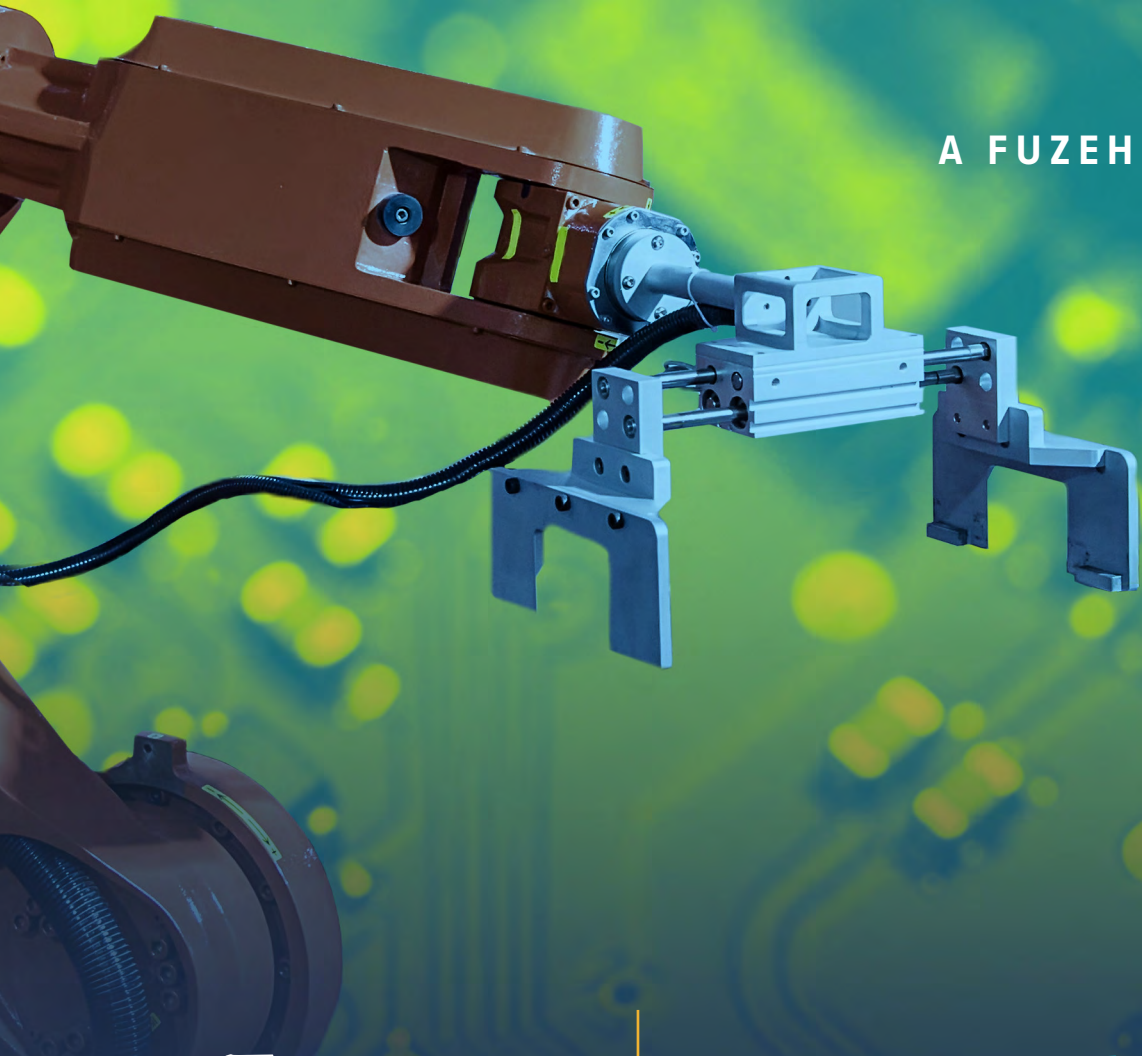




A FUZEHUB PUBLICATION



New York Makes

HOW NY MEP HELPS DRIVE INNOVATION

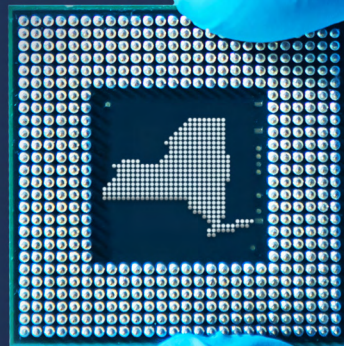
New York MEP 5 Year Impact Report

PAGE 4

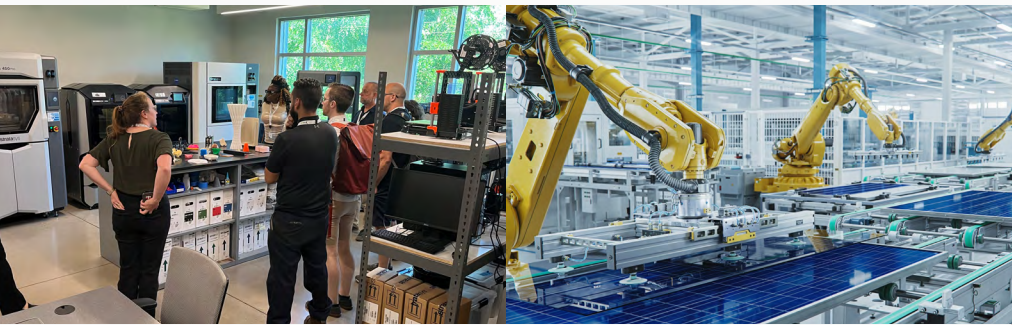
How NYSTAR Supports Innovation

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SUMMER 2026



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Welcome

The New York State Manufacturing Extension Partnership (NY MEP) assists small and mid-sized manufacturers in becoming more competitive. Ten regional centers and one statewide center offer a wide variety of services: innovation, process and quality improvement, product development, scale-up, technology acceleration, sustainable manufacturing and more.

The New York State MEP is administered and funded by Empire State Development’s Division of Science, Technology, and Innovation (NYSTAR) and the National Institute of Standards and Technology’s Hollings Manufacturing Extension Partnership (NIST MEP).

The MEP National Network™ is a unique public-private partnership that delivers comprehensive, proven solutions to U.S. manufacturers, fueling growth and advancing U.S. manufacturing.

New York Manufacturing Extension Partnership is the official representative of the MEP National Network in New York State.



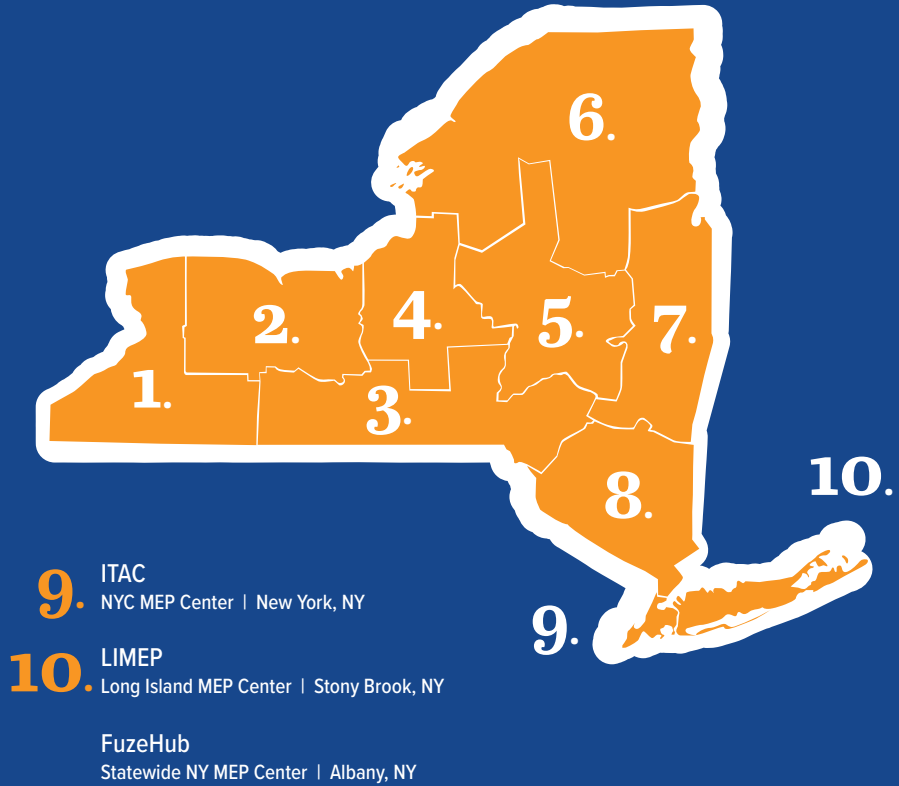
The MEP National Network™ is a unique public-private partnership that delivers comprehensive, proven solutions to U.S. manufacturers, fueling growth and advancing U.S. manufacturing.

New York Manufacturing Extension Partnership is the official representative of the MEP National Network in New York State.

Manufacturing Success in NYS

NY MEP Centers

- 1.** Insyte Consulting
Western NY MEP Center | Buffalo, NY
- 2.** NextCorps
Finger Lakes MEP Center | Rochester, NY
- 3.** AMT
Southern Tier MEP Center | Binghamton, NY
- 4.** TDO
Central NY MEP Center | Liverpool, NY
- 5.** AIM
Mohawk Valley MEP Center | Utica, NY
- 6.** CITEC
North Country MEP Center | Potsdam, NY
- 7.** CEG
Capital Region MEP Center | Albany, NY
- 8.** Council of Industry
Mid-Hudson MEP Center | Newburgh, NY



Driving Growth, Encouraging Innovation

The New York State Manufacturing Extension Partnership (NY MEP) is a vital resource for small to mid-sized manufacturers across New York State. Through its network of 10 regional centers and one statewide center, FuzeHub, NY MEP provides critical services and expert guidance designed to help manufacturers stay competitive, adapt to technological advancements, and achieve sustainable growth in an increasingly complex market.

NY MEP advances New York’s small and mid-sized manufacturers with hands-on expertise and connections that drive measurable growth—boosting productivity, accelerating innovation, and strengthening the state’s industrial competitiveness.

Statewide Impacts 2020 - 2024

34,515 Created and Retained Jobs

\$5.87B Economic Impact

4,917 Projects Completed

SOURCE: Estimated results reported directly by NY MEP clients via independent, third-party surveys conducted on behalf of the U.S. Department of Commerce, National Institute of Standards and Technology, Manufacturing Extension Partnership. Impacts are for a five year period, from 2020 to 2024.

District Centers & Leadership



Amy Erickson, Executive Director
LIMEP | Long Island MEP Center



Gregg Eagan, President & CEO
Insyte Consulting | Western NY MEP Center



Carol Miller, Executive Director
AMT | Southern Tier MEP Center



Cory Albrecht, Director
AIM | Mohawk Valley MEP Center



Don Wiesenforth, Executive Director
CEG | Capital Region MEP Center



James D'Agostino, Center Director
TDO | Central NY MEP Center



James Senall, President
NextCorps | Finger Lakes MEP Center



Johnnieanne Hansen, Center Director
CI | Mid-Hudson MEP Center



Kinda Younes, Executive Director
ITAC | NYC MEP Center



Steve Lockwood, Executive Director
CITEC | North Country MEP Center



Elena Garuc, Executive Director
FuzeHub | Statewide MEP Center

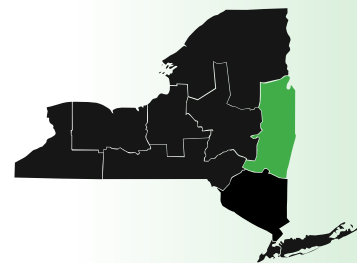


Ryan Bremser, Director,
Manufacturing Programs,
Empire State Development



CEG Tackles Capital Region Workforce Challenges

The Center for Economic Growth (CEG) is the NY MEP Center for the Capital Region, a 9-county area that extends from Warren and Washington counties in the north to Columbia and Greene counties in the south, and that includes the cities of Albany, Schenectady, and Troy along with many smaller communities. There are over 900 manufacturers here, and their number one challenge is finding workforce talent. If you ask a K-12 student how many manufacturers are in the region, however, they'll likely answer "2 to 20." That's a misconception that CEG is working to overcome, but its efforts don't stop there.



CONNECT WITH CEG

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LEADERSHIP

Don Wiesenforth, Director

What's So Cool About Manufacturing?

Those K-12 students are the workforce of the future, and one of the best times to introduce them to manufacturing is in the 7th and 8th grades, when career exploration generally begins. That's why CEG and its MEP Center Director, Don Wiesenforth, are so excited about their new career awareness program called What's So Cool about Manufacturing?™ (WSCM). This career awareness program is getting Capital Region students interested in manufacturing careers through fun and competition.

WSCM is a project-based, real-world learning experience and video competition that pairs teams of students with local manufacturers. Participating schools create teams of five to twelve students that are recruited and led by Teacher Coaches. Through media training and a site visit to the manufacturer, each team creates a short video profile of its manufacturer. These videos highlight careers, technology, and people, and there's an online voting and an Emmy-like Awards Ceremony at the end.

CEG launched this initiative last year with six middle schools and six manufacturers. This year, 15 middle schools and 15 manufacturers are participating. CEG purchases the GoPro equipment for the middle schools and there's no cost (except transportation to the manufacturer) to the schools. Sponsorships and a grant from BlueForge Alliance, a non-profit partner that's working to revitalize the defense industrial base, help defray the costs. WSCM began in Pennsylvania but is now spreading to New York State.

Apprentices, Pre-Apprentices, and Real Life Rosies

CEG's workforce development efforts extend to post-secondary learners as well. As a link between the New York State Department of Labor (NYSDOL) and the New York State Registered Apprenticeship Program (NYSRAP), CEG is helping about 50 manufacturers build a pipeline of talent and train new hires. Apprentices are enrolled in classes, typically at a local community college, and every hour an apprentice works for a manufacturer counts toward On-the-Job Training (OTJ) hours. This year, CEG is working with 50 apprentices at 10 manufacturers.

Employers select apprentices, who are paid according to a formalized wage progression schedule as full-time employees. CEG helps these companies to access grants and use the funds to create and implement long-term training programs. In addition to registered apprenticeships, CEG supports pre-apprenticeships through Real Life Rosies™, a program inspired by the iconic Rosie the Riveter of World War II. During the 1940s, many women entered manufacturing for the first time.

The Real Life Rosies™ program helps women begin careers in advanced manufacturing through a no-cost, hands-on learning experience that prepares them for Registered Apprenticeship Programs or other jobs in the field. There's no cost to participate, and the program aims to build foundational knowledge, hands-on skills, and workplace readiness for future success. Participants are guaranteed job interviews with up to four local companies.

CEG is excited to participate in the Real Life Rosies program, which began at Mohawk Valley Community College (MVCC) and is led by the Manufacturers Association of Central New York (MACNY) with funding from Empire State Development's (ESD) Office of Strategic Workforce Development. "Each NY MEP center has its area of focus," CEG's Don Wiesenforth says. "Ours is workforce."



TDO Gets Results for Central New York



Begin with the End in Mind

When TDO meets with a manufacturer to scope-out a project, team members are already thinking about metrics such as new and retained sales, jobs created and retained, new investment, and cost savings. MEP Centers like TDO are also evaluated based on a net promoter score (NPS) that measures how likely a client is to recommend the Center, and a Percent Improving Competitiveness score that indicates whether a Center gets credit for improving a manufacturer's competitiveness.

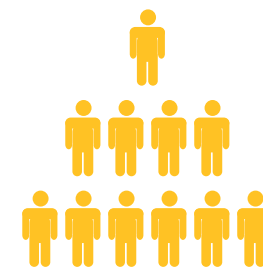
For each project, TDO decides which impact categories to emphasize. The Center also establishes targets, such as 20% increase in productivity from a project involving Kata, a skill-building process that uses knowledge and scientific thinking to solve business problems. During Kata projects, TDO embeds itself into a client's organization and provides customized coaching to empower their team and ultimately develop a sustainable culture of daily continuous improvement. These deep engagements are especially valuable, but TDO also provides customizable classroom-style training.



24 out of 26

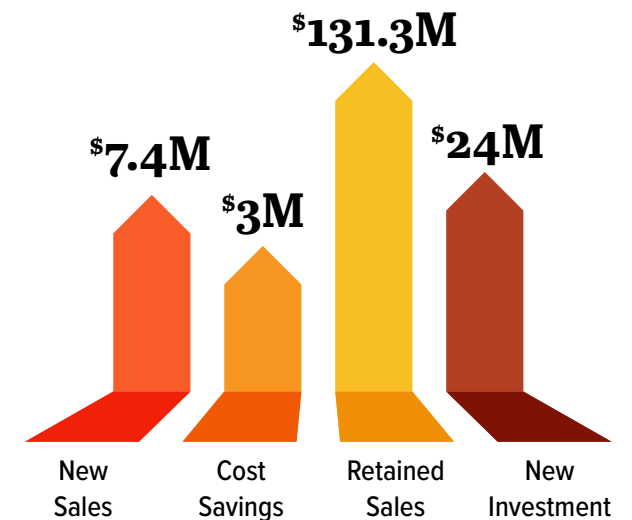
quarters TDO received 100% response rate for their survey

**The only two quarters to not be 100% were the first two quarters of COVID*



463

Jobs Created and Retained



Four Quarters ending March 31, 2025

Train, Develop, Optimize (TDO) is the NY MEP Center for Central New York, a five-county region that includes the City of Syracuse and its suburbs as well as small towns and rural communities. Jim D'Agostino, the Center Director, describes the economic impacts that TDO collects from the manufacturers it serves as "what separates us from traditional consultants."

Skin in the Game

Unlike consultants who don't have what D'Agostino calls "skin in the game," TDO and other NY MEP Centers are evaluated based on independently administered survey responses that are collected from clients. Both nationally and in New York State, Center Activity Reporting (CAR) provides a standard that's normalized based on every \$1 million in funding an MEP Center receives.

D'Agostino is especially proud of TDO's CAR Current Quarter Performance score. For 24 of the past 26 quarters, his Center has achieved a perfect 100. That's a credit to the value of the services that the TDO team provides, but it also reflects D'Agostino's use of Lean Six Sigma principles to improve his Center's metrics. The only two quarters that TDO did not receive a perfect score over this period were during the COVID pandemic, when non-essential businesses were closed.



CONNECT WITH TDO

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LEADERSHIP
James D'Agostino, Center Director

NextCorps Expands to Support Growth

Led by President Jim Senall and a team of nearly 30, NextCorps offers startup incubation and six additional programs focused on accelerating technology commercialization. Its 40,210-square-foot facility—featuring 26 offices, 60 coworking desks, six conference rooms, a prototyping center, and five wet labs—is currently at full capacity. To meet growing demand, NextCorps plans to add 27,250 square feet.

Since 2018, NextCorps has supported 695 projects with local manufacturers across sectors such as printing, food and beverage, and production, while assisting over 530 startups. A key focus is connecting these companies with resources that fuel growth, such as supply chain partners and manufacturers ready to produce new technologies. One such partner is Z-AXIS, an electronics contract manufacturer in Phelps, New York, which regularly collaborates with NextCorps, attends its events, and works with startups as they enter production.

NextCorps, the NY MEP Center for the Finger Lakes region, drives innovation by helping manufacturers and entrepreneurs scale and strengthen their businesses.

Accelerator Programs and Clean Energy Initiatives

NextCorps runs several programs that leverage New York's innovation ecosystem. The Luminate Accelerator attracts optics, photonics, and imaging startups from around the world to Rochester and New York State. The Venture for ClimateTech and Scale For ClimateTech accelerators support the development of technologies aimed at reducing greenhouse gas emissions. The Manufacturing Accelerator helps hardware startups reduce waste, cost, and risk during the transition from prototype to mass production.

NextCorps is also a partner in the regional Semiconductor Tech Hub and leads The Clean Jobs Collaborative, which aims to position Rochester as a hub for clean energy product manufacturing. This initiative unites manufacturers, universities, community organizations, and labor unions to build a skilled workforce and improve talent placement.

Driving Economic Impact

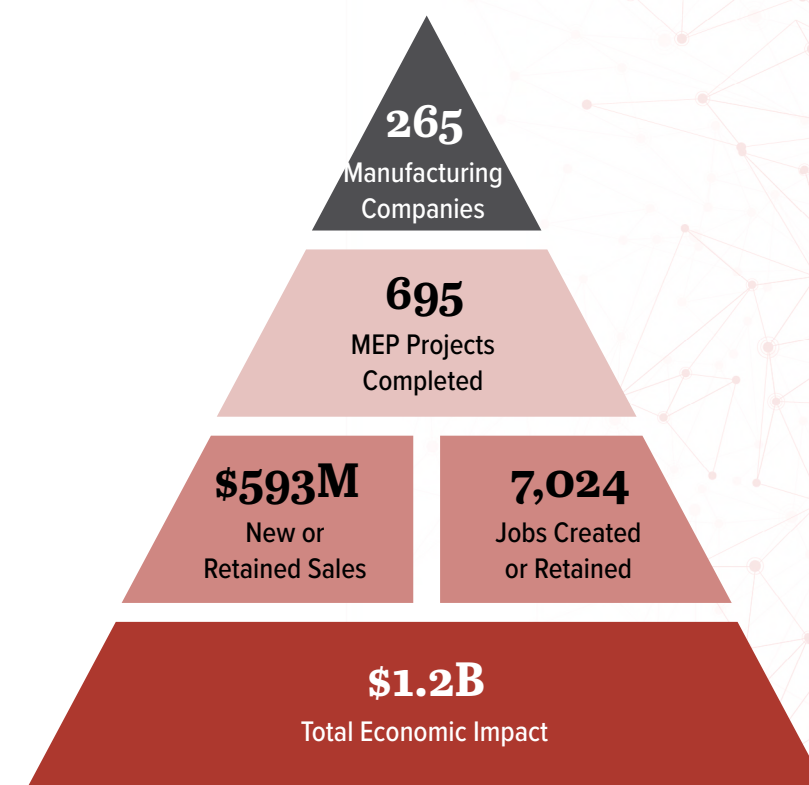
As a central hub for startup and manufacturing support across its region, NextCorps delivers measurable economic results. Since 2018, its work with manufacturers has contributed to \$593 million in new and retained sales and supported the creation or retention of 7,024 jobs—yielding \$1.2B in economic impact. Startups working with NextCorps have raised \$733 million and significantly grown employment in the region.

“Our goal is to continue to leverage our relationships with universities, state centers, and national labs to support technology commercialization and business growth here in New York,” said Senall.



Impact by the Numbers

2018 - 2024



1,004
Pro-bono
Consulting Hours
Provided



2,655
Mentoring
Meetings Held



34K
Attendees at
Events & Education
Sessions



CONNECT WITH NEXTCORPS

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LEADERSHIP
James Senall, President

LIMEP Helps Power Business Growth on Long Island

LIMEP is the NY MEP Center for Long Island, a region with over 3,000 small-to-medium sized manufacturers. Located at Stony Brook University, LIMEP is helping local manufacturers to increase their competitiveness. From Q3 2023 to Q2 2025, the Center reported \$90M in increased sales, \$244M in retained sales, \$21M in cost savings, and \$48M in investments. Over 2400 jobs were created and retained, and the NIST Federal Score increased from 40 to 100.

Amy Erickson, LIMEP's Executive Director, is a degreed engineer who is leveraging her extensive background in engineering and manufacturing on behalf of the many companies that the NY MEP center serves. Through an engagement model that includes site visits and collaborative project development, LIMEP connects companies to a network of 24 vetted consultants with expertise in areas such as cybersecurity, strategic guidance, operational support, and leadership training.

Cybersecurity is especially important for manufacturers in the Department of Defense (DoD) supply chain. "If you want to do business on Long Island for a company that's delivering to the DoD, you must have cybersecurity. It's that simple," Erickson explains. Some smaller firms are surprised to learn that DoD's Cybersecurity Maturity Model Certification (CMMC) program applies to them, but CMMC requirements started appearing in new DoD solicitations and contracts as of November 2025.

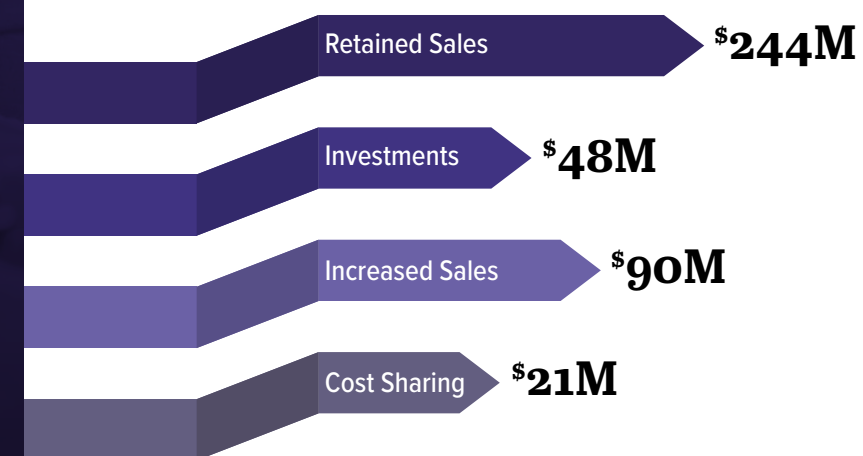
LIMEP also supports the region's non-defense manufacturers, and in markets ranging from food processing to biotechnology. Some of these businesses are startups while others are well-established. From engineering assessments to business growth support, and from technical assistance to support for workforce development, LIMEP's efforts have helped Long Island manufacturers to create and retain over 2400 jobs between Q3 2023 and Q1 2025.

As part of her outreach efforts, Erickson recently completed a 10-part podcast series about women in manufacturing. Many of the aerospace and defense companies that LIMEP works with are women-owned, and Erickson herself was interviewed for the series because of her considerable experience. "My goal is to use the podcast series as a way to inform and inspire young women in college and high school that a career in manufacturing and engineering is interesting, creative and impactful."

LIMEP Survey Results

Q3 2023 - Q2 2025

**Used CAR reported impacts*



LIMEP
LONG ISLAND MANUFACTURING
EXTENSION PARTNERSHIP

AT STONY BROOK UNIVERSITY



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LEADERSHIP

Amy Erickson,
Executive Director

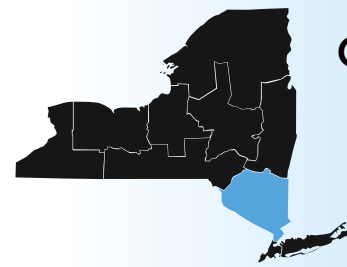


The Council of Industry Drives Growth in the Mid-Hudson Valley

Johnnieanne Hansen is the Chief Executive Officer for The Council of Industry (CI), a manufacturers association that recently became the NYMEP center for the Mid-Hudson Valley. She's responsible for developing new programming and deepening the Council's engagement with manufacturers.

Q: What is the mission and history of the Council of Industry?

A: The Council of Industry is new to NYMEP, but we're a 116-year old organization that was founded by a group of local manufacturers in Poughkeepsie. Our mission is to support manufacturing and, by extension, its effect on employment and economic development. A lot has changed since our founding in 1910, but there's still a need for awareness and support. Today, we continue to evolve as we provide resources to manufacturers and help amplify their voices.



CONNECT WITH THE COUNCIL OF INDUSTRY

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LEADERSHIP

Johnnieanne Hansen, Chief Executive Officer

Q: Why did the Council want to become the NY MEP center for the mid-Hudson Valley?

A: It was a natural fit for us. The Council has long been involved in networking, relationship building, workforce development, and leadership training. Becoming an NY MEP center is an opportunity to deepen our connections with resources like NIST, NYSTAR, New York State Centers for Excellence, and other NY MEP centers, including FuzeHub. Through these connections, The Council can help the region's manufacturers find solutions to their most pressing challenges.

Plus, becoming an NY MEP center is an opportunity to eliminate silos that can impede collaboration. The Council wants to help manufacturers from start-to-finish, and we're now part of a larger system that includes some incredible assets. In addition to our own resources and programming, we can offer manufacturers more connections – and some of those connections may have already solved a challenge that's like what a manufacturer is facing.

Q: What are the biggest challenges that manufacturers in your region are facing?

A: Tariffs, interest rates, workforce shortages, and economic uncertainty are all on the list, but they're not unique to the Mid-Hudson Valley. Here's something that might surprise your readers, however. Recently, the Council convened a roundtable with regional firms that manufacture capital equipment for the global market. They told us the biggest impediment to customers purchasing their machines isn't macroeconomic conditions like interest rates or tariffs; it's not having a skilled worker to run that machine.

Larger manufacturers have the resources to address workforce and other challenges more quickly. That's not the case with the small-to-medium manufacturers that we mainly work with. Executing a large initiative takes time, energy, and resources – and the pace of change these days is rapid. Yet that's also why The Council has done things like partnering with Dutchess Community College on its Mechatronics Lab. We strive to be nimble.

Q: How can The Council of Industry help companies to find solutions?

A: The Council partners with the New York State Department of Labor on apprenticeship programs. We train and graduate apprentices as part of an existing infrastructure and have a decade's worth of experience in this area. The Council also offers a certificate program in manufacturing leadership and has provided about 1,000 people with the skills needed to be effective supervisors in a 21st century manufacturing operation.

In addition, we partner with institutions for training in Lean Six Sigma, safety, and productivity. Others offer similar training on a smaller scale, but we've been using a consortium model with 10 or so companies at a time. That's worked well, but we'd also like to offer training that's customer-specific. As an NY MEP Center, we can scale to do that.

Regionally, The Council also leverages its relationships with workforce development boards, educational institutions, and economic development organizations. Yet we're not limited to our region. Even before we became an NY MEP center, we forged connections with the Rochester Institute of Technology (RIT), Rensselaer Polytechnic Institute (RPI), and Clarkson University – just to provide a few examples.

Q: Are there particular industries that are vital to your region's economic future?

A: One of the great strengths of the Mid-Hudson is the variety of industries in our region, and they're all important to our economic future. The Council is skilled at identifying common challenges, so we'll leverage this ability on everyone's behalf. Whether a company is in food and beverage manufacturing, aerospace and defense, quantum computing, biotechnology, pharmaceuticals, or semiconductors, the Council of Industry is ready to help.



Forging Skilled Workers in the Mohawk Valley

AIM is the NY MEP Center for the Mohawk Valley, a six-county region that includes the City of Utica and many smaller communities. When Revere Copper of Rome, New York needed assistance with workforce development, the leadership of this 375-employee company contacted AIM. The project that resulted is what AIM's Director, Cory Albrecht, calls "a home run."

Riding with Revere

Revere Copper traces its origins to Paul Revere, and the 225-year-old company established the nation's first copper rolling mill soon after the Revolutionary War. Several generations of the Revere family worked at the Canton, Massachusetts facility before operations moved to Rome in the late 1800s.

Today, Revere specializes in coil, strip, sheet, plate and bar copper products. As a fully integrated foundry, the company begins with heavy copper bar stock—each bar weighing thousands of pounds—and processes it through massive furnaces to create materials used across the automotive, transportation, electrical, medical, HVAC, renewable energy, architectural, and data storage industries.

These operations rely on highly skilled personnel, yet Revere also offers opportunities for new and developing talent interested in building a longterm career in advanced manufacturing.

MVCC and the SUNY Apprenticeship Program

Mohawk Valley Community College (MVCC), where AIM is embedded, had previously partnered with Revere Copper under the SUNY Apprenticeship Program. This NYS-funded initiative is designed to address workforce needs in high-demand fields and is one of the largest statewide public/private partnership apprenticeship programs in the country.

For employers like Revere, the benefits of the SUNY Apprenticeship Program include funding for workforce training. Individuals receive paid, on-the-job experience along with classroom instruction and a clear path to a career. This earn-as-you-learn model makes it possible for apprentices to work full-time while attending a community college like MVCC as part-time students.

Pre-Apprenticeships and AIM

When Revere wanted to build a skilled trade knowledge foundation for incoming apprentices, they leveraged AIM and MVCC to provide the education needed. Revere outlined skills needed like note taking, blueprint reading, and communications skills, to name a few. AIM worked with instructors to build the 10-session, 20-hour program. MVCC's Franca Armstrong, Executive Director of Apprenticeship programs, secured the funding. The instruction was fully customized according to what Revere was looking for. AIM worked closely with the manager from the company's Learning & Development department.



What They Learned

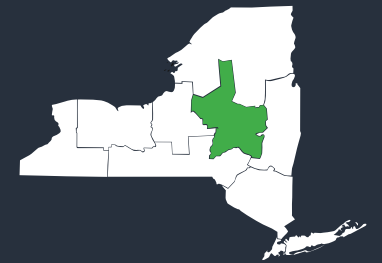
Jeff Grimshaw, AIM's Business Development Manager, provided instruction in notetaking and communications, workplace skills and behavior, and effective meetings and team management. Andy Longway, an AIM Advisory Board Member, taught the pre-apprentices about manufacturing terminology and provided an overview of lean manufacturing.

Mark Kamilow, an AIM contractor and retired Honeywell engineer, covered the basics of workplace safety and offered an introduction to tooling. AIM's Mike Marusic, Senior Manufacturing Consultant, taught shop math, basic blueprint reading, and calibration and measurement. "We got the best people to go on-site and deliver this instruction," said AIM's Cory Albrecht.

Next Steps to Success

Today, AIM hopes to continue to work with Revere on developing a pre-apprenticeship program for incoming apprentices. This model is applicable to other companies. When private industry, community colleges, and NY MEP centers work together, everyone wins.

"The SUNY Apprenticeship Program provides a earn-and-learn model for employees across New York State," said Albrecht. "I am very pleased to see Revere Copper taking the lead regarding this workforce development effort much like they have taken the lead in numerous other ways in their 200-year history. AIM was able to identify the very best instructional team to help deliver this project."



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LEADERSHIP
Cory Albrecht, Director



ITAC Helps NYC Manufacturers Build Stronger Businesses

ITAC is the NY MEP Center for New York City and works with small and mid-size manufacturers throughout the five boroughs.

For the last four years, ITAC and the Garment District Alliance (GDA) have helped over 110 local companies through the Garment District Business Best Practice Program. With support from the New York City Council, ITAC has expanded this highly successful initiative to manufacturers outside the Garment District and to other industries.

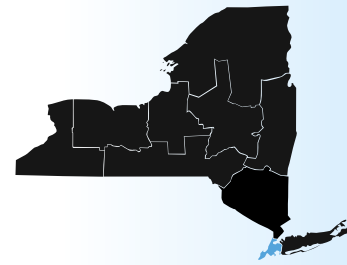
Known as the Rapid Intervention Program for NYC Manufacturers, this citywide initiative has already helped dozens of small-to-medium manufacturers with 5 to 100+ employees. The program was offered on a first-come, first-served basis, and ITAC selected companies in various boroughs, markets, sizes, and growth stages. Priority was given to small-to-medium manufacturers who could benefit the most from this 20-hour program, which is designed to jump-start a company's growth.

The assistance that ITAC provided began with one-on-one meetings with business owners and managers. The NY

MEP center has a deep understanding of the opportunities and challenges that New York City manufacturers face, and ITAC met with companies individually to facilitate forthright discussions. During these initial meetings, ITAC assessed the health of each business, identified its most pressing needs, and shared information about available federal, state, and city resources.

Business Assistance

After that, participating companies received eight hours of no-cost business assistance and were connected to resources in Business Strategy, Operations, Finance, Digital Marketing, and Human Resources. Depending on a company's needs, the areas of assistance included strategic planning, Lean training, ISO certification roadmapping, financial strategy, website development and optimization, and videography advising.



CONNECT WITH ITAC

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LEADERSHIP

Kinda Younes, Executive Director

For example, a client that recently invested in new equipment received help with refining its business model and go-to-market strategy. Another participant that was experiencing rapid growth needed a review of its financials and cash flow to support continued expansion. There was also a small-to-medium manufacturer that needed clarity on where to focus its efforts among multiple revenue streams and customer segments.

For each company, ITAC also created a web-based "Faces of Manufacturing" profile to enhance brand awareness and visibility. Today, the ITAC website features over 80 of these profiles, which many manufacturers have adopted for their own marketing and promotional use.

Marketing Assistance

As part of the 20 hours of no-cost assistance that each company received, ITAC provided 12 hours of marketing services. All projects included a training component that was delivered in written or video format to ensure sustainability beyond the grant period. There were four main types of projects: brand and content development, email marketing, content development for search engine optimization (SEO) and lead generation, and marketing strategy.



Brand and content development projects focused on brand identity and content creation for integration with newly developed websites. Email marketing included onboarding to digital platforms and help with database setup, template design, and email creation. Content development for SEO and lead generation included both content creation and website optimization. Finally, projects that focused on marketing strategy included improving cash flow through targeted marketing efforts.

As Veronica Sun of Allway Tools explained, "This program was incredibly beneficial for our business. From the start, our team was given a diagnosing interview to uncover what could be improved on, and we identified multiple e-commerce opportunities." ITAC then collaborated with the manufacturer to build tailored strategies for two key accounts, helping Allway Tools gain actionable insights for sustainable growth.

Even after the Rapid Intervention Program for NYC Manufacturers program's conclusion, participants have continued to reach out to ITAC, eager to keep implementing the recommended next steps and drive long-term impact – a testament to this initiative's ongoing value. This is just one of the many ways ITAC helps NYC manufacturers strengthen operations, embrace innovation, develop workforce, and grow.



CITEC Works for the North Country's Future

CITEC Consulting Group is the NY MEP Center for the North Country, New York's northernmost region. This seven-county area is geographically large, but its population is only about 250,000.

Traveling from Plattsburgh to Watertown (or vice versa) takes about 3.5 hours, and there are few highways in a region with long winters and rugged terrain.

Today, the North Country has about as many manufacturers as the City of Syracuse; however, many of these businesses are small and far apart. That makes it challenging for CITEC to reach everyone, but the team led by Executive Director Steve Lockwood works hard to do so. That's especially important because there are opportunities for companies that serve the transportation industry.

From Plattsburgh to Ogdensburg and beyond, the North Country attracts Canadian firms that build buses, boats, and

trains. These businesses need a U.S. presence to win transit agency contracts, and the nearby North Country is convenient for Made in USA manufacturing. By setting up U.S. operations there, original equipment manufacturers (OEMs) like Micro Bird can offer contracting opportunities to the region's small-to-medium manufacturers.

Hiring and Retention

Across the transportation supply chain, qualified workers are hard to find and retain. That's certainly true in the North Country, which has both an aging population and an exodus of young people. CITEC isn't a job placement organization, but it's working to address workforce challenges. CITEC has

developed programs to introduce workers from other industries to manufacturing, and its leadership development program equips managers with skills that make employees want to stay.

Manufacturing requires technical talent, of course, but so-called "soft skills" such as teamwork, problem-solving, communication, and adaptability are essential. For manufacturers that emphasize collaboration and continuous improvement, the on-site training that CITEC provides is invaluable. The NY MEP center's support for other economic development organizations is also critical in a region that lost a major employer, Nova Bus, earlier this year.

When Nova Bus announced it would end U.S. bus production in 2025, the North Country faced a time of economic uncertainty. NAmTrans, a transportation-focused subsidiary of the North Country Chamber of Commerce, quickly played a key role in bringing Micro Bird, a Canadian bus manufacturer, to the region. CITEC's Steve Lockwood is a member of NAmTrans' Advisory Board and praises the teamwork he experienced at the state, county, and local levels.

Buses, Trains, and Planes

In addition to building boats, buses and trains, the North Country is now known for advanced aviation. Beta Technologies, an aerospace manufacturer from nearby South Burlington, Vermont, is developing electric vertical take-off and landing (eVTOL) aircraft for cargo, medical, and military customers. At the Plattsburgh International Airport, approximately 100 people work for this growing company. Beta's facility there employs maintenance technicians, aircraft mechanics, and engineers.

New York State's North Country faces challenges, but the region's resilience is what leaders like CITEC's Steve Lockwood remain focused upon. In addition to promoting workforce development, CITEC is supporting local manufacturers as they adapt to tariffs, a topic that's close to home in a region that borders Canada, one of America's largest and most valuable trading partners. With help from CITEC and NY MEP, North Country employers and employees can compete and win.



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LEADERSHIP

Steve Lockwood, Executive Director



Driving Productivity, Profitability, and Growth

AMT helps manufacturers turn strategy into action. Through customized training and consulting, companies gain tools and knowledge to optimize operations, adopt new technologies, and seize opportunities. AMT’s practical, hands-on solutions boost efficiency, improve quality, and deliver measurable results.

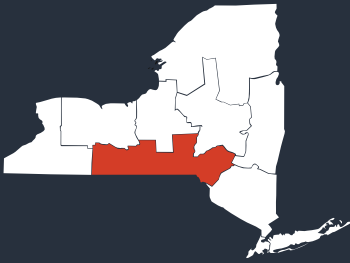
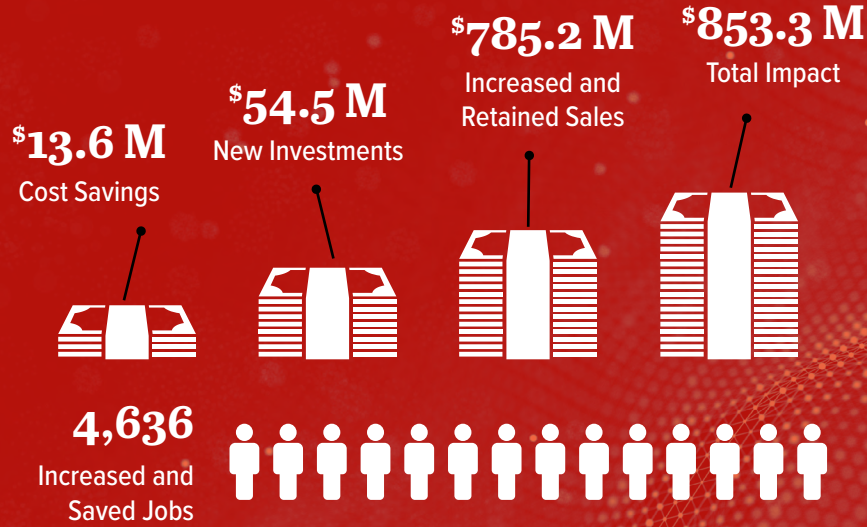
As the New York MEP Center serving the Southern Tier, AMT supports an eight-county region from Delaware to Steuben, including Binghamton, Ithaca, Elmira, Corning, and Hornell. Led by Executive Director Carol Miller, the eight-person team brings decades of experience helping small and mid-sized manufacturers stay competitive, grow, and innovate.

AMT consistently earns high client satisfaction, averaging 9.7 out of 10. The Center has helped companies generate \$853.3 million in impact, with each dollar of state and federal funding returning over \$125 of economic impact.

Working side by side with manufacturers, AMT tackles operational challenges, training needs, and growth opportunities with services tailored to each company. This approach enables Southern Tier manufacturers to thrive in a changing economy, strengthen competitiveness, and build lasting success.

Regional 5-Year Metrics (2020 - 2024)

Over the last five years, AMT has completed 456 projects with 131 Southern Tier manufacturers to improve productivity, increase profitability, and strengthen their competitiveness.



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LEADERSHIP
Carol Miller, Executive Director

CROWLEY FABRICATING & MACHINING

NIST 800-171 Cybersecurity Compliance

Crowley achieved NIST 800-171 cybersecurity compliance, securing defense contracts.

The project retained 35 jobs, created 5 jobs, generated \$1-2M in retained sales, and gained \$75K in new investment.

“This has certainly opened up more opportunities for our company” - Thomas Crowley, President

MIRION TECHNOLOGIES

On Time Delivery Improvement

Improved on-time delivery of radiation detection equipment for defense and nuclear customers.

By addressing supplier delays, rework, and cross-training gaps, Mirion’s OTD was improved from 50% to 100%, which supported its Navy and federal contracts, and protected key jobs.

“AMT has been a great help to our business...” - Jennifer DeLeo, Controller

- Accelerate Growth & Innovation**
We help you develop strategic plans, expand markets, and boost sales.
- Empower Your Workforce**
Build stronger leaders and skilled teams through coaching, training, and workforce development tailored to your needs.
- Optimize Operations for Excellence**
Improve quality, reduce waste, and increase efficiency with proven systems like ISO certifications, Lean, and Six Sigma.
- Adopt Advanced Technologies**
Stay competitive by integrating automation, AI, digital tools, and augmented reality to modernize your manufacturing processes.
- Strengthen Your Supply Chain**
Enhance supplier performance, streamline logistics, and build resilient supply chains to minimize risks and maximize reliability.

Insyte Encourages Innovation in Western New York

Insyte is the NY MEP Center for Western New York, a five-county region that includes Buffalo and extends from the Canadian border to northwest Pennsylvania. Gregg Eagan, President & CEO of Insyte, leads a team that's helped the region's manufacturers become more competitive through improvements in profitability, growth, and innovation, resulting in more than \$5 billion in economic impacts. This includes new and retained sales, capital investments, cost savings, and jobs created and retained.



SCAN and the Semiconductor Supply Chain

Today, Eagan is especially focused on Insyte's participation in a Tech Hub semiconductor supply chain initiative that's gaining interest from local manufacturers. Insyte is collaborating with two other NY MEP regions as part of the Supply Chain Activation Network (SCAN), aimed at helping manufacturers enter or expand their semiconductor business. Eagan emphasizes the availability of funding and technical assistance to support manufacturers in upgrading their capabilities.

Companies with cleanrooms, such as the region's desiccant and medical device manufacturers, have an advantage in entering the semiconductor market, which requires a high degree of cleanliness and an emphasis on quality management and cybersecurity – among other things. Insyte can assist manufacturers in these areas, and the NY MEP Center can also leverage its proximity to Canada to support cross-border manufacturing. As Eagan notes, the presence of Ontario residents at Buffalo Bills games underscores the closeness of the two regions.

SHIFT 2.0 and Advanced Manufacturing

Insyte is also part of SHIFT 2.0, an advanced manufacturing program for small to medium-sized manufacturers. Supported by state and federal funding, the program provides resources and expertise to help manufacturers implement advanced technologies and improve their operations. Buffalo Manufacturing Works (BMW) and Launch NY partnered with Insyte on this initiative, which is funded in part by Empire State Development (ESD).

Insyte and its partners conduct business assessments and technology audits before providing tailored recommendations for improving manufacturing processes through the application of technology. There's an emphasis on manufacturing innovation, supply chain risk mitigation, and addressing workforce challenges.

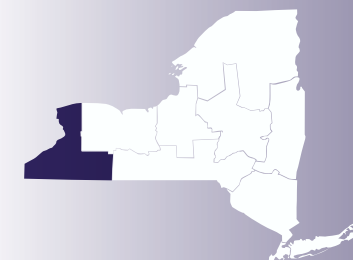


Tapecon, a manufacturer and Insyte client, has benefitted from the SHIFT 2.0 program. The 100-year-old company wanted to improve a particular packing and labeling process. Based on a technology audit, Tapecon invested in a collaborative robot that's automated the process, freeing workers for other tasks and reducing cycle times, while improving quality and safety.

Shipbuilding and Other Initiatives

Insyte is also supporting a nationwide shipbuilding initiative. Western New York borders Lake Erie and Lake Ontario instead of the Atlantic and Pacific oceans, but it's the state's second largest hub for naval defense work. Insyte has partnered with Blueforge and the Navy's Maritime Industrial Base (MIB) Program to revitalize U.S. shipbuilding and repair capabilities.

For Western New York manufacturers who want to innovate, grow, and profit, Insyte offers a broad portfolio of expert services provided by a combination of its own consultants and partners like BMW. "In Western New York, we're lucky to have world-class expertise sitting in our backyard that small manufacturers can take advantage of," Eagan says, "and it's an amazing competitive advantage for those who see the opportunity and are willing to grab it."



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LEADERSHIP

Gregg Eagan, President & CEO



Driving Growth with FuzeHub

Elena Garuc is the Executive Director at FuzeHub, the statewide center for the NY MEP. FuzeHub designs and delivers high-impact programs, funding opportunities, events, and strategic connections that provide critical expertise and resources.

Q: FuzeHub plays a key statewide role within the NY MEP system. How do you address a manufacturer's innovation challenges and what's the impact of your activities?

A: FuzeHub's Solutions Program is at the heart of our statewide role. Our team of experts work every day with small manufacturers and technology entrepreneurs to help them solve challenges and pursue market opportunities. We provide guided access to the incredible array of innovation resources across New York State, many of them funded by Empire State Development's Division of Science, Technology & Innovation (NYSTAR). Another key tool is FuzeHub's Jeff Lawrence Innovation Fund. Yes, it provides grants and prizes, but what it really does is drive cross-sector collaboration, helping industry to take advantage of targeted expertise and capabilities at regional NY MEP centers, university research centers, and high-tech incubators.

When partners see progress, they stay engaged. Since FuzeHub's founding over ten years ago, our work has helped to create or retain over 1,700 jobs and generated \$263 million in economic impact.

Q: You co-founded FuzeHub over ten years ago. What excites you about working with the types of companies you meet?

A: It's so rewarding to watch a small company that FuzeHub has supported through multiple programs secure a game-changing partnership and know that we helped them be ready for that opportunity. Behind every metric and milestone are real companies, real people, and real livelihoods.

Manufacturing is more than just a single sector of our economy. It's the backbone of communities across the Empire State—large communities, small ones, urban ones, rural ones. They provide high-wage jobs, drive commercial innovation, and contribute to the nation's exports and long-term competitiveness.

And most manufacturers are small. Almost all manufacturing establishments employ fewer than 100 people. In fact, about a quarter of manufacturers have fewer than twenty employees. Small businesses are actually bigger job creators than large businesses, economy-wide.

So in my view, FuzeHub's mission—and the mission of the larger Manufacturing Extension Partnership—is just so important. Small manufacturers need resources and expertise in order to innovate, stay competitive, grow into new markets, adopt new technologies, and keep acting as that community backbone.

Q: As Executive Director, what would you say is FuzeHub's greatest strength?

A: FuzeHub drives initiatives that require convening whether it is for clean tech, semiconductor, advanced materials, new startup programming, etc., as evidenced by our annual Innovation Summit and most recently, our successful Glass4Chips Summit. We regularly meet with our partners at the national level, as well as being involved in discussions on new funding and industry opportunities. We work to understand what gaps and needs are emerging in the New York State innovation ecosystem and how FuzeHub can address those by working with our partners to develop new initiatives and scale proven programs to serve and strengthen more NYS companies.

Q: The New York State Innovation Summit has become a premier technology event. What would you like manufacturers to know about it?

A: FuzeHub and NYSTAR jointly host the New York State Innovation Summit. We've evolved this event so much over the past seven years—and we keep breaking previous attendance records. It's an incredible cross-section of people who come together to celebrate New York's leadership in technology-led economic growth, and who are so much more powerful when we work together.

Every Summit is different because every year the technology and advanced manufacturing landscape is different. From our exhibiting companies to our keynote addresses and panel discussions, you'll feel where that cutting edge is and the ways in which New York State is leading innovation; for example, at the intersection of artificial intelligence and optics/imaging, or advancements in cell and gene therapy.



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Elena Garuc, Executive Director

