

**Strengthening and Empowering
 Vermont Manufacturers Since 1995**

PART OF THE  **MEP
 National
 Network™**
 OFFICIAL REPRESENTATIVE

 **Vermont State
 University**
 VMEC HOST SINCE 1995

A LETTER FROM OUR CENTER DIRECTOR & CEO



“We are locals, and our reputation for being solid partners matters to us. Being part of the Vermont community ourselves gives us unique insight and local knowledge.”



First let me express our gratitude. Thank you to our clients, partners and stakeholders in Vermont. We are grateful and delighted for your business, support, advice and help. Once again, your input and feedback have been critical in shaping what we can support you with and how we deliver it.

Your support over the years has led to this year being the 30th anniversary of VMEC. It is a testament to the partnerships created and maintained. Thank you to all who have worked for and with VMEC over those years.

Two years into my tenure at VMEC, I am very much still grateful and excited to continue to be part of something special. I have the pleasure of leading the only singularly-focused resource for manufacturers in the Green Mountain State. It continues to be an honor to be involved in the world of Vermont manufacturing, a critical sector in the growth and success of our economy, delivering well paid, stable, good jobs with advancement opportunities.

Partnering with our clients, the VMEC team, with over 200 collective years of manufacturing experience, delivers our mission - To Strengthen and Empower Vermont Manufacturers - on a daily basis. We work with manufacturers to accomplish this through knowledge and know-how, trust, partnership, candor and integrity. Working together, we strive to understand Vermont manufacturers' unique goals. Then as a partner, determine an agreed customized path to double down on your opportunities as well as solve problems affecting your business.

We work on the basis of the more we know you and your business, the more support we can deliver for you. We are always here. We are locals, and our reputation for being solid partners matters to us. Being part of the Vermont community ourselves gives us unique insight and local knowledge.

Any small and medium-sized manufacturer in Vermont has lots of choices about which groups and organizations to work and partner with to be successful. We value being chosen by our clients to work with them and we are always grateful for the opportunities to do so. Thank you all clients, partners and stakeholders for another solid year of delivering the VMEC Mission.

PATRICK BOYLE, *Center Director & CEO*

VMEC SERVICES

We provide a wide variety of services that help give you a competitive advantage. VMEC is the trusted resource for Vermont manufacturers when it comes to developing or enhancing your systems, processes, technologies and people. You know your business goals and challenges; we know the solutions that will elevate your success and growth opportunities for the future.



Innovation & Growth » We provide collaborative sales and marketing programs that address manufacturing specific challenges and accelerate business growth. When a company has an innovative culture, it'll grow easily, the creative process will be simplified, and innovation is second nature.



Advanced Manufacturing & Automation » We take a complete assessment of your people, process and operation and help you assess where to apply tools that will best strengthen your business.



People Development » We help companies engage, train, and mentor their existing team members, as well as attract and onboard new ones. We have the experience, know-how and network to strengthen your most valuable asset: your people!



Cybersecurity & Supply Chain » These are aimed at protecting the essential elements of your business, your reputation, and your relationships with your suppliers and customers. We provide resources and assistance to protect and manage your business.



Operational Excellence » VMEC will guide your journey of continuous improvement and promote a culture where employees at all levels are empowered. With the right tools in place, your business will become more flexible, efficient, and competitive.



Quality & Compliance » Partner with us to improve operations, build stronger relationships with customers and achieve long-term success through a commitment to quality and continuous improvement.

2024 VMEC IMPACT

\$33,600,000*

Employer wages and benefits for these jobs

\$4,019,000

Cost savings

\$7,743,000

Client investment in modernization

\$31,029,000

Increased and retained sales

\$21,000,000*

Additional labor compensation

433*

Total jobs created: direct, indirect and induced

214

Jobs retained

44

Jobs created that wouldn't have existed otherwise

Data reflects client reported impact as a direct result of VMEC assistance from VMEC projects surveyed July 2023 — June 2024. A third party conducted the surveys under contract to NIST MEP. Respondents represent 77% of all Vermont clients served by VMEC during the period. Some data (*) resulted from input-output analysis (using JobsEQ) based on results from VMEC clients surveyed.

VERMONT MANUFACTURERS SERVED IN FY2024

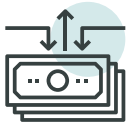


663

Over the last fiscal year, VMEC served 663 employees from 86 manufacturers through public events and onsite projects.

9%

Percent of Vermont workers who are employed by manufacturers, representing 28,500 people total.



Manufacturing contributes **9%** to Vermont's gross state product (GSP).



Average compensation for VT manufacturing employees is **\$69,000**, compared to the average VT compensation of **\$62,000**.



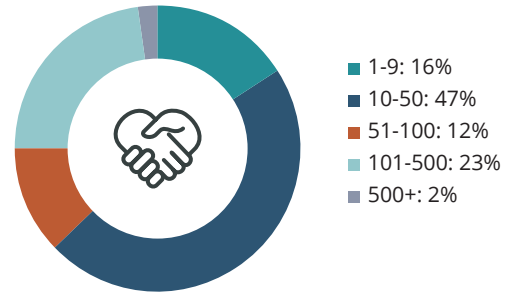
Over the last three years, **87%** of our clients have used VMEC services before.

Based on data available in October 2024 from National Association of Manufacturers (NAM)

VERMONT MANUFACTURING FACTS & FIGURES

Size of Firms VMEC Serves by Number of Employees

July 2023-June 2024



Top 5 Challenges to Manufacturing Growth

Based on client surveys completed July 2023 – June 2024 by an independent third party under contract to NIST MEP

Continuous Improvement and Cost Reduction **62%**

Employee Recruitment and Retention **58%**

Product Innovation and Development **48%**

Growth Opportunities **41%**

Technology Needs **18%**

A WORD FROM OUR PARTNERS

"In the spring of 2020, Vermont's manufacturing community battled to survive the unprecedented COVID-19 pandemic. With VMEC's participation and leadership as a world-class technology and educational center, they provided the necessary road map not only to strive but to thrive during this time of uncertainty."

BILL SHOULDICE IV, CEO, VT TEDDY BEAR COMPANY

"Throughout the years, VMEC has been able to attract some of the best of the best to work with Vermont manufacturers. I am so proud to have been part of the VMEC history in various capacities over my career and their first 30 years!"

PAT MOULTON, CENTRAL VERMONT FLOOD RECOVERY OFFICER, VERMONT AGENCY OF ADMINISTRATION

"For many years, VMEC's partnership has been important to the innovation and growth of manufacturing companies in Vermont. Manufacturing plays a critical role in our state's economy and I'm grateful for VMEC's dedication to this important sector."

GOVERNOR PHIL SCOTT, STATE OF VERMONT

"Maple Landmark has been working with VMEC since 1996. With their help, we have been able to navigate the ever-increasing complexity we face in product development, technology, and shop floor organization. I attribute our ongoing success to the great staff at VMEC and the broad organization behind them."

MIKE RAINVILLE, PRESIDENT/ OWNER, MAPLE LANDMARK WOODCRAFT

"With a manufacturing career that has spread over decades, I have had the opportunity to work with VMEC extensively. They have been a critical supporter, educator and partner in advancing Vermont's manufacturing sector."

JANETTE BOMBARDIER, P.E., CHIEF TECHNOLOGY OFFICER/ CHIEF OPERATING OFFICER, CHROMA TECHNOLOGY/ 89 NORTH

"Congratulations to all at VMEC for 30 years of invaluable service to VT manufacturers! It's hard to believe it's been almost that long since I attended a workshop with Don Guild where I struggled to understand how something like Lean principles and capacity lot sizing could possibly help our little company solve ongoing inventory control issues."

NORM AKLEY, FORMER PRESIDENT & OWNER, TROW & HOLDEN

"VMEC has endured for 30 years because of its collective leadership and ability to forge and nurture partnerships with the State of Vermont, the state's technical college system, and the entire ecosystem of economic development organizations around the state."

MARK SCHMIT, DIVISION CHIEF, PROGRAM EVALUATION AND ECONOMIC IMPACT, NIST

30 YEARS OF VMEC ASSISTANCE: STRENGTHENING AND

» **EARLY IN 1994**, Muriel Durgin was hired to oversee research into Vermont's manufacturing sector and create a grant proposal to the National Institute of Standards and Technology (NIST) for a multi-year cooperative agreement. That grant was a direct result of the forward-thinking vision and proactive efforts of a small group of key individuals and entities — the Vermont Technology Council; Dr. Robert G. Clarke, then president of Vermont Technical College (VTC); and Bill Shouldice IV, then secretary of the Vermont Agency of Commerce & Community Development — with important support and encouragement from many Vermont manufacturers. The NIST planning grant's basic goal was to explore the feasibility of creating a Manufacturing Extension Partnership (MEP) center in Vermont. This effort was successful and led to the "birth" of VMEC in December 1995.



TWINCRAFT SKINCARE



OLIVIA'S CROUTONS



VERMONT COFFEE

■ **THE NEWLY-ESTABLISHED CENTER**, set up as a public-private partnership, would officially be "hosted" by the Vermont State Colleges, with VMEC headquarters located at VTC in Randolph Center. As required by NIST, VMEC rapidly established an Advisory Board, with the majority of board members and the board chair required to be active Vermont manufacturing leaders. John Moore, then owner and president of Fab-Tech, Inc., was elected and served as the first board chair.

■ **VMEC'S INITIAL FOCUS** is nearly mirrored three decades later in today's mission — helping Vermont manufacturers become more competitive, grow their sales and profitability, innovate, and overcome their ever-changing challenges. The center's client project work is required to achieve measurable, client-reported outcomes as a direct result of center involvement. Confidential client-reported project impact is gathered as a requirement of VMEC's NIST grant and guides VMEC and the MEP-affiliated center now and in the future.

30 YEAR IMPACT

Note: All data that reflects VMEC's 30th anniversary covers 2000–2023; data is not available prior to 2000.



SALES

Increased Sales
\$403,348,768

Retained Sales
\$570,311,088



JOBS

Job Creation Total
1,974

Job Retention Total
4,588



SAVINGS

Cost Savings
\$107,037,297

Investment Savings
\$121,173,722



INVESTMENT

Plant and Equipment
Investment Total
\$187,236,721

EMPOWERING VERMONT MANUFACTURERS

Thank you for being our partner in “Strengthening and Empowering Vermont Manufacturers Since 1995.” We look forward to the next 30 years!



GENERATOR MAKERSPACE



VMEC'S INITIAL TEAM included Muriel Durgin as its state director and field engineers Bob Zider and Paul Demers. VMEC outreach began the following month with travel throughout the state to meet with company leaders and plant workers, starting the growth of VMEC's loyal client base. It was readily apparent that many needs existed, including continuous process and efficiency improvements, introducing and deploying “Lean Manufacturing” thinking and concepts (Bob and Paul became known as “the Lean guys” throughout Vermont), leadership planning and development, workforce development and practical training opportunities. Paul worked out of a satellite office in downtown Burlington at the Greater Burlington Industrial Corporation and became active in the Society of Manufacturing Engineers. Plant tours ultimately led to the first Manufacturers' Forum hosted by IBM at its Essex Junction facility, and the first Lean training was held at the BF Goodrich plant in Vergennes. Over his 16 year career with the center, Paul trained thousands of Vermonters on VMEC's Lean Fundamental concepts.



AUTUMN HARP

VMEC'S OFFERINGS AND BROAD EXPERTISE continued to grow, along with its staff. Lisa Henderson joined VMEC in late 1996 as a field engineer and remains with the center today. Following Muriel Durgin's retirement in late 1996, Bob Zider became VMEC Center Director and CEO and held that position until retiring in July 2021. After Bob's retirement, Assistant Director Patricia Giavara, who began her employment with VMEC in early 2003, assumed the helm as interim Center Director and CEO until her retirement in the summer of 2022. She passed the torch to Patrick Boyle, today's Center Director and CEO.

AS A HIGH-PERFORMING MEP CENTER these last 30 years, VMEC continues to have ready access to the many resources, problem solving solutions, and the collective experience and expertise of the entire NIST MEP network of Centers. In today's ever-changing conditions, this is invaluable when addressing the challenges facing Vermont Manufacturers. We focus not only on addressing Vermont's manufacturing sector's current needs, but proactively look ahead to identify effective solutions to address emerging challenges in the future.



VTSU IMPACT

VMEC has been hosted by the Vermont State University since its inception. VMEC's combined impact to the University from 1995 to 2023 is over \$2,500,000. VTSU administers the VMEC - NIST Cooperative Agreement.

AVERAGE ANNUAL WAGES PER WORKER OVER THE YEARS

Type of Manufacturing	2001	2023
Food	\$30,167	\$55,863
Wood Products	\$29,272	\$52,186
Plastics and Rubber Products	\$32,639	\$63,531
Fabricated Metal Products	\$39,255	\$62,759
Machinery	\$41,711	\$73,521
Computer and Electronic Products	\$58,195	\$105,711
Electrical Equipment, Appliances, and Components	\$35,423	\$66,348
Transportation Equipment	\$46,400	\$78,515
Furniture and Related Products	\$26,272	\$47,665



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WHAT CAN VMEC DO FOR YOU?

We strengthen your operation with accessible technology, foster a mindset for success, help you invest in your people, focus on quality, protect your reputation, and turn your vision for the future into a reality. We are a trusted advisor and extension of your team, here to help you achieve greater efficiency and sustainable growth. We understand the challenges that manufacturers large and small face and can partner with you to meet those challenges head on and reach your goals.

HOW DOES MANUFACTURING IMPACT THE ECONOMY?

Economic Multiplier



Every **\$1** in manufactured goods generates an estimated **\$2.69** worth of additional economic activity, the third highest of all economic sectors. If the entire manufacturing and supply chain is included, every **\$1** spent in manufacturing adds another **\$3.99** in economic activity.

Employment Multiplier



Each manufacturing job supports an additional **4.8 jobs** elsewhere.

Source: National Association of Manufacturers

Client Return on Investment



Over the past 3 years, every **\$1** clients spent on VMEC assistance returned an average on that investment of **\$321**.

Based on company-reported data, April 2021 — March 2024

