-71.4 PP

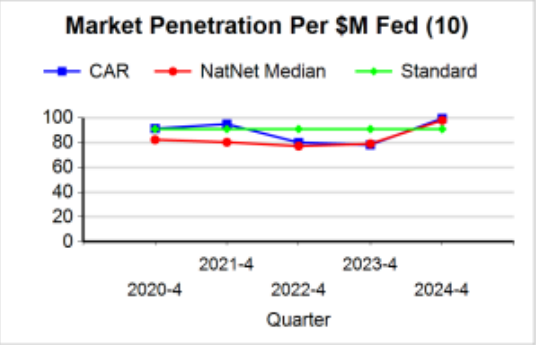
- *This performance measurement tool is one component of a broader evaluation process used to assess the health and success of a MEP Center.*
- *The Surveyable Clients Per $M Fed and Supplemental Metrics are new indicators for the IMPACT Metrics starting in the 2024Q3 performance period, so trend charts have limited information. They will improve as more data is collected in future periods, but may appear incomplete in the meantime.*
- *Net Promoter, Net Promoter System, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.*
- *PP - Percentage Points*

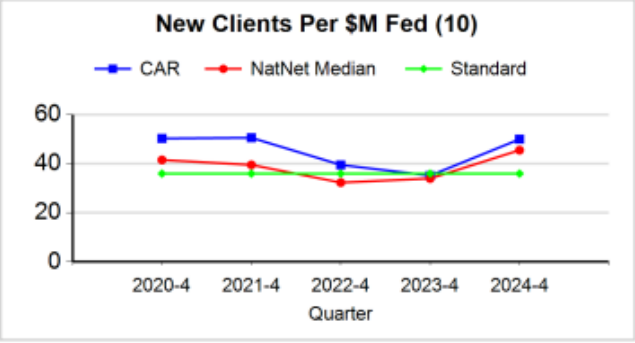
***CAR- Competitive Award Recipient**
*** Y axis – CAR performance**
*** NatNet Median- The Median National Normalized CAR Performance across all MEC Centers**
*** Standard- The performance standard set by NIST**

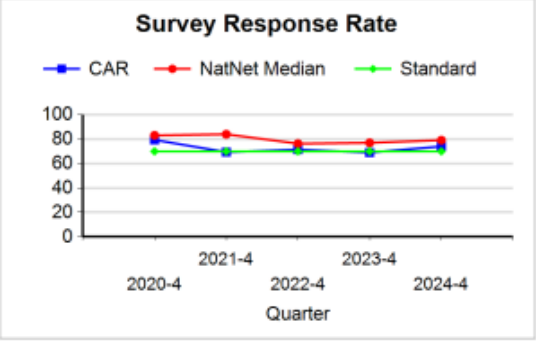












***CAR- Competitive Award Recipient**
*** Y axis – CAR performance**
*** NatNet Median- The Median National Normalized CAR Performance across all MEC Centers**
*** Standard- The performance standard set by NIST**

APPENDIX

NIST MEP Score Card – NIST MEP creates Score Cards for each state center. All calculations are based on the sum (or aggregate) of the impacts reported by the center's clients over a rolling 4 quarter period. Each category is listed in the table below.

NIST MEP Operations Performance Management Score		
For each metric category, a score of 10 is given for meeting or exceeding the metric threshold. If a metric is below the threshold, a score of zero is given. Scores are based on a rolling four quarter average of survey results.		
Metric	**Threshold**	
New Sales	$15	Per million federal funding
Retained Sales	$35	Per million federal funding
Jobs Created and Retained	500	Per million federal funding
New Investment	$15	Per million federal funding
Cost Savings	$7	Per million federal funding
Percent Improving Competitiveness	80%	% of companies that realized a benefit
Survey Response Rate	75%	Percentage % of companies submitted for survey and complete the survey
Net Promoter Score	75%	Companies rank from 1 to 10 the likelihood of recommending the center to others
Manufacturing Clients / $M Fed	68.0	Per million federal funding
New Manufacturing Clients / $M Fed	36.0	Per million federal funding