VERMONT TECHNOLOGY RECRUITMENT REPORT & PLAN

A report for the US Department of Agriculture

As submitted January 31st, 2017

vtTA | Vermont Technology Alliance
The Voice for Technology in Vermont

OUR ANNUAL CRUISE BRINGS TOGETHER MEMBERSHIP AND LEGISLATORS

WE WERE A FOUNDING PARTNER OF VERMONT'S TECH JAM

OUR MEMBERSHIP ALSO INCLUDES VERMONT'S MANUFACTURING COMMUNITY

WE HAVE PROMOTED AN "INNOVATIVE BY NATURE" POSITIONING FOR VERMONT

OUR MEMBERS CREATE INNOVATIVE TECH SOLUTIONS THAT WORK ACROSS VT'S ECONOMY

WE JUDGE AND PRESENT THE VERMONT TECH JAM AWARDS

Photo Credit: Matthew Thorsen, Seven Days

WE REMAIN TRUE TO OUR ORIGINS AS A SUPPORT GROUP FOR VT'S ENTREPRENEURS

OUR LUNCH AND LEARN SERIES HAS RUN FOR TEN YEARS

OUR TAPPING TECH PUBLICATION IS NOW IN ITS THIRD EDITION

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Vermont Technology Alliance

EXECUTIVE **SUMMARY**

The Vermont Software Developers' Alliance, DBA as the Vermont Technology Alliance (vtTA), was awarded a USDA Rural Business Development Grant (RBDG) to develop a recruitment and marketing plan to promote tech job openings and opportunities in Vermont.

Tech jobs, both in tech businesses and non-tech businesses, help build Vermont's economy. Tech positions in Vermont can pay up to twice the Vermont average wage, generate higher than average income taxes, and create additional non-technical jobs in areas such as sales, marketing, and administration. In addition, tech jobs are attractive to younger workers – an important demographic for the state's economic future.

The vtTA has found that tech companies in Vermont are hiring, but are having difficulty finding the employees they need, especially experienced professionals. There are more jobs available then potential candidates in the state to fill them. For many tech businesses that means attracting employees who want to relocate to Vermont.

However, many employers are finding a perception that tech career opportunities are limited or non-existent in Vermont – often because of Vermont's image as a rural state –which is keeping employees from looking at and applying for jobs with Vermont tech firms. And Vermont's small companies do not have the name recognition and awareness to attract employees from a national pool.

Throughout the project period, The Vermont Technology Alliance worked with businesses and organizations statewide to identify hiring needs, messages, and recommend actions to increase awareness of the tech job opportunities in Vermont, particularly with small and emerging businesses.

JEFF COUTURE
Executive Director

> "The opportunity to create an economy that Vermont wants – one that is clean and green, with fiscal security, good paying jobs and career opportunities for our youth – lies in encouraging and growing the tech business sector and tech jobs it creates.

vtTA

Objectives

With the support of the grant, the Vermont Technology Alliance set out to:

- Understand Vermont's tech hiring needs and opportunities
- Collect research and solicit input on Vermont's tech economy and jobs
- Reach out to businesses, state officials, non-government organizations and other partners
- Define and share information on Vermont tech jobs and their economic impact
- Help raise the awareness of Vermont as a home for tech businesses and tech job opportunities
- Take actions to highlight and fill tech jobs in Vermont
- Identify recommended actions and tactics

Research & Insight

The Vermont Technology Alliance initiated research and studies that included:

- Conducted a survey of tech businesses to better understand and quantify employer demographics and hiring experiences
- Solicited a study on tech jobs conducted by the Vermont Department of Labor
- Created a report to summarize and highlight the key findings and conclusions of the study, which highlights that tech jobs make up a quarter of all Vermont employment, 40% of its wages, pay higher, and are growing faster than Vermont jobs as a whole
- Reviewed recruiting activities by other states and cities

Media & Publicity

The Vermont Technology Alliance highlighted and promoted the grant project and Vermont's tech economy and ecosystem through the media. This included:

- Grant press release
- Tech Job Op-Ed
- USDA event in Royalton
- New York Times feature
- Vermont PBS InnoVaTe Series
- Tech jobs report and launch event
- Comcast Newsmakers Interview
- Tech Jam news coverage

Outreach & Collaboration

Throughout the project period, the Vermont Technology Alliance reached out to businesses, organizations, government leaders, partners and collaborators to discuss the project and gather information and insight, including:

BUSINESS PARTNERS

- One-on-one discussions with Vermont tech business leaders
- Regional meetings with economic development officials and Vermont businesses and entrepreneurs

GOVERNMENTAL PARTNERS

- Worked collaboratively with the Vermont Department of Economic Development and other state leaders
- Contributed to development of Economic Development Marketing Plan
- Participated in the Employee Relocation Tax Credit Study Committee
- Met with Gubernatorial candidates, including hosting a tech-focused discussion
- Testified to Vermont Legislators on economic development marketing, and changes to independent contractor definition, in support of the tech sector

NON-PROFIT PARTNERS & COLLABORATORS

- BTV Ignite and participation in Innovation Week and TechHire
- Federal training grants with Vermont HiTECH
- Post-secondary education and training with the 70 x 2025 Vermont Partnership
- Vermont and Quebec tech business outreach
- Tech Meet-Up groups
- Vermont Futures Project

Findings & Recommendations

Our research, survey, and outreach and collaboration across the state identified some common issues, needs, and suggestions:

HIRING
Vermont tech businesses continued to be positive about their business growth and nearly all were hiring or planning to hire

AWARENESS OF VERMONT'S TECH SECTOR
There was a common theme that many in and outside of the state – including business and government leaders – were unaware of Vermont's tech sector, its positive impact on the state's economy and its growth potential

MARKETING/PROMOTION
The need to market and promote Vermont's tech economy and tech jobs was a consistent theme

TARGET AUDIENCES
Consensus that those who had a connection to Vermont were the most likely targets for a recruitment message

BUILD ON VERMONT'S STRENGTHS
The state's "quality of life" was consistently mentioned as a strength for recruiting talent

Actions

The Vermont Technology Alliance took a number of steps during the grant period in response to the input and feedback gathered to help address some of the key needs now, while developing a plan for longer-term actions.

VERMONT'S TECH EMPLOYMENT REPORT
The report, "Vermont's Tech Employment – The Hidden Driver of Our Economic Growth," provides an important baseline for awareness about the prevalence and importance of Vermont's tech jobs and tech driven economy

CAREER CENTER
We launched a new Career Center feature on the Vermont Technology Alliance website with nearly 200 postings of tech and non-tech jobs with Vermont tech businesses

CAREER FAIRS
The Vermont Technology Alliance participated in job fairs to share job openings and provide information and referrals to hiring companies

TECH JAM/TECH JAM AWARDS
The vtTA organized and participated in the state's largest tech career and trade show and presented Tech Jam awards to shine a light on Vermont's tech innovators, ambassadors, startups, and newcomers

WEBSITE/LANDING PAGE
We began planning and developing the framework and content for a tech career recruiting website or landing page, using the theme and hash tag "Innov802"

VIDEO
Produced a video designed to create a visual, emotional connection to Vermont as a place where you can find a great lifestyle and a great tech career

MAP
We created a list of 600 tech businesses and organizations statewide for an online map

TECH IN VERMONT TIMELINE
Created visual timeline with milestones from the state's founding to the present to illustrate Vermont's tech history

Reactions/Measurements

Contacts from job seekers, job placements and other activity show that the publicity and outreach is having an impact.

CONTACTS FROM JOB SEEKERS
The Vermont Technology Alliance was contacted by out-of-state job seekers as a result of publicity of the recruiting effort

CAREER CENTER ACTIVITY
The number of jobs listed and filled on our Career Center has continued to grow. Since launch, 347 Career Center jobs have been filled A conservative estimate of 10% filled as a result of the Center would mean that the vtTA helped fill 34 positions

LINKEDIN AND TWITTER PARTICIPATION AND GROWTH
Vermont Technology Alliance's LinkedIn group has grown to 1,374 members (one of the largest in the state) and twitter feed has now reached 872 followers while continuing to grow and attract followers from the state outside Vermont

WEBSITE ACTIVITY
We have seen up to three times more traffic on our website since the beginning of the project, most notably job searches

BUSINESS ACTIVITY
The vtTA and the Vermont Tech Jobs report are being used as resources and reference for Vermont economic development discussions with potential tech businesses expansions to the state

Plan/Future Roadmap

The Vermont Technology Alliance proposes the following plan and actions to build momentum, increase awareness and tech job recruitment success.

DEFINE AND EXPAND THE TECH NARRATIVE
The vtTA will take the lead in creating and promoting a value proposition that establishes Vermont as the best home for innovators and creative talent.

GIVE THE NARRATIVE A HOME
Create an Innov802 Tech Job Recruiting landing page that draws together the key strands of Vermont's value proposition for tech businesses and careers.

CROSS PROMOTE EXCELLENCE
The vtTA will aggregate, curate and promote the many great narratives coming out of Vermont, from Vermont PBS's InnoVaTe series to Vermont Life stories to BTV Ignite narrative and others.

REACH OUT OF STATE
The vtTA will identify key recruitment venues where we can drive greater awareness and promote our industries, our jobs, and our incredible quality of life.

PROMOTE COLLABORATIONS
The vtTA will collaborate with local and statewide allies in promoting innovation and entrepreneurship in the tech sector, including annual events like Tech Jam.

BENCHMARK & MEASURE
The vtTA will set goals and measure progress toward those goals.

We see leading a coalition of partners in the same way the state has come together for other industries such as captive insurance, working lands, and farm to plate. Can tech be next?

CONCLUSION

Vermont tech businesses and tech jobs are integral to Vermont's economy and its growth. Tech businesses are hiring or plan to hire, and finding those employees will be critical to their success and the success of Vermont's economy. Vermont can and should compete with other states and cities to attract tech talent, including to our smaller, more rural communities. If the effort is made to let candidates know of the unique opportunities with innovative and growing tech businesses in Vermont, the state can expand its working population and increase high-paying jobs, which will have positive impact on the state's economy. The Vermont Technology Alliance is prepared to lead that effort, in partnership with others statewide.

OVERVIEW & **PROJECT GOALS**

The Vermont Software Developers' Alliance DBA as the Vermont Technology Alliance (vtTA) was awarded a USDA Rural Business Development Grant (RBDG) to develop a recruitment and marketing plan to promote tech job openings and opportunities in Vermont to help Vermont technology businesses recruit employees for job openings, particularly candidates from outside the state.

The project's focus is promoting Vermont as a home for tech businesses and tech jobs, thereby supporting businesses throughout Vermont in a range of technology-based sectors, including software development, web design, advanced manufacturing, telecommunications, biosciences, energy technology, and agricultural technology. Nearly all of these areas have identified current and future hiring needs.

The vtTA has found that tech companies in Vermont are hiring or plan to hire, but are having difficulty finding the employees they need, especially experienced professionals. There are more jobs available than potential candidates in the state to fill them, so for many tech businesses that means attracting employees who want to relocate to Vermont.

Vermont is a unique place with a great quality of life. However, the state's rural image and brand can be a barrier to recruiting tech talent, as well as attracting new tech businesses and customers. Vermont has a vibrant tech sector, but many do not know about it. Employers are finding a misperception that tech career opportunities are limited or non-existent in Vermont, which is keeping employees from looking for and applying for jobs with Vermont tech firms. And Vermont's small companies do not have the name recognition and awareness to attract employees from a national pool.

The goal is to help Vermont technology companies recruit employees for job openings, and to help define Vermont as a home for tech careers to expand and retain the tech workforce – and to attract tech businesses and investment.

KEY GOALS

- Understand Vermont's tech hiring needs and opportunities
- Collect research and solicit input on Vermont's tech economy and jobs
- Reach out to businesses, state officials, non-government organizations and other partners
- Define and share information on Vermont tech jobs and their economic impact
- Take actions to highlight and fill tech jobs in Vermont
- Identify recommended actions and next steps to improve tech job recruitment

RESEARCH & **INSIGHT**

A key goal of this effort was to gather information and insight on the scope of tech jobs in Vermont and employers' hiring requirements and experience in meeting staffing needs. The vtTA conducted a survey and a study of Vermont's tech employment, and a resulting report of the scope and impact of Vermont's tech employment, as well as reviewed activity in other states.

Survey

An online survey was conducted with the Vermont tech business community to help better understand and quantify employer demographics, hiring experiences, and perspectives. The survey was promoted to all vtTA members and then to a broad network of tech businesses and HR leaders in the state. The survey also included questions, prepared in partnership with a UVM Business Professor, on further research that Vermont tech businesses would like conducted.

The survey to vtTA members was completed in November 2015, followed by a promotion to broader distribution from January through March of 2016. We received 76 responses, representing a cross-section of businesses.

Responses were from leaders from a range of business sectors, including software development, web development, energy, and manufacturing. Two-thirds of the responses were from tech businesses and one third from non-tech businesses with tech employees, or those who work with tech companies.

The opportunity for tech jobs in Vermont was strong, with respondents indicating that they intended to hire more than 3,000 employees in 2016. They also see the state's quality of life as a strength and cost of living as a weakness in attracting candidates to Vermont tech jobs.

Participants said that about two thirds of their past hires came from in-state. However, 60 percent said there was not enough of a talent pool to draw from within Vermont. About 60 percent of the respondents said it took 60 days or more to fill tech positions, with 18 percent saying it took 120 days or more.

Other Findings

Our research, survey, and outreach and collaboration across the state identified some common issues, needs, and suggestions:

Top five techniques for filling jobs

- Personal referral
- Job posting in Vermont media
- Indeed.com
- Job Board
- Recruiting firm

Challenges Faced when Hiring in Vermont

- Finding the right qualifications
- Attracting enough applicants
- Relocation challenges
- Perception of Vermont as a rural/ non-tech state
- Housing cost/cost of living

Top five benefits/attributes that make hiring in Vermont easier

- Quality of Life
- Nature/recreation
- Vermont Brand
- Good schools/education
- Accessible, small communities

Ways in which the Vermont Technology Alliance can help with recruiting efforts

- Promote the tech sector in and outside of Vermont
- Help promote the value of tech and tech jobs to state leaders and legislators
- Create a tech job board

Vermont Tech Economic Impact Study

The Vermont Technology Alliance worked with key economic and labor information staff at the Vermont Department of Labor and the Vermont Agency of Commerce and Community Development to drive the preparation of an economic impact study of Vermont's tech industry employment. The state conducted and prepared the study, which encompassed other tech job research, occupational data, industry data, and other information to quantify Vermont's tech workforce and its role in the state's economy. The study looked at science, technology, engineering, and mathematics (STEM)-based jobs, including employees in Vermont tech businesses, tech workers in non-tech sectors, and independent tech entrepreneurs to understand the scope of Vermont's tech employment. The study also was conducted to help inform the state's comprehensive economic development plan and labor development strategies and goals. The vtTA served as a resource and review committee for the study.

The detailed study was completed and released by the Department of Labor at the beginning of 2016. With the completion of the study, the Vermont Technology Alliance created a 28-page report to summarize and highlight the key findings and conclusions of the study in an attractive, easy-to-read format and made available as both a print and digital publication. A report such as this to raise awareness of the tech sector and tech jobs was among the key suggestions we received from our outreach.

The report, "Vermont's Tech Employment – The Hidden Driver of Our Economic Growth," highlights the pervasive and positive impacts of tech employment on Vermont's economy. The vtTA produced the report to draw attention to the increasing role that the technology sector plays in creating high-paying jobs throughout the state, and the economic growth opportunity it represents for Vermont's future, particularly if Vermont employers can meet its current and future tech workforce needs.

WE WORKED FOR OVER A YEAR WITH THE VERMONT DEPARTMENT OF LABOR TO GATHER RELEVANT STATISTICS ABOUT TECH JOBS IN VERMONT'S ECONOMY.

Vermont Tech Economic Impact Study (cont.)

We revealed the report April 2016 at an event in Montpelier attended by more than 100 tech businesses, legislators, representatives from education and business organizations, and the media. The event included displays and representatives from eight companies showcasing the diversity of tech businesses in Vermont.

The report was distributed to every Vermont Legislator, economic development offices and leaders, education institutions, real estate offices, Vermont and Lake Champlain Chambers of Commerce, the New England Council, Vermont Businesses for Social Responsibility, and at the Vermont Business Expo, and to vtTA members.

The report and event received positive media coverage and it was publicized through a press release, the vtTA's newsletter, and social media channels.

In addition, the Tech Jobs Report is being used as resource/reference for Vermont economic development discussions with potential tech businesses considering expanding to the state, including a national tech company and a large Quebec-based businesses considering relocating to Vermont, potentially creating 100 or more jobs.

Benchmarking Other States

We reviewed what other states and cities were doing on the recruiting front. Every state targets and invites business expansion and relocation. Fewer include recruitment of employees, particularly the younger workforce, and fewer still are focused on the tech sector and tech job recruitment. Some that stood out in tech sector recruitment included Utah, which features job listings, profiles and lifestyle; Kansas City's "Chute" tech job site, Nashville's "We Build Tech" site, which has employment and training tools; and Pittsburgh Technology Council's "Career Connector." Overall business and job recruitment sites of note include "Arizona Start Up," Colorado's "Choose Colorado, Iowa's "Seize Des Moines," and New Hampshire's "Stay, Work, Play."

Also of note, a group in Montana is focusing on attracting telecommuters and mobile workers to relocate to the state in a campaign called "Come Home to Montana."

Vermont Tech Employment

KEY REPORT FINDINGS

- Tech jobs make up 25% of all Vermont employment, representing 77,249 jobs
- Tech jobs represent 40% of all Vermont wages, generating an estimated $5.6 billion in annual pay
- Vermont's tech workers earn 63% more compared to the Vermont average wage. A Vermont tech job pays an average annual wage of $72,732, while the average annual Vermont wage is $44,540
- Tech jobs' higher wages generate an additional $280 million for Vermont's economy
- Tech jobs are growing faster than Vermont's total employment, with growth of 8.3% over the past ten years compared to the state's average employment growth of 1.2%
- Tech jobs are projected to grow at a 7.5% annual rate from 2014 to 2022, the fastest growing sector in Vermont
- Every tech job creates up to two additional jobs in the Vermont economy

Click to view the full report here

OUTREACH & **COLLABORATION**

Throughout the year, the Vermont Technology Alliance reached out to business leaders and organizations, Government leaders and contacts, partners and collaborators and to the broader public through communications, media, and publicity. Here are some of the highlights from each.

Business Outreach

CEO DINNERS

The vtTA hosted three dinners - in Nov. 2015, May 2016 and Nov. 2016 – that each were attended by 70-80 Vermont technology business CEOs and leaders to discuss growing Vermont's tech ecosystem. The Nov. 15 dinner was the platform to announce the grant project and discuss job recruitment strategies. It included a summary of the grant project, initial survey results, and a panel of Vermont tech recruiters sharing their experiences and perspectives on attracting tech talent to Vermont.

The May dinner featured the managing director of the MassChallenge tech business accelerator in Boston discussing developing Vermont's tech business ecosystem. The vtTA executive director provided an update on the recruiting project and connected with attendees in support of filling tech jobs in Vermont.

The Nov. 2016 dinner featured a panel of government affairs professionals who provided a post-election assessment on what might be ahead with the new Governor and upcoming VT legislative session, with a discussion on opportunities for tech-based economic development, and growing Vermont's tech workforce.

VERMONT REGIONAL OUTREACH

We reached out to regional economic development offices and organized meetings with Vermont businesses to discuss the tech-related economic development needs and opportunities, and to understand tech recruitment and ideas.

We held meetings in Bennington and Brattleboro in November, Springfield in December, Central Vermont in February, and Addison County in March, each attended by 10 - 15 business representatives and individuals. One-on-one discussions took place with representatives of other regions, such as White River Junction and Newport.

WE HOST MULTIPLE CEO DINNERS THROUGHOUT THE YEAR FEATURING GUEST SPEAKERS AND TOPICS OF INTEREST TO OUR MEMBER'S CEOS.

EXTENDING AWARENESS
BEYOND CHITTENDEN COUNTY

vtTA | Vermont Technology Alliance
The Voice for Technology in Vermont

When talking with statewide stakeholders, the common perception is that technology is entirely encompassed within Chittenden County. We created this graphic to underscore that tech is a state wide opportunity. Click here to view a larger version of this graphic in our tech report.

northwest
ADDISON | CHITTENDEN | GRAND ISLE | FRANKLIN

1105 Media/ MSDN
6 Degrees Software & Consulting
89 North
ASIC North, Inc.
Accelerated Outsourcing
Accutrace Design,LLC
Adaptive Engineering, LLC
Aerie Consulting vtTA Member
Agilion vtTA Member
Albany College of Pharmacy and Health Sciences
AllEarth Renewables
Allscripts
Alpine Web Media
American Health Care Software
Appleseed Solutions
Ascension Technology Corp.
Ask-int Tag
Audio-Video Corporation
Aurora North Software
BLZ Services Inc
BT Telecom
BTV Ignite vtTA Member
BiaDiagnostics Inc.
Bill Coates vtTA Member
BioTek Instruments, Inc.
Birnamwood Games
Blue Morpho Technologies LLC
Bluehouse Group vtTA Member
Bock.com vtTA Member
Brandthropology,Inc. vtTA Member
Breen Systems Management
Brighter Planet
Burlington Bytes vtTA Member
C2 - Competitive Computing vtTA Member
CMF inc. vtTA Member
Software Solutions
Cadenza Systems
Caleidoscope Communications Company vtTA Member
Catamount Research
Champlain College vtTA Member
ClearBearing
Coldwell Banker Hickock & Boardman Realty vtTA Member
Comcast Business vtTA Member
Commerce Generation
Community College of Vermont
Computational Geology,Inc
Computer Care
Control Technologies vtTA Member
CSL Software vtTA Member
Dreamlike Pictures
Data Innovations North America
Data Systems, Inc. vtTA Member
Davis & Hodgdon Assoicates vtTA Member
DC Energy Innovations
Dealer.com vtTA Member
Desai Management vtTA Member
Consulting
Designbook Development, Inc.
DEW Construction Corp.
Digital Media Creations
Digitumbra
Dinse, Knapp, McAndrew vtTA Member
Direct Design ,Inc
Divvi
Downs Rachlin Martin vtTA Member
Draker vtTA Member
Dunkiel Saunders Elliott
Raubvogel & Hand, PLLC vtTA Member
Dynamic Business Solutions, Inc.
Dynapower
EQ2, Inc.
Eagle Network Solutions
Earthlogic
East Street Info, Ltd
Ecopixel
Electronic Connection Services
Empower Mobility LLC vtTA Member
Enhanced Designs
EpikOne, Inc.
Exetechs
Fairpoint Communications vtTA Member
Faraday
FirstLight Fiber vtTA Member
Four Nine Design
FreshTracks Capital vtTA Member
Front Porch Forum
GBIC vtTA Member
GE Healthcare
GMTS vtTA Member
Galen Healthcare Solutions
Gallagher, Flynn & Company, LLP vtTA Member
Galvani Interactive
General Dynamics
Generator Inc vtTA Member
Girl Develop It vtTA Member
Global Classroom
GlobalFoundries
Globalnet Internet Services
Gorilla Web Studio
Gouri Nair vtTA Member
Gravel & Shea P.C. vtTA Member
Green Mountain Antibodies
Green Mountain Innovations
Green Mountain Power vtTA Member
Green Mountain Software vtTA Member
Green Mountain Solutions
Greensea Systems, Inc. vtTA Member
Greg Hendrix vtTA Member
Grenon Consulting, Inc.
Gruber Technologies LLC
HP Enterprise Services
Haematologic Technologies, Inc.
Hark Digital
Hazelett Strip Casting
Hen House Media
Henninge-Industrial Design and Product Development
Hesfield Enterprises,Inc.
HortLabs vtTA Member
Husky Injection Molding
IPNetvoice vtTA Member
iMarket Solutions
iSciences
iTech US Inc
IT Services,LLC
IWD Holdings vtTA Member
Infinity Software Design
Inntopia vtTA Member
Instrumart
Interrobang Design Collaborative, Inc.
Ion Design
iSystems, LLC vtTA Member
JAG Software LLC
Jamison Computer Services
JBT Production Services
John Fodero vtTA Member
John Pile
John Valance, Consultant
Judith Mueller vtTA Member
Kilawatt Technologies
KnowledgeWave
LPA Design
Lab Partners Associates Inc.
Ladd Research Industries
Lake Regional Champlain Chamber of Commerce vtTA Member
Lake Champlain Productions, Inc.
Laureate Learning Systems,Inc.
Lee River Software LLC
Level 3 Communications
Liquid Measurement Systems
Little Devil Computers
Logic Supply vtTA Member
MBA HealthGroup
MBF Bioscience
MED Associates Inc.
MacWorks
Mach 7 Technologies
Manock Comprehensive Design, LLC
Mantissa Technologies Corp.
Matt & Erik Design
Matthew Zucker vtTA Member
McHughston Inc
Merritt & Merritt & Moulton vtTA Member
Michael Metz and Associates vtTA Member
MicroStrain
Microdesign Consulting, Inc.
Microprocessor Design, Inc.
Middlebury College
Middlebury Interactive Languages vtTA Member
Mincar Consulting
MorphoTrust USA
Moss Computer Consulting
MyWebGrocer vtTA Member
Mylan Technologies
N Hawley Business Solutions
NEHP, Inc.
NG Advantage vtTA Member
NPI Technology Management vtTA Member
Net Source of Vermont,Inc
New Breed Marketing
Newgrange IT Consulting, LLC vtTA Member
Newspeak Communications
NextCapital
Northwestern Medical Center
Nunki, LLC vtTA Member
OCR Solutions
Open Tempo
Original Gravity Media
P&C Software Services, Inc.
PKC
Panther Internet, Inc.
Patient Engagement Systems
Paul Frank + Collins P.C. vtTA Member
PerfectJob, LLC
Phoenix Chemistry Services
Physician's Computer Company vtTA Member
Piematrix vtTA Member
Pine Computers
Polhemus
Porter Medical Center
Pragmatic Technologies
Precision Bioassy vtTA Member
Prompt Incorporated
Propeller Media Works vtTA Member
Prosoft Technologies, Inc
Publishers' Assistant
Pwnie Express vtTA Member
Quadric Software vtTA Member
QuorumSoft
Qvault, Inc.
RCx Rules
RETN - Regional Educational Television Network vtTA Member
Radius Network LLC
RainWorx Software
Reading Plus
Realpage Inc
Red Leaf Software LLC vtTA Member
Renaissance Information Systems vtTA Member
Renewable NRG Systems vtTA Member
Rent A Geek
Research Proteins, Inc.
Results, Inc
Revision
Richard, Gliech vtTA Member
RingMaster Software Corporation vtTA Member
Ronco Communications & Electronics, Inc.
Rose Computer Technology Services, Inc.
Sacco Company
Saxe Communication
SCORE vtTA Member
Second Law
SecurShred vtTA Member
SemiProbe
Senix Corporation
ShareCare
Simple Systems of Vermont vtTA Member
Smallrock Software Inc.
SoftStart Services
SoundToys
Sovernet Communications vtTA Member
Springer-Miller Systems vtTA Member
Standards Technology Group
Stanley Technical Services
Straight Forward Software, Inc.
Stephen Arrants vtTA Member
Stromatec Inc.
Summit Technologies
SymQuest Group, Inc. vtTA Member
Systems Ideas
Systems and Software
THINKmd
Tech Marketing
Tech Vault vtTA Member
Technical Connection, Inc. vtTA Member
Technology Consultants, Inc. vtTA Member
Teligence Partners
Terasem Movement Foundation vtTA Member
Tesi Innovations
The Data Farm
The Mac Doctor, Inc
The Tech Group vtTA Member
The Top Floor
Tippson LLC
Toonuva Games
Tom Cook vtTA Member
Track & Share Apps, LLC
Transparent Computers
Triad Design Services
Triangulus
TwinState Technologies
Usherwood Office Technology
UTC Aerospace
UX Design Edge
Union Street Media vtTA Member
University of Vermont vtTA Member
University of Vermont
Medical Center
Upper Access
VMware
VTC Continuing Education & Workforce Development vtTA Member
vbGraphics
Vector New England
Velan Value Corporation
Venture Foundry
Verizon Wireless
Vermont Biosciences Alliance
Vermont Business Graphics
Vermont Business Manufacturing
Vermont Center for Emerging Technologies
Vermont Design Works vtTA Member
Vermont Energy Control Systems vtTA Member
Vermont Energy Investment Corporation
Vermont EPSCOR
Vermont Gas Systems
Vermont HITEC vtTA Member
Vermont Information Processing vtTA Member
Vermont Information Technology Leaders vtTA Member
Vermont PBS
Vermont PC Solutions
Vermont Panurgy
Vermont Public Radio
Vermont Rapid Prototyping vtTA Member
Vermont Systems, Inc.
Vermont Tech Guy
Vertek Corp
VIP vtTA Member
WH Group
William Gerns vtTA Member
Windstream vtTA Member
Wolf Multimedia Studio
Wolpin and Associates
Xernony Software vtTA Member
Yizri, LLC

northeast
CALEDONIA | ESSEX | ORLEANS

BHS Composites
BVT Services
Cambium Group
Evergreen Environmental
Health & Safety
Fairbanks Museum and Planetarium
Fairbanks Scales
Foresight Engineering Services, Inc
Hardwick Software vtTA Member
Integrated Technologies
Louis Garneau
Lyndon State College
microDATA GIS, Inc.
MMIC
North Country Communications
North Country Primary Care
Northeast Computer Systems
Northeast Kingdom Astronomy Foundation
Northeast Kingdom Information Associates
Northeastern Vermont Regional Hospital
NSA Industries
Numia Medical Technology, LLC
PC Med
Power Shift Online
Radiantec Company Inc
Solbakken Technology Partners
Sterling College
Stewart Structural Engineering
Tata & Howard, Inc
The Foundry
The Kingdom Connection
Thermal Storage Solutions
United Water, Inc
Vermont Aerospace Manufacturing, Inc.
Weidman Electrical Technologies, Inc.
Wild Branch Solutions, Inc.

central
LAMOILLE | WASHINGTON

3W Promotions
Acute Technology
Aegis Wind
Akonis vtTA Member
Amy Kong vtTA Member
Arocordis Design vtTA Member
Astute Computing, LLC
Barre Open Systems Institute
Bear Code LLC vtTA Member
Bear Pond Productions
Bill Scudder vtTA Member
Bk's Computing
Black River Design Architects
Capital Connections
Carter Stowell vtTA Member
CCV – Montpelier
Celia Vine Marketing vtTA Member
Central VT Medical Center
Charter Communications
Chris Foran vtTA Member
Christopher Campbell vtTA Member
ClearChoice MD Urgent Care
Codeco Corp. of Vermont
Concentra Urgent Care
Concept Engineering
Concept2Rowing
Copley Hospital
Creative Microsystems vtTA Member
Cushman Design Group, Inc
CVMC ExpressCare
Dartmouth Journal Services
DeWolfe Engineering Associates
Diffraction, Ltd
Digital Frontier
Duelmark Aerospace Corp
Dufresne Group
DYMPOL, Inc.
Eastern Systems Group
Freeaire Refrigeraton
Gifford Health Center
Green Mountain Access
Independent Power LLC
Inntopia vtTA Member
Insights LLC
Ivy Computer Inc
Boyer Web Design
JG Communications
John Rosenblum vtTA Member
Johnson State College
Keurig Green Mountain
Level 9
Maclay Architects
Mad River Web
Manufacturing Solutions Inc
Micro-CAD Designs Inc
MLF Computer Services
Moscow Mills Inc/Vibration Solutions North
National Life Group
Networks Incorporated
Northern Power Systems
Northern Reliability
Norwich University
Norwich University Applied Research Institutes vtTA Member
Nowirz
Ormsby's Computer Store
PhRMA
Ram Design
rb Technologies, LLC vtTA Member
Roger Tubby vtTA Member
Sanford/Strauss Architects
SBE, Inc
Shad Inc
Small Dog Electronics
Springer-Miller Systems vtTA Member
Sterling Hill Productions
Sterling Valley Systems, Inc.
Stone Environmental Inc. vtTA Member
Stowe – Urgent Care
SunCommon
SW Consulting - FoodAgTech Solutions vtTA Member
TelMedTest, LLC
Tertl Studos LLC
Third Branch Technologies
Universal Micro Systems, Inc.
Vermont Center for Geographic Information
Vermont Database Corp
Vermont Economic Development Authority vtTA Member
Vermont Information Consortium, LLC vtTA Member
Vermont Testing & Consulting Co.
Vivid Technologies
VT Psychiatric Care Hospital
Wilson Architects
Wolpin and Associates

southeast
ORANGE | WINDHAM | WINDSOR

AADCO Medical
Accur8 Software
Advanced Illumination
Aiki Creative
All-Access Infotech ,LLC
American Consulting Engineering
Anne Stanton vtTA Member
Applied Research Associates
Ascendent Data Technologies,Inc.
Bellow Falls Urgent Care
Bob Sparedeo vtTA Member
Brattleboro Walk-in Clinic
Brown Computer Solution
Building Green Inc
Byam Control & Measurement Co.
Cartographic Technologies, Inc.
CCV – Springfield
centerfordigitalart.com
Chroma Technology Corp. vtTA Member
Claudio Veliz Architects PLLC
ClearChoice MD
Concepts NREC
Datamann, Inc.
Dinwiddie Software
Divergent Technology Group, Inc.
Diversified Technology
Dog River Business Solutions, LLC
DuBois & King, Inc
ECFiber
Ertel Associates Architects
GalaxyPlace
Gifford Medical Center
Google vtTA Member
Green Mountain Digital
Green River Software
groSolar
GS Precision
GW Plastics
Hawks Mountain Consulting
HC Sharp Software Inc
Howard Printing Inc.
IGG Software
Image Softworks
Integrated Solar Applications Corp.
Ivek Corporation
Key Communications
Kris Johnstone vtTA Member
LED Dynamics
LineSync Architecture
Ludlow Health Center
Maponics
Marlboro College Graduate Center
Materials Management Systems Inc
Maven Peal Instruments
MISys
Mondo Mediaworks
Montshire Museum of Science
Mountain Valley Medical Clinic
Mt. Ascutney Hospital & Health Center
New Chapter, Inc
New Ground Creative
Newbury Health Clinic
NewsBank, Inc.
North Hartland Tool Corporation
Northern Lights Business Communications
Omega Optical
Precision Contract Manufacturing
Precision Valley Communications
Pretty Code Machine LLC
Quechee Software
Reinventing Energy
Renaissance Digital
Rockingham Medical Group
ROV Technology
RSG (Resource Systems Group),INC.
Saureus, Inc.
Smith & Vinsant Architects PC
Sonnax Industries
SoRo Systems, Inc.
Sound Innovation
Sovernet Communications vtTA Member
Spectrum Design
Steven & Associates Engineering
Synecology
Transcend Engineering vtTA Member
US Army Corps of Engineers
ValleyNet, Inc
Verned
Vermont Films
Vermont Internet Marketing Consultants
Vermont Manufacturing Extension Center vtTA Member
Vermont Technical College
Vtel Technologies
VtSBDC
WattMetrics LLC
WebWerk
White River Jct. Medical Center
Woodward Design

southwest
BENNINGTON | RUTLAND

Abacus Automation
Ai Squared
Availability Online
Badger & Associates
Banik Steven J PE
Battenkill Technologies
BMA Architects & Planners
Button Systems
Care Management Solutions, Inc vtTA Member
Castleton State College
CCV – Rutland
Centerline Architects
ClearChoice MD Urgent Care – Rutland
Cole Company Inc
Computer EZ
Conix Systems
Davis & Hodgdon Assoicates vtTA Member
Digital Aurora, Inc.
E Enable Inc.
Eight Oh Two Marketing
Ellison Surface Technologies
Engineered Printing Solutions
Fenner Consulting &
Software Development Inc
First Light Technologies
GE Aviation
Geoarch, Inc.
Global-Z International vtTA Member
GMP vtTA Member
Greens Screen Graphics
HH Benedict Architect
High Design Creative Group
J.E.G. Design, Inc.
K&E Plastics
Kalow Technologies
Kaman Composites
Killington Medical Clinic
LMW Design
MacInsight
Mack Molding
Maier Electronics Inc.
NBF Architects
Novelli Engineering
NSK Steering Systems-America
Phil Tenenbaum Computer Assistance, Inc.
Ramsay Gourd Architects
Retail Edge
Ron Pulcer vtTA Member
Rutland Regional Medical Center
Ryan-Biggs Associates PC
Southern Vermont College
Southern Vermont Computer Systems
Southwestern Vermont Health Care
Speath Engineering
Spectrum Design
Stephen Maslack Architect
T&M Enterprises Inc.
Teconic Computer Services, Inc.
Timothy D Smith & Associates
Tobias Gabranski Architecture
Trinity Engineering & Tech. Services
Velco
Vishay Transitor, Inc.
Vtweb Internet Services

VERMONT REGIONAL OUTREACH (CONT.)

In many cases these tech-focused businesses and entrepreneurs were not aware of each other in their respective communities, so our outreach helped raise awareness and provided connections. It also gave us an opportunity to build contacts with economic development leaders.

The meetings were well received and generated good discussions and ideas, which we captured in the Findings and Recommendations section of this report. Participants appreciated the vtTA bringing the participants together and reaching out beyond Chittenden County.

In each we found entrepreneurs and businesses interested in expanding the tech ecosystem in their communities, and heard about tech economic development and job needs and opportunities. Marketing Vermont's quality of life and opportunities for tech careers and business were common themes, as well as Vermont's quality of life, social responsibility focus, and entrepreneurial spirit. Main concerns were cost of living, including housing, broadband infrastructure, attracting younger workers. Many of the participants fit the mold of individuals who had a connection to or interest in Vermont and chose to return to or locate in the state to create a business or to work.

Each area had unique strengths on which to build.

Addison County

Addison County's strengths included downtowns such as Middlebury, Vergennes, and Bristol, Middlebury College and its entrepreneurship program, large number of remote workers, and businesses like Middlebury Interactive Languages, eDoc and the Kennedy Brothers co-working space in Vergennes.

Central Vermont

Central Vermont has Montpelier and Barre downtowns, fusion of tech with agriculture sustainability, co-working spaces, arts, and opportunities from state government, the broadband capability of ECfiber and Sovernet, and businesses such as National Life, Stone Environmental, and RB Technologies.

Rutland County

In Rutland, the focus was on telecommuters, drawing attention to small tech businesses and entrepreneurs, downtown revitalization, an active young professionals group, marketing to Boston, and Green Mountain Power's role in defining the community as a "solar city."

Springfield Area

The Springfield area has one of the nation's fastest gigabit fiber networks, easy Interstate access and proximity to New Hampshire markets, industrial space ripe for redevelopment and businesses such as NewsBank (a 300-person digital business), Precision Valley Communications and V-Tel.

Bennington County

In Bennington, it included the area's proximity to the Berkshires and NY capital district, the Lightning Jar co-working space, and businesses such as database technology company Global-Z and digital marketing firm Eight Oh Two.

Brattleboro Area

The Brattleboro area features a vibrant downtown and a new co-working space, and recruiting and business opportunities with its proximity to Massachusetts. It includes the Brattleboro Area Tech group, and businesses such as Green River Software, Sovernet Communications, and Marlboro College.

Meetings with Businesses and Organizations

Throughout the year, we met with dozens of businesses and business organizations to discuss the recruiting project and understand their needs and opportunities. In summary, nearly all are hiring or planning to hire and there was strong recognition and support for a unified recruitment effort and to tell Vermont's tech business story to attract employees.

Company Highlights

VERMONT RECRUITERS ASSOCIATION

The recruiting grant project and survey results were presented to a meeting of the Vermont Recruiters Association attended by about 30 HR and job recruiters. Attendees expressed the need for tech skills, strong support for the effort, and communication of job opportunities in Vermont.

DEALER.COM

As one of Vermont's largest tech employers, they see the continued growth of tech employees as critical to their ability to continue to grow in Vermont. They see the overall growth of the tech community throughout Vermont as good for their recruiting efforts, and are interested in efforts that help sell Vermont as a place for tech jobs outside the state.

DAFT LABS

Successful NYC-based web and software development business that chose to relocate to Vermont because owner was tired of cost and grind of the city. They are were hiring and building business with clients nationwide from within Vermont.

INNTOPIA

This Stowe-based business supporting the ski and resort industry is expanding. Raising awareness of their business and job opportunities in Vermont is critical to meet their recruiting goals.

UVM OFFICE OF TECHNOLOGY COMMERCIALIZATION

Focused on transforming UVM tech research into tech businesses and interested in keeping and attracting UVM grads to stay and work in Vermont.

DESAI MANAGEMENT CONSULTANTS

Desai are business consultants working with tech and other businesses statewide. They are interested in helping Vermont businesses grow and see the need to market Vermont's tech opportunities.

DAVIS AND HODGDON

D&H is a large accounting firm with offices in Burlington and Rutland. They see the need for a positive message on Vermont's quality of life to recruit employees from larger metropolitan areas, and are concerned with Vermont's cost of living and business costs.

WE STAY IN TOUCH WITH TECH BUSINESSES SUCH AS DEALER.COM HAVE FIRST HAND KNOWLEDGE OF WHAT WORKS AND WHAT DOESN'T WHEN IT COMES TO TECH HIRING.

NEXTCAPITAL

NextCapital provides financial portfolio management software used by major financial firms. The company is based in Chicago, but has opened a Vermont office and is hiring software engineers. Whether new jobs are added in Vermont or Chicago depends on how successful they are at recruiting.

SELECT DESIGN

This graphic design-focused business with national clients is hiring and sees the need to market and promote Vermont outside of the state.

NATIONAL LIFE GROUP

Montpelier's National Life Group is one of the state's largest employers and has a large Information Technology function. Recruiting experienced talent to Vermont is a challenge due to lack of awareness of opportunities and number of tech professionals in the state.

COMPETITIVE COMPUTING

C2 has been hiring and they are very focused on getting the word out about Vermont's tech businesses as a way to attract talent.

UNIVERSITY OF VERMONT HEALTH NETWORK

The UVM medical network includes the Medical Center Hospital, and rural facilities, many of whom are recruiting from outside the state. Their recruiting needs encompass a range of technical positions, including IT support and operations. They strongly support efforts to raise the awareness of opportunities, particularly for regional facilities.

BIOTEK

BioTek is expanding and has upcoming hiring needs. As a leading Vermont tech businesses, they believe raising awareness of Vermont's overall tech economy helps them and other tech-based businesses in the state. Education, training, independent contractors, and positive tax policy are areas of interest.

MATRIX MARKETING

Matrix Marketing has offices in Boulder, CO and Burlington. As such they see Vermont as ripe for the kind of tech growth that Boulder and other parts of Colorado have seen. They look to vtTA to help lead the effort.

ALLSCRIPTS

Allscripts is a national organization with approximately 150 employees in Vermont. They have upcoming hiring needs and need to attract tech talent to Vermont. Many of their employees can work remotely and live outside of Chittenden County.

HINESBURG HUB

This co-working space in Hinesburg is under development to support tech and other remote workers in the town and surrounding areas. Co-working spaces such as this help attract remote tech workers to Vermont.

ETS

This New York based recruiting firm is setting up an office in Vermont in response to the growing tech job opportunities.

Government

We shared information on the recruiting project goals and worked collaboratively with the Vermont Department of Economic Development and other state leaders, Vermont Legislators, and with state task forces and study groups. Our input and direction helped guide the goals and discussions concerning Vermont employment and recruiting, particularly the economic development marketing plan.

Economic Development Marketing Plan

The vtTA met with the Vermont Commissioner of Economic Development, her staff and agencies hired to develop an economic development marketing plan for Vermont. The vtTA was a leading advocate in the state legislature for economic development marketing funding in general, and for tech job and business recruiting specifically. While several million dollars are annually expended for tourism marketing in the state, the marketing budget for direct economic development has been approximately $20,000. The legislature allocated several hundred thousand dollars for this purpose, and the Agency of Commerce started with the development of a marketing plan.

The vtTA worked with the Department of Economic Development to provide information on Vermont's tech sector and provided business representatives, included in a roundtable session, to provide input and perspective for development of the plan.

The goals of the plan included building on those audiences who have an affinity, interest in or connection to Vermont, and as such dovetailed with the goals of the vtTA recruiting plan goals. The Commissioner saw the vtTA effort and the plan as mutually supportive of the state's goals and viewed tech as a prime opportunity, and the final plan reinforces this:

"The time has now come to tell the "other side" of Vermont's story. The state is rapidly developing a reputation as a place where entrepreneurs and innovators can succeed and where they can come to start and grow great businesses. Vermont needs to do more to promote the growth of its technology and advanced manufacturing sectors, its entrepreneurial spirit and its startup culture, as well as to bridge real or perceived gaps about the benefits of doing business in the state."

Moreover, a top recommendation from the report is to "amplify Vermont's tech and advanced manufacturing stories," noting a lack of awareness of the technology jobs available, and that Vermont's tech and advanced manufacturing story "must be told in a bigger, louder way." The media audit conducted for the plan underscored the value of elevating Vermont's tech story:

"Tech is the single most popular topic in top-tier media coverage of Vermont. The media loves that Vermont is both quirky and innovative—particularly when that innovation is related to agriculture, sustainability and other things for which Vermont is already known. Vermont is also becoming increasingly well-known as the home of innovative entrepreneurs and startups to watch."

This report was issued at the close of the 2016 legislative session and before the election. The vtTA will work to adopt and carry out recommendations in conjunction with our recruiting efforts, and work with the elected and appointed leaders to ensure that key provisions are implemented.

Employee Relocation Tax Credit Study Committee

The vtTA has encouraged and recommended actions to Vermont legislators that can help incent job recruitment, particularly younger workers. One of those proposals was the creation of a first-time homebuyer's assistance program, which was included in the 2015 economic development bill. Another, was the creation of an income tax incentive (for example a $5,000 income tax credit that could be taken over a 5-year period) as an incentive to attract employees in high-paying, high-demand occupations – such as tech.

The House Commerce and Economic Development Committee created an Employee Relocation Tax Credit Study Committee to look at this and other tax credits, incentive programs or other mechanisms to encourage employee relocation. The vtTA participated in discussions and provided input to the committee, along with tech and non-tech employers. The committee reviewed the relocation issue broadly and issued a report at the beginning of 2016.

While the committee looked at establishing criteria for creating incentive programs, they were unable to define a delivery mechanism for a Vermont incentive program (including the appropriate dollar amount for incentive investment). As the result of those findings, the Committee agreed to the following recommendations:

- Conduct statewide Workforce Needs Assessment
- Create marketing and branding effort to promote Vermont as a great place to live and work
- Establish a web portal for access to data and services that will help potential out-of-state workers consider Vermont
- Consider incentives that support employer efforts for recruiting new workers, such as subsidizing the cost of housing, the cost of transit, child care, tuition reimbursement, and other creative enticements

Candidates for Governor

As part of the government outreach, the vtTA believed it was important to get the understanding and buy-in on the importance of Vermont's tech sector and the effort to recruit employees in a bi-partisan way from the major Vermont gubernatorial candidates.

The vtTA met with all major candidates for governor during the primaries, and received positive reinforcement from all, including the final major party candidates, Sue Minter and Phil Scott, for the importance of supporting and building Vermont's tech economy, and both had innovation and tech in their campaign platforms.

Governor's Roundtable on Vermont PBS

The vtTA sponsored a roundtable discussion with the candidates for governor on technology, innovation and Vermont's economy, in partnership with BTV Ignite, Seven Days and Vermont PBS. The conversation was focused on the public-policy priorities outlined in the "Vermont's Tech Employment" report, including the need to market Vermont as a home for tech.

The event was attended by about 100, broadcast live and replayed by Vermont PBS and promoted and shared by the vtTA. The program helped draw attention to Vermont's tech-based economy with a statewide audience and the candidates' plans to support it.

WE DEVELOPED THE QUESTIONS FOR THE ROUNDTABLE, AND PROVIDED THE GRAPHICS AND #INNOV802 TITLE

vtTA vermont technology alliance

SEVEN DAYS sevendaysvt.com

BTV IGNITE

VERMONT PBS

Testimony to Vermont Legislature

The vtTA provided input on Vermont's tech economy and tech job opportunity to the House and Senate Economic Development Committees. This included testimony in support of creating an economic development marketing plan, with an emphasis on promoting Vermont's tech sector for job seekers and expanding businesses. This effort led to funding being allocated to the Agency of Commerce to prepare the economic development marketing plan, which the vtTA participated in.

We also testified in support of legislative changes to the definition of independent contractors as they apply to the tech sector. The tech economy in Vermont includes a growing number of independent tech workers, especially in areas such as software development and web development. Our tech study revealed more than 3,000 self-employed tech workers, and likely many more in the state. In fact, the tech occupation with the most self-employed is web developers, which has grown almost 24% since 2012.

However, Vermont tech businesses have expressed frustration with the current guidelines which define nearly all independent contractors as regular employees for workers' compensation and unemployment insurance purposes. This has resulted in confusion and problems for tech employers and lost opportunities for individuals who seek to work as independent businesses.

The vtTA advocated for changes to the guidelines, and a bill to clarify the definition of an independent contractor was approved unanimously by the House Commerce Committee, but was unable to receive a vote from the full legislature this year. The legislature is expected to take up the issue again this session, and the vtTA is working with other business organizations to come to a consensus on a bill that will pass this year. A clearer definition for independent contractors will open up opportunities for independent tech employees and companies, and will be an important element of tech recruiting.

Partners & Collaborators

The vtTA worked in partnership with other organizations and groups who have an interest in supporting and growing Vermont's tech sector and workforce.

BTV IGNITE

BTV Ignite is an organization that grew out of the 1-gigabit internet capability in the city of Burlington, and is focused on promoting the tech and entrepreneurial economy in the city and beyond. BTV Ignite is part of a White House and National Science Foundation effort called US Ignite to build community opportunities from 1-gigabit and faster Internet infrastructure. Though Burlington based, the organization is a partner in drawing attention to Vermont as a place for tech business and job opportunities.

WE HAVE BEEN CALLED TO TESTIFY NUMEROUS TIMES BY THE LEGISLATURE, PROVIDING OUR INSIGHT AND COUNSEL ON LAWS AND LEGISLATION UNDER CONSIDERATION.

BTV IGNITE (CONT.)

We worked in cooperation with BTV Ignite on programs and outreach. We participated in meetings with BTV Ignite, U.S. Ignite and the Kauffman Foundation on the common cause of building Vermont's tech economy and broadband infrastructure.

The vtTA participated in and helped organize BTV Ignite's Innovation Week, designed to highlight Vermont's tech and innovation ecosystem. We presented a Lunch & Learn event on "From Startup to Success – Insights into Growing a Tech Business in Vermont." The event featured a panel discussion from the leaders of three businesses that started small, but have grown to become successful Vermont tech businesses with 50 or more employees. The event was attended by about 70 and drew media coverage from the Burlington Free Press. We also presented the gubernatorial discussion on Vermont's tech economy as part of Innovation Week.

While the focus of this project is on recruiting to fill tech jobs, training and education of the current workforce is also a critical and synergistic component to tech employment.

The Vermont Technology Alliance joined with other organizations that joined with BTV Ignite in the announcement by the City of Burlington of being named a TechHire city by the White House. The designation means that the city and its partners will work to expand workforce training for tech jobs. While the designation is granted to cities, the participating employers include those outside of Chittenden County.

VERMONT HITECH

The vtTA signed on as a supporting organization for the application of two federal grants for workforce training submitted by tech training organization Vermont HITEC. One is a US Department of Labor grant opportunity for training in advanced manufacturing in partnership with the Vermont Department of Labor and Vermont State Colleges. The other is for a DOL grant for an apprenticeship program. The vtTA will provide communication and outreach to tech businesses throughout Vermont for participation in these programs, when awarded.

70 X 2025 VERMONT PARTNERSHIP

The vtTA executive director participated in a Policy Academy Working Group organized by the Vermont State Colleges, focused on improving post-secondary education attainment in Vermont, supported by a grant from the Lumina Foundation. Given that most current and new jobs being created will require some level of education and training beyond high school – particularly in the tech sector - the group set a goal that by the year 2025, 70% of Vermont's working age adults will possess a postsecondary degree or credential of value. Currently only about 50% of all Vermonters have post-secondary education.

The vtTA participated in and invited tech businesses to a meeting in February of statewide leaders to discuss and develop action steps towards meeting the 70% by 2025 goal.

Subsequently a new organization has been formed called the 70x2025 VT Partnership, with support from the Vermont Student Assistance Corporation and the Vermont State Colleges to carry forward the goal and bring together Vermont leaders to support the effort.

The vtTA will support this effort with Vermont tech businesses and leverage its actions to align education offerings that support a state tech workforce and attract businesses and workers to Vermont.

VERMONT-QUEBEC ENTERPRISE INITIATIVE

The Vermont Technology Alliance worked in partnership with the Vermont-Quebec Enterprise Initiative, a Vermont funded program, managed by the Lake Champlain Chamber of Commerce and the Quebec Chambers of Commerce. The primary goal is to help create collaboration and partnerships that can create jobs and business expansion in Vermont. The primary focus and interest of this effort is tech business opportunities.

A vtTA board member participated in a presentation on Vermont's tech business ecosystem in Montreal, and the vtTA helped organized meetings among Vermont and Quebec businesses in Vermont and Montreal.

The Vermont meeting in February matched several Quebec tech businesses with Vermont tech businesses to discuss common interests and opportunities. A follow-up meeting in June brought a contingent of about a dozen Vermont businesses and educators to Montreal, which included a discussion on workforce recruitment and retention. The vtTA also held a Lunch & Learn session on the initiative, attended by about 50 business representatives, including some Quebec businesses.

The State has used the Vermont Technology Alliance and the Tech Employment Report as a resource for discussions with Quebec businesses interested in expanding into Vermont. In addition, the vtTA is reaching out to tech businesses to participate in a B2B networking platform called "COREX Opportunities" to help link Vermont and Quebec businesses for connections and opportunities. Ongoing outreach to Quebec businesses will continue, with a focus on drawing interest to northern Vermont communities.

MEETUP GROUPS

One way a community or state can help attract a tech workforce is to highlight the ecosystem of other tech workers, particularly meet-up groups The vtTA helped organize and participate in two meetings of representatives of 8-10 tech-based meet-up groups, representing different tech interests and affiliations. This was the first time that leaders of groups had gotten together, and this led to the formation of a tech meet-up group organizing committee. Much of the discussion was on nuts and bolts issues such as finding meeting space and events, but there also was interest in creating an online resource site or "welcome mat" for those interested in tech in Vermont. The vtTA also created a Resource listing on its website that includes meet-up groups and other information of interest to the tech community.

VERMONT FUTURES PROJECT

The vtTA participated in discussions and input for the Vermont Futures Project. The project is sponsored by the Vermont Chamber of Commerce to collect Vermont economic development data to form the basis for public policy in a range of areas, including workforce development, housing and broadband. The organization has identified the workforce supply gap in Vermont, particularly in tech and advanced manufacturing, as one of the key issues.

COMMUNICATIONS MEDIA & **PUBLICITY**

The Vermont Technology Alliance worked throughout the grant period to highlight and promote the grant project, Vermont's tech economy and ecosystem, and the need and opportunity to recruit a tech workforce.

Highlights Include:

RURAL BUSINESS DEVELOPMENT GRANT RELEASE

The Vermont Technology Alliance distributed a grant announcement press release to the media and announced it to the tech community through its website, newsletter and, social media.

CEO DINNERS

As described earlier, the vtTA hosted a dinner for 90 Vermont tech business leaders to announce and discuss the recruitment effort, including a one-page hand-out on the grant project.

PROFESSIONAL COLLABORATIVE MEETING

Executive Director Jeff Couture was the keynote speaker at the annual Professional Collaborative meeting, an umbrella organization for six Vermont Business professional organizations, including tech-based professionals. He discussed Vermont's tech business and job recruitment opportunity.

TECH JOBS REPORT LAUNCH EVENT

The launch event for the "Vermont's Tech Employment" report drew reporters and media coverage on the key findings. Highlights:

VERMONT BUSINESS MAGAZINE:
Vermont tech industry generates over $5 billion in wages, makes up 25 percent employment

WPTZ - TV:
New report shows tech industry makes up a quarter of Vermont's economy

WCAX-TV:
Report: tech jobs thriving in Vermont

TECH JAM NEWS:
Tech Jobs Drive Vermont's Economy

VTDIGGER:
Study details potential growth of Vermont's health care industry

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U.S.

A 'Smart' Green Tech Hub in Vermont Reimagines the Status Quo

By CONSTANCE GUSTKE JULY 20, 2016

"There's nothing too big that you can't dream here. And the snowball is moving faster," David Bradbury, president and fund manager at the Vermont Center for Emerging Technologies, said of Burlington.
Caleb Kenna for The New York Times

Special Section: Cities for Tomorrow

Defining the Role of the Police in the Community

The Man Who Coated Cars in Asphalt Wants Vibrant Public Spaces

Future House: 3-D Printed and Ready to Fly

The Capital of Car Culture, Los Angeles Warms to Mass Transit

Some Good Cities to Grow Old In

See More »

Inside a plain brick building in Burlington lies the Vermont Center for Emerging Technologies, a buzzing hipster incubator that looks as if it could be in Silicon Valley. It is powered invisibly by forces that any city would envy: a green grid that is highly energy-efficient and a superfast one-gigabit internet connection.

"People would kill for this internet connection," said Tom Torti, president of the Lake Champlain Regional Chamber of Commerce. "For us to grow our tech network, we needed to double down on fiber network." The new Burlington economy is going to be knowledge- and skills-based, he added.

This digital superhighway runs through beautiful Burlington, a small city sandwiched between the distant Green Mountains and the 125-mile-long Lake Champlain. It is an outlier as far as emerging technology hubs and so-called smart cities go. But Burlington, which has a lower unemployment rate than Silicon Valley, is now spawning a wave of technology pioneers.

The technology center, called VCET, provides free advice, mentoring, seed money and gorgeous co-working spaces that are available to entrepreneurs for a low fee. Students can use these spaces free, so Max Robbins and Peter

TECH JAM

The vtTA discussed Vermont's tech job opportunities as part of the Tech Jam events. This included a live broadcast by WCAX-TV for its "The: 30" program and live 1-hour interviews and discussion on radio station WDEV.

COMCAST NEWSMAKERS INTERVIEW

The executive editor recorded a five-minute interview for "Comcast Newsmakers," where he discussed the vtTA, the tech jobs report and recruiting effort. Newsmakers is produced by Comcast as a public affairs news program that features discussions with elected officials, policy makers, business, and non-profit leaders. The program is carried on Comcast's channel and website, and was also on the vtTA website and promoted through our newsletter and social media channels.

TECH JOB OP-ED

A commentary from the vtTA executive director on Vermont's economy and the tech job report was published in the Burlington Free Press, VTDigger, and Rutland Herald:

Burlington Free Press: Tech Jobs Represent an Economic Growth Opportunity for Vermont

USDA EVENT IN ROYALTON

The vtTA participated in the USDA event in Royalton in December with U.S. Rural Business and Cooperative Service Administrator Sam Rikkers in to discuss the project with guests and reporters.

VERMONT PBS INNOVATE SERIES

The vtTA and member businesses participated in and promoted a program on Vermont PBS called "InnoVaTE" featuring Vermont tech entrepreneurs. Twelve businesses and events are profiled in the two seasons of the series. The series was launched by Vermont PBS after hearing a Vermont Public Radio interview with the vtTA board chair on Vermont's tech economy.

NEW YORK TIMES FEATURE

The vtTA worked with a reporter from the New York Times to generate a feature story on Burlington and Vermont as a growing location for entrepreneurs, tech, and innovation. We provided the reporter with contacts, statistics, and background information that influenced the report.

New York Times: A 'Smart' Green Tech Hub in Vermont Reimagines the Status Quo

OTHER MEDIA & COMMUNICATIONS

As described earlier, the vtTA hosted a dinner for 90 Vermont tech business leaders to announce and discuss the recruitment effort, including a one-page hand-out on the grant project.

- Champlain Business Journal interview as part of the publication's focus on tech business.
- Live interview on WDEV at the Central Vermont Job Fair, discussing tech job opportunities in Vermont.
- Next-Up, online publication for life after high school and college in Vermont: Spotlight: Tech, Manufacturing, and Trade Jobs in Vermont
- Update on the tech industry and recruiting effort in the quarterly market report from Hickok and Boardman real estate.

OUR EFFORTS TO RAISE AWARENESS ABOUT TECH HAVE HELPED INSPIRE NEW PROGRAMMING, INCLUDING VERMONT PBS' NEW: INNOVATE SERIES. HERE, HOST VICTORIA TAYLOR INTERVIEWS BRANDTHROPOLOGY.

FINDINGS & **INSIGHTS**

We received a wide-range of input and feedback from our research, survey, and outreach and collaboration across the state. Some common issues, needs, and suggestions surfaced.

Hiring

Vermont tech businesses continued to be positive about their business growth and nearly all were hiring or planning to hire. Our survey indicated that businesses planned to add more than 3,000 new tech employees in 2016, but report finding a limited talent pool in Vermont and difficulty finding qualified candidates as a concern. This was particularly true in finding mid-level and higher positions. An ongoing comment was the need to help candidates from outside the state learn about and find Vermont tech jobs.

Marketing/Promotion

The need to market and promote Vermont's tech economy and tech jobs was a consistent suggestion and need expressed by a majority of those we contacted. Getting the word out to job candidates and businesses outside the state was mentioned, but also informing state leaders about the tech opportunities and getting their support was also frequently cited. We heard reinforcement for marketing Vermont's lifestyle and culture, describing attributes such as healthy living, social responsibility, community, people-focused, value of relationships. There were suggestions that Vermont should take advantage of its proximity to neighboring areas: Massachusetts, New York, Greater Hartford, as examples.

Target Audiences

There was consensus that those who had a connection to Vermont, in whatever form, were the most likely targets for a recruitment message. In particular, those who had lived here and moved away, those with family members here and those who attended college here. Also those in nearby states or in major cities such as New York City and Boston, who may be tired of the urban life, particularly to raise a family, were mentioned. Beyond this, tourists who love to visit Vermont, but who may not know about job opportunities, second/vacation home owners and telecommuters were also mentioned.

Samples of Our

SURVEY QUOTES

> "The time has now come to tell the "other side" of Vermont's story. The state is rapidly developing a reputation as a place where entrepreneurs and innovators can succeed and where they can come to start and grow great businesses. Vermont needs to do more to promote the growth of its technology and advanced manufacturing sectors, its entrepreneurial spirit and its startup culture, as well as to bridge real or perceived gaps about the benefits of doing business in the state.

> "We need to promote the tech sector in and outside of Vermont.

> "We are most successful when we are able to brand the Vermont lifestyle and link it to our jobs.

vtTA

From Our Survey

MORE QUOTES

“ Help work to change the thinking about tech and making Vermont a good place to start or locate a business. It’s not surprising that our primary industries are tourism, recreation, and government.

“ Keep telling the story, especially in Montpelier, about the impact of tech jobs.

“ Please send along info on any tax breaks or grant incentives available for smaller companies that hire.

“ Advocate for training program for technical job placement.

“ It’s not just what you will make, but you live - the value of working with the people you work with, the community and relationships you can form here.

“ Find the sparks in each region.

vtTA

Awareness of Vermont’s Tech Sector

There was a common theme that business and government leaders in and outside of the state were unaware of Vermont’s tech sector and its impact on the state’s economy and its growth potential. We found that often business representatives and economic development officials were unaware of the tech businesses or entrepreneurs in their own communities or region. Some discovered each other through our meetings or contacts. A report highlighting Vermont’s tech jobs and economy and the creation of an online map or a directory listing the number of tech businesses and tech infrastructure throughout Vermont were common recommendations, as well as opportunities for social connections and networking.

State Government

We heard that the state needs to better understand the role of tech in Vermont and take a stronger role in making it part of its economic development strategy. Concern that leaders do not understand the impact and the understanding that tech is an opportunity for downtowns and communities with support for infrastructure and marketing. Support was expressed for the vtTA to continue to work with elected and appointed officials to get their support for the tech sector.

Resources and Incentives

Help businesses, particularly small businesses, learn about and take advantage of resources and incentives for hiring and training. Create incentives and opportunities that can help tech businesses.

Build on Vermont’s Strengths

The state’s “quality of life” was consistently mentioned as strength for living in Vermont and recruiting talent, as was Vermont’s image as an open and healthy place to live, access and opportunities for outdoor recreation and connecting with nature, good public schools, and small, livable communities.

Sell the Value of all Communities

Chittenden County may get the most attention – and that is to be expected and helpful in attracting candidates to Vermont – but highlight the opportunities and lifestyle in other regions, including the larger cities other than Burlington. Identify resources in each community.

Address the Weaknesses

There was overall concern about taxes and tax rates as a detractor, the availability and cost of housing (primarily in Chittenden County), access to high-speed broadband everywhere in the state, population size and the number of cultural amenities in Vermont (particularly in smaller communities), and the perception that Vermont is a rural, non-tech state as weaknesses in attracting candidates to Vermont tech jobs.

Create a Tech Job Website or Landing Page

We heard multiple times the suggestion for a tech-focused website, landing page or some other "front door" that potential candidates can access to find out about tech opportunities in the state. Current sites such as the vtTA and Tech Jam were given high marks, but there was a desire for a tech job focused site that could be promoted and marketed to a broader audience.

Create Video

The use of a powerful video message or series of videos, focused on tech rather than tourism, was mentioned as a powerful way to capture attention, particularly on websites and social media. Contacts have seen examples of economic development and recruitment videos used effectively in other states.

Create a Tech Job Board

The use of a powerful video message or series of videos, focused on tech rather than tourism, was mentioned as a powerful way to capture attention, particularly on websites and social media. Contacts have seen examples of economic development and recruitment video used effectively in other states.

Make Relocating to Vermont Easier

Create better, consolidated information, logistics and contacts to help people move to and live in Vermont – resources, people to contact, things to know, help with the logistics of relocating such as housing, medical, garbage removal, schools, high speed internet.

Personalize and Share Recruiting

Consider face-to-face ambassadors to make connections and reach out to potential employees, and provide follow-up. Potentially combine and share resources for attending out of state job fairs – represent the tech sector as well as the individual business.

From Our Survey

MORE QUOTES

> "We could use a website for candidates to find information, with a map of businesses and listing of tech jobs.

> "Centralizing a tech job board for the entire state that would be the "go to" place for tech professionals to look for jobs, whether they are already working in VT or not.

vtTA

From Our Survey

MORE QUOTES

> We need to connect local tech entrepreneurs to educational institutions to grow the industry/interest within the state.

> Spotlight Vermont's cool tech jobs in the media.

vtTA

Consider Spouses/Partners

People considering relocating to Vermont for a job often are concerned with also finding a job for a spouse or partner. The recruiting effort may also require networks and resources that can find a job for two career couples.

Recruit and Keep Young workers

Attracting and keeping young, single employees can be a challenge. Look for ways to help young people in smaller communities connect through social and networking events or virtually. Also, create or promote incentives for relocating to Vermont.

Target Remote Employees and Telecommuters

Individuals with tech companies who choose to move to and work in Vermont represent an opportunity. Encourage telecommuters to choose Vermont. Highlight co-working spaces in geographies where broadband and infrastructure are not as developed.

Higher Education Outreach

Work with colleges and universities to help communicate the job opportunities in Vermont to alumni and students, and to support the tech sector in general. Create or coordinate internship opportunities.

Organize a Tech Event or Conference in VT

Create an event or conference that can attract speakers and attendees from outside the state.

Generate Media Coverage of VT's Tech Businesses & Entrepreneurs

News stories about tech companies and tech jobs in Vermont, particularly outside of the state, were seen as positive recruitment reinforcement.

INDICATED **ACTIONS**

The Vermont Technology Alliance took a number of steps during the grant period in response to the input and feedback gathered to help address some of the key needs now, while developing a plan for longer-term actions.

Tech Jam/Tech Jam Awards

We helped organize and participated in the Vermont Tech Jam, the largest career and tech business show in the state in Oct. 2015 and 2016. We were on hand with job openings, Tech Job reports, Tapping Tech publications, and information about the recruiting grant. We provided job information and contacts to job seekers and referrals to businesses. We met with job seekers from out-of-state, including Ohio, Boston, and metro DC area and Atlanta. We talked with several entrepreneurs who are considering opening or expanding businesses in Vermont, including Burlington, Rutland and White River Junction area, and helped them make contacts. We ran a full-page program ad highlighting the range of companies that make up Vermont's Tech ecosystem.

Media coverage and outreach included interviews for the Vermont PBS InnoVaTe program, a live radio interview from the Tech Jam on WDEV radio, live broadcast on WCAX-TV's "The 30" program, and coverage in the Burlington Free Press and other news outlets.

The vtTA presented Tech Jam awards as part of the Tech Jam event to shine a light on Vermont's tech innovators and leaders in Vermont. We presented four awards, building on previous year's two awards, including a Newcomer Award to draw attention to someone who has chosen to move to Vermont for a tech career:

- Innovation Award - recognizing any Vermont product or service that demonstrates exciting thinking and market momentum.
- Ambassador Award- Recognizing a business, organization or individual who leads the support, promotion, and growth of Vermont's tech economy and ecosystem.
- Newcomer Award - Given to an energetic and exciting new entrant into Vermont's technology scene. The purpose of this award is to demonstrate Vermont's "pull" as a technology hub and recognize new talent that calls Vermont home.
- Startup Award - For a tech-based business or entrepreneur who's new to Vermont and demonstrating exceptional creativity, ambition, organization, and market potential.

The response to the awards was strong and helped energize Vermont's tech community, with 78 nominations submitted and 900 ballots cast by the public for five finalists for each award.

THIS YEAR, WE EXPANDED THE NUMBER OF AWARDS WE GIVE OUT, AND DRAMATICALLY INCREASED VOTING PARTICIPATION AMONG OUR MEMBERSHIP AND BEYOND.

Career Fairs

The Vermont Technology Alliance participated in job fairs to share job openings and provide information and referrals to hiring companies. This included the Central Vermont job Fair in April and the Vermont Career Connections Job Fair in May. The vtTA discussed Vermont tech opportunities and provided a listing of more than 150 job openings, met potential candidates, and made referrals to Vermont tech businesses for candidates.

Vermont's Tech Employment Report

The report, "Vermont's Tech Employment – The Hidden Driver of Our Economic Growth," provides an important baseline for awareness about the prevalence and importance of Vermont's tech jobs and tech driven economy. The report draws attention to the role that the technology sector plays in creating high-paying jobs throughout the state, their contributions to Vermont's current economy, and the economic growth opportunity it represents for Vermont's future. The report has received the attention of state government, legislators, businesses and business leaders. State economic development officials have used it in their outreach to potential new businesses and we have been told that the listing of companies by region has been informative for understanding and communicating the range of tech businesses throughout the state.

Career Center

We launched a new Career Center feature on the Vermont Technology Alliance website with postings of tech and non-tech jobs with Vermont tech businesses. Anyone can visit the site and search for job opportunities and subscribe to e-mail alerts when a new job is posted. We promote the Career Center through our newsletter, social media, job fairs, and other channels.

The Career Center is regularly updated and it has grown from having an average of less than 100 openings to nearly 200 openings. Employers have discovered its usefulness for attracting candidates, and it is a reflection of the hiring activity and needs taking place in tech. Employers have told us that they have found good prospects from this resource and potential candidates from inside and outside of Vermont are finding the center a good place to discover Vermont tech jobs. We see the career center as a centerpiece of a tech-focused recruitment website landing page.

A KEY WAY WE ADD VALUE TO OUR MEMBERS AND THE TECH INDUSTRY IN GENERAL IS IN FACILITATING HOW INDIVIDUALS AND GROWING COMPANIES INTERACT WITH EACH OTHER.

Photo Credit: Matthew Thorsen, Seven Days

Website/Landing Page

It was clear from the feedback that a website or landing page on the website would serve as a central information and marketing resource for tech jobs in Vermont. We began planning and developing the framework and content for a tech career recruiting website or landing page, using the theme and hash tag Innov802, a mash-up of innovate and the state's area code.

Some of the content areas would include:

- Video providing an overview or main message on why Vermont for tech careers
- Job listings or links to Vermont Technology Alliance's Career Center
- Map of tech businesses throughout Vermont
- Vermont tech history timeline, with milestones that demonstrate that Vermont has always been a tech state
- Accolades – listings of positive rankings of Vermont as a place to live and as innovative state.
- Interviews/profiles of people who have relocated to Vermont for a tech job
- Business profiles

We began work on some of these elements as first steps for of a more fully developed website, with some details below.

Video

We decided that a video for the website launch page would be a strong attention-getter and create a visual, emotional connection to Vermont as a place where you can find a great life and a tech career. Moreover, the video can be shared "virally" through websites and social media, and by Vermont businesses and organizations. It also provides a strong centerpiece for the landing page to draw users to explore tech jobs in Vermont.

The video, titled the "Paths Both Taken," is a nod to the well-known Robert Frost poem "The Road Not Taken", with an emphasis on the two Vermont's – the rural, beautiful, funky place you may already know, with the creative, innovative, tech-oriented state you may not – with a message that you can take both roads and have the best of both worlds in Vermont. The minute-plus video uses fast paced imagery of Vermont's innovative businesses juxtaposed with "quality of life" imagery to provide an advertisement/theme setter for living and working in Vermont. It closes with the "Innov802" tagline.

Map

We did extensive research, working from various lists, to create and verify a list of 600 tech businesses and organizations statewide. We will import this into the Google mapping tool and incorporate on a website for viewing and searching.

THESE ARE SCREEN CAPTURES FROM OUR RECENT VIDEO PRODUCTION "THE PATHS BOTH TAKEN".

TECHNOLOGY IN **VERMONT'S HISTORY**

Vermont experienced an influx "Back to the Landers" in the 1970's. To some degree, technology firms in Vermont are fighting against a brand perception that Vermont is a place to escape urbanism and technology. We've worked to reaquaint the state's stakeholders with the broader history of technology in Vermont. Brandthropology, a member firm, created a timeline graphic that underscores Vermont's rich tech history. Click here to view a full representation of the graphic.

1775

Ticonderoga Cannon Acquisition

Ethan Allen and the Green Mountain Boys knew the strategic importance of the cannons in Fort Ticonderoga. After the capture of the fort, Henry Knox would bring the cannons to Boston Harbor to repel the British.

1793

Samuel Morey & the Steam Engine

Samuel Morey is one of the highest achieving yet least-known American inventors in history. He secured at least 20 patents from 1793 to 1833 and was a true pioneer of steam propulsion. His innovations would help make commercial paddle-wheelers viable and open up the country via its large rivers.

1814

Vergennes & the First US Navy

During the war of 1812, Vergennes served as the birthplace of the American fleet that would defeat the British at the Battle of Plattsburgh in 1814 and lead to the final confirmation of American Independence. A vast expansion of commerce on Lake Champlain (and in Vermont more broadly) would soon follow.

1823

The Champlain Canal

The building of the Erie and Champlain Canals was the most formidable technological undertaking of its day. Before it was built, the vast majority of Vermont trade was "down lake" to Montreal. The Canal would open up a new economic axis, connecting Vermont goods to New York City and the markets of the developing West.

1830

The Fairbanks Scale

Thaddeus Fairbanks patented the first design for a platform scale. It would allow accurate measurements of large loads of goods without requiring a counter balance. The company would double in volume every three years from 1842 to 1857. His wealth would transform St. Johnsbury and the Northeast Kingdom.

1837

John Deere

Born in Rutland, Vermont, John Deere would form the company that would develop the first commercially successful cast/steel plow. The plow's design made it ideal for the tough soil of the Midwest, and his invention would be called "The Plow that Broke the Plains". His firm would become the largest manufacturer of agricultural and construction equipment in the world.

1841

Sailing Canal Boats

Timothy Follett would design and patent the first sailing canal boat. Its design allowed it to skip the transfer of cargoes from lake craft to standard canal boats. This efficiency allowed Follett and his Merchants Lake Boat Line to undercut his competitors and force other shippers to adopt his design. Canal boats helped create new markets for the goods of Vermont's extractive industries such as quarried stone and lumber.

1853

The Otis Safety Elevator

Elisha Otis, born in Halifax, Vermont, designed the first elevator equipped with an automatic safety device to prevent it from falling if the lifting chain or rope broke. Sales were light until he exhibited at the Crystal Palace in New York City, which included a dramatic demonstration of its safety. Otis Elevators would be installed worldwide including in the Eiffel Tower in Paris.

1843

The Building of the Railroads

In October 1843, the state of Vermont chartered the Champlain and Connecticut River Rail Road. At the same time, the general assembly gave a charter to the Vermont Central Railroad. These two railroads grew into bitter rivals and remained at odds for many decades, refusing to offer interchange. Nevertheless, railroads would transform the Vermont landscape, with towns that had access seeing significant growth and those that did not going into decline.

1885

The Pneumatic Drill

Emery L. Smith, who later became the first mayor of Barre City, pioneered new quarrying technology, including a permanent derrick, electrically detonated explosives, the steam drill and the pneumatic plug drill.

1900

1920

Air Travel

Air Travel in Vermont started with the leasing of land in Burlington. Amelia Earhart flew to Vermont several times to support increased aviation in the region and was awarded the key to Burlington. Air travel offered another faster connection to America's cities and further fostered Vermont's travel and tourism economy.

1930's-1963

Rural Electrification Begins

Although Vermont's cities got electricity by the early 1900's, it took a lot longer to light the countryside. In 1920, roughly 10% of Vermont farms had electricity. By 1930, it was still only one in three. In 1935, the Rural Electrification Administration authorized federal loans to non-profit cooperatives that would extend power into the country side. By 1948, 93% of farm families had power, yet, the last two Vermont towns to get electricity were Granby and Victory, both in 1963!

1956

Eisenhower Interstate System

Interstate highways have always been critical to Vermont's economy. They evolved from the first "modern" roads, the Turnpikes of the 1920's and 1930's. The Eisenhower Interstate System made high-speed travel between major northeast cities and Vermont much easier. This increased mobility and brought new opportunities for travel and tourism in Vermont.

1958

IBM

IBM led the nation's computing industry throughout the 20th century. At its peak, IBM employed about 8,500 Vermonters, making it the state's largest employer. Due to the plant's many technological innovations, Vermont for many years has remained the state with the highest patents per capita.

1977

Burton

Burton revolutionized alpine snow sports, popularizing snowboarding with a single board featuring strap bindings and a rope tied to the nose which led to the modern snowboards of today.

1981

BioTek Instruments

The firm is a global leader in the development, manufacture, and sale of micro-plate instrumentation and software. Its equipment is used in life sciences research to facilitate the drug discovery process.

1981

Keurig Green Mountain

Formerly known as Green Mountain Coffee Roasters, Keurig is a specialty coffee and coffeemaker company founded and headquartered in Williston. It sources, produces, and sells coffee, hot cocoa, teas, and beverage and brewing systems around the world.

1982

Renewable NRG Systems

This firm designs and manufactures turbine optimization and resource assessment products for the wind energy market. The company serves a global client base that includes renewable developers, utilities, government agencies, turbine manufacturers, and research institutions. Their product lines include complete systems, towers, data loggers, Lidar, and condition monitoring systems.

1998

Dealer.com

In 1998, a spark led Mark Bonfigli, Rick Gibbs, Mike Lane, Jamie LaScolea and Ryan Dunn to found Dealer.com and begin redefining the expectations of the auto industry. By bringing a full suite of digital marketing tools to auto manufacturers and dealers, coupled with direct consultation to make those tools work harder for customers, Dealer.com helped to change the digital face of the automotive industry.

DEALER.COM
A Dealertrack Solution

1999

My Web Grocer (MWG)

Since 1999, MWG has worked with the nation's leading grocery retailers and consumer brands to build connections, drive loyalty, increase new customers and drive sales. From its offices in the Champlain Mill in Winooski, MWG has grown to be a leading provider of digital grocery services throughout the country.

2000

1996

Mobile Medical International

MMIC provides mobile healthcare delivery solutions. They provide surgical operating theaters for the military, as well as building specialized operating systems that can be placed in planes. Their first Mobile Surgery Unit was introduced in 1996, startling a long and successful history of innovative surgical solutions.

2002

Advanced Animations

Based in Stockbridge Vermont, Advanced Animations specializes in bringing concepts to life. The firm has pioneered the use of motion technology, including Hydraulic Compliant-Motion Technology, Digital Air-Motion Systems, Articulated Facial Motion systems. It has built a global reputation, creating animated sets and props for Jurassic Dinosaur exhibits, Casinos, Universal Studios and even Madam Trussaud's Wax Museum.

2008

All Earth Solar

The firm's founder, David Bittersdorf, sketched out the initial design for a solar tracker that follows the sun like a sunflower way back in 2008. On that day AllEarth Renewables (now named All Earth Solar) was born. Now a leading solar energy firm, their headquarters in Hinesburg features two 25 acre solar farms that allow them to fine tune every aspect of their solar products and services.

2011

Renoun Skis

The firm specializes in creating skis using a special physics-defying polymer: a non-newtonian material whose molecular structure responds to rapid changes in vibration. This unique property makes skis quieter and more stable for better on-slope performance. The firm's birth and growth are a great example of Vermont serving as an innovative and supportive environment for start-ups.

2014

Ello (Social Network)

Ello is an online social networking service organized as a benefit corporation that serves as an ad-free alternative to existing social networks such as Facebook and Twitter. The service distinguishes itself for its policy to never sell user data to advertisers or third parties, and to never show ads to its users. The firm was started with $35,000 of seed funding from FreshTracks Capital, and serves as another example of the State's fertile start up scene.

What will the future hold?

REACTION/ **MEASUREMENTS**

Contacts from job seekers, job placements, and other activity show that the publicity and outreach is having an impact.

Contacts from Job Seekers

The publicity on the grant project and Vermont tech job opportunities has captured the attention of job seekers from outside of the state, many of whom made contact with the Vermont Technology Alliance.

Some Examples:

- An IT manager in Poughkeepsie NY, whose family is interested in moving to Vermont, heard about growing tech opportunities in the state and contacted the vtTA for information and job contacts.
- A tech consultant moving to Vermont after he and his wife fell in love with the state – an example of a mobile tech employer attracted to VT.
- A leader in Silicon Valley software tech who heard about the grant and reached out about finding a job and relocating to Vermont. We have provided him employment contacts.
- A design engineer from Ohio interested in moving to Vermont. We connected him with several employers.

Actual Quotes From

JOB SEEKERS

> Despite the feverish tech boom and diversity of employment opportunities in Silicon Valley, I have always longed to move to VT with my wife and family (I am a UVM alum). Just recently, my wife and I have gotten serious about a move to VT and I've spent the past month trying to familiarize myself with the growing tech community in Burlington and the surrounding areas. If you have a moment and can point me in the direction of resources that could expand my research, I would greatly appreciate the help. I've just requested access to join the vtTA group on LinkedIn.

A leader in Silicon Valley software tech

vtTA

LinkedIn and Twitter participation and growth

Vermont Technology Alliance's LinkedIn group and twitter feed has continued to grow and attract followers from outside the state. The LinkedIn group has grown 50% since the beginning of the grant period and is the second largest LinkedIn group in Vermont with 1350 members. Likewise the number of twitter followers has increased by 27%. Many of the new members and followers have come from outside Vermont, as a result of news and outreach of tech opportunities in Vermont.

Career Center activity

The number of jobs listed and filled on our Career Center continued to grow since the service was launched in March 2016. The service listed over 100 jobs at start and had 189 jobs at the beginning of December. The majority of the jobs are from small to medium-sized businesses ranging from 10 to 60 employees. Since launch, 347 jobs that were listed on the Career Center have been filled. It is impossible to know how many were filled directly as a result of the listing, but a conservative estimate of 10% would mean that the vtTA helped fill 34 positions.

Website Activity

We have seen up to three times more traffic on our website since the beginning of the project, most notably job searches.

Business Activity

The Vermont Technology Alliance and the Vermont Tech Jobs report are being used as a resource and reference for Vermont economic development discussions with potential tech business expansions to the state. For example, a well-known, tech-based company; a Quebec-based business looking to create 50-80 jobs; a Boston-based tech business accelerator; and the SelectUSA conference in Montreal with businesses interested in expanding into the U.S.

Voices of

JOB SEEKERS

"I grew up near Killington but my family is from Burlington. I left because there were not a lot of tech jobs in VT. I live in SF, CA but I am a bit of a nomad in the tech sector. I always have kept an eye on VT hoping that the tech sector would take off.

A software leader from San Francisco who grew up in VT, but wants to return for a tech role.

"This initiative is one reason why I moved back to VT, to help draw people to VT and help the economy here.

A tech job recruiter who moved back to VT

"My move to Vermont is primarily motivated by lifestyle, not climbing a ladder. It's more important for me to feel comfortable and be with people who also enjoy life outside of work.

A software developer who decided to make the move from Colorado to Vermont

"I'm looking to learn more about making a living as a technologist in Vermont, with the idea that I might move from New York City to Vermont in several years' time.

A senior leader with a tech role with CitiBank

"Our company's hiring efforts include listing job opportunities on the vtTA job board! We certainly appreciate the opportunity to do so.

vtTA

PLAN/FUTURE
ROADMAP

Based on the research, insight, discussions and experience, the Vermont Technology Alliance concludes the following plan and proposed next steps can continue to build momentum, increase awareness and tech job recruitment success.

Innov802 Tech Job Recruiting Website

We identified the importance and usefulness of a website or landing page focused on tech job recruiting in Vermont, using the Innov802 identifier. The next step is to gather the support and resources to create the content and promote it as resource for businesses and job seekers. Our experience has shown that creating the career center, generating publicity and discussing the state's opportunities has drawn interested, potential candidates who may not have been looking before. We expect that a build-out of the website will attract more to Vermont opportunities. Innov802 content will include:

- "Paths Both Taken" video
- Vermont Tech Business Map
- Vermont Tech History Timeline
- Video Profiles with people who have relocated to Vermont for a tech career (see item below)
- Tech business profiles (See item below)
- Career Center or job listings
- Vermont tech accolades and firsts
- Information and links on Vermont cities and communities
- Other Resources

All our individual content areas can be shared through other media or used by Vermont businesses as part of their recruiting efforts. The intention is not to use it to recruit for any one business – although there will be opportunities for businesses to highlight themselves – but to provide a "funnel" for anyone interested in tech-based careers across a range of business sectors.

Business Profiles

One way to raise awareness of Vermont's tech businesses is to provide profiles of who they are and what they do. The idea here is to create a print and/or online publication of brief overviews of tech-focused businesses from around the state. A print publication could be used at trade shows, tourist venues or other events as a hand-out or take-away. An online listing could enable businesses to include additional links or list current job openings. Funding for the publication or posting could be raised by asking businesses to pay for the listing or sponsorship. A separate online section for business profiles could also be sponsored or offer opportunities for businesses to advertise openings as a way to fund the website and other recruiting efforts.

An example is the BizzPages of the Boston- based tech website Venture Fizz: http://venturefizz.com/bizzpages

WE CREATED A HASHTAG FOR TECH IN VERMONT THAT IS GAINING IN USAGE AND POPULARITY.

Video Profiles

Video can be a powerful way to connect with a subject on an emotional level, and personal referrals and stories are always compelling. We propose video interviews or profiles of tech professionals working in Vermont who tell the story of why they chose to come to the state, including from major cities like New York City, to find a great tech career and life in Vermont. These videos could be shared via YouTube and virally on social media and used in state economic development outreach and by individual businesses. We have already identified 10 individuals who have agreed to share their experience, from business owners to young professionals, each giving a testimonial to forging a successful tech career or business in Vermont.

Public Relations

Articles in newspapers, magazines and online can be a strong third-party influencers and endorsement for Vermont as a place for tech jobs and business, as we saw with the New York Times article. A targeted public relations plan with media outreach in and outside Vermont and social media, focusing on the surprising number of tech job opportunities and tech businesses in Vermont, could reinforce and amplify the tech recruiting message. The goal would be to build-out story ideas that can catch the attention of media and connect with broader themes. One example could be the launch of the website itself as part of the larger story of how smaller states are becoming home to tech entrepreneurs – and how Vermont's collaborative tech community combined with its lifestyle and culture offers the perfect environment. Others include top 10 lists, tech hub designations, patent leadership, innovators who have chosen to make Vermont home, and more.

Placing these stories will require identifying the right media and opportunities, establishing relationships with writers and reporters, and pitching the ideas. One possibility could be to invite writers or journalists, individually or in a small group, to visit Vermont to meet with tech entrepreneurs and check out the scene first-hand.

Social Media

Of course the leading channels for sharing news and information today are via social media – a dynamic way to get headlines and highlights to a broad audience, particularly a younger audience. News and milestones are great content to share, as are personal experiences, activities and perceptions of tech in Vermont. A recent analysis of user-generated content about Vermont on Twitter and LinkedIn revealed that business and tech are among the top themes. While the vtTA can take a leading role in sharing tech information via its social media channels, the goal would be to leverage the social media channels of Vermont's businesses, entrepreneurs and organizations. The intent would be to solicit support and better organize this activity by identifying tech social media advocates and of common identifiers such as #Innov802.

Sharing Recruiting Resources

From our business outreach, it appears that many small tech businesses in Vermont do not have recruiting resources, or a strategy for how to reach potential candidates. They may have only one person responsible for HR tasks or no one at all. Some businesses said they were actively seeking candidates, yet we had difficulty finding their job openings on their websites. As our survey found, most depend on personal referrals or some advertising, but have limited ideas beyond this.

Our recommendation would be to create a guide, presentation or other resource to share ideas, tips and best practices. This would require contributions from recruiters and HR professionals in larger businesses and in private practice. The Vermont Recruiters Association would be a logical ally. Focus areas would include information on online recruitment tools and techniques.

Likewise, some businesses send representatives to job fairs, trade shows or campus recruiting events. A suggestion is to look for opportunities to combine and share resources, so that if a representative of a Vermont business is attending a job fair, they could also represent the industry in general. Likewise, a representative attending a different job fair or college campus could do the same, and so on. Obviously there is competition for talent, and potential reluctance to share strong candidates, but the sharing could expand the pool for all, and often there are candidates with skills that are not a match for one business, but may be for another.

Tech Ambassador

During our outreach we heard recommendations about helping make more one-on-one connections to potential recruits. Sometimes people looking to relocate to a new place just need someone to talk to about what its all about. That's where the idea of a tech ambassador comes in. The goal would be to identify and recruit individuals in the tech sector from throughout the state who could be a contact for someone considering a move. This would provide the job seeker with the option to have a more personal connection.

An organization focused on building the creative economy in Portland, Maine uses this approach, calling it 2 Degrees Portland, and is designed to connect people who want to live and work in Portland with those who already do: "We're here to help creators, innovators, entrepreneurs, and thinkers meet their peers. Initially, the service is a way to figure out where and how you might fit in. You'll get good, personal information from great people and maybe make a friend or two in the process."

Visits and Tours

Another proposal is to bring potential recruits to Vermont for a visit or tour of tech businesses and interviews combined with a chance to enjoy some sights and culture of Vermont. This would require careful selection of in-demand talent with businesses ready to hire. Presumably most if not all the travel expenses would be provided, so it could more costly, but potentially valuable tool for businesses looking for the hard-to-find candidate. It could include social gatherings with Vermont tech employees to discover like-minded people who are happily employed in Vermont's tech scene.

Visits and Tours (cont.)

Related, for those who are here, is to host a "Tech Crawl," where interested participants gather in the evening to tour/visit some businesses to see their workspace, employees and what they do. This would be followed by a social networking event at a bar, restaurant or host businesses. This has been done successfully in some Oregon cities. The concept works best if participants are able to walk to locations, so it may need to be modified to accommodate Vermont.

Welcome and Connect New Employees

Getting employees to relocate to Vermont is a challenge, but keeping them here can be another. Most employers find that once they land employees they grow to love Vermont and don't want to leave, but there are others who do not stay. To help with retention and to make new recruits feel welcome, particularly young, single employees, a cross-business, cross-industry networking or meet-up events is suggested. Some larger businesses hold events like this for their staff but they focus on the business' own employees, and smaller businesses are left out. A networking event with new employees across businesses would support contacts among a network of newcomers and help reduce the concern of being isolated, particularly if newly relocated to a new job and community.

Another idea we heard from our discussions is the creation of virtual connections between tech employees in more remote parts of the state and with the larger numbers of tech employees in Chittenden County. The concept is to create a "Tech Match.Com" to help connect the state's tech professionals. This would be similar to a Meet-up group, but could enable virtual professional introductions and then extend to potential face-to-face or other social media channels. Coordination with different businesses and Young Professional organizations is a proposed approach.

Higher Education Alumni and Internships

In our discussions with college career placement officials and businesses, it is clear that there is opportunity for both reaching alumni who have left the state and may want to return, and for better connections for internships. There also is interest in helping find jobs in Vermont for their graduating seniors. Colleges tend to protect their alumni contact list, but a cooperative effort to encourage them to share the Vermont Technology Alliance job postings, and potentially the website and other direct communications is a proposed action. We know from the informal outreach to us about tech jobs, that many of those who consider Vermont do so because of their college experience.

In addition, internships present another opportunity. While the focus of the recruiting project is on bringing skilled employees into Vermont, we recognize that the overall success of the tech sector should include development of skills coming out of our colleges. Today, many Vermont tech businesses hire STEM-based graduates (and say they would take more if available), and many Vermont tech businesses offer internships. Internships are recognized as a good way to connect students with businesses for potential jobs when they graduate.

Currently most tech internships are somewhat ad hoc; each business reaches out to the colleges and each college has its own programs, sometimes by department. Our discussion with smaller tech businesses showed that while there is interest, some are hesitant to take on interns because they don't understand the process, or are concerned they do not have the resources to manage internships. Currently, the Vermont Businesses for Social Responsibility lists paid Vermont business internships. The Vermont Technology Council also created a list of tech-based internships, but it is unclear whether it is active or currently up-to-date.

A potential project for the Vermont Technology Alliance, with funding and some dedicated staff is the creation of a tech-based, paid internship program. The program could solicit and coordinate internship opportunities from businesses and work with Vermont colleges and other post-secondary programs for student placement opportunities. The program would include some tips and guidelines for those new to using interns. One approach is to make it project based. Businesses would be asked to select an entry-level type of project that they would like to have done for their businesses that could be taken on by an intern with the interest and skills to help. Another consideration is to take on the sign-up and payroll processes for the businesses.

Remote Employees

Throughout the project period we continued to discover Vermonters who work remotely from Vermont for tech companies in other states, businesses like Oracle, Adobe, Google, and VMware. These are often midbased- to senior-level professionals who are able to work independently and live anywhere. This represents what we think is a hidden and growing tech workforce opportunity. As generally high-wage earners, they contribute to the state's economy and represent important contacts for other employees to come to Vermont, potential business expansion and investment.

However, their number is not well understood. A proposed project would be to engage a researcher to review census or other data to document how many of these workers are in Vermont, who they work for and where they live in the state. This could provide valuable insight into the size of this workforce and how to attract them.

Based on the awareness of a number of such professionals in Middlebury, a Telecommuters and Mobile Professionals Group was formed by the Better Middlebury Partnership. A proposed strategy is to build on that effort statewide, and include information on how and where to telecommunicate in Vermont, perhaps even a listing of best cities or towns to telecommunicate, working with cities and communities who want to attract this workforce. This would include local information and resources such as high-speed internet and co-working spaces. For example, a city like Springfield could tout its 1-gigabit speed capability.

Coordinate Outreach with State Economic Development

As the state of Vermont welcomes a new administration and seeks to carry out the implementation of an economic development marketing plan, we will continue to work cooperatively with the Agency of Commerce and Community Development. They appreciate our resources, actions and information as part of statewide efforts, and we will provide advice and help for businesses and employees to find Vermont. In particular, we found that many businesses do not know what resources or incentives are available or where to find them. We recommend working with the state to help it better consolidate and communicate current offerings, and with the legislature to develop ones targeted to tech workers and business.

CONCLUSION

Vermont tech businesses and tech jobs are integral to Vermont's economy and its growth. Tech businesses are hiring or plan to hire, and expanding their workforce is critical to their success and the success of Vermont's economy. However, employers are challenged to find the skills they need, and the current pool of candidates in the state is not large enough to meet the need. At the same time, tech employees are attracted to innovative businesses that offer career growth, and places to live that offer good communities to raise families and connect with others.

The conversations, research, contacts, and feedback we received throughout the course of this project reinforce that Vermont can and should compete with other states and communities. We can attract tech talent to Vermont, including to our smaller, more rural communities, if an effort is made to let candidates know about the unique opportunities with innovative and growing businesses that are in the Green Mountain state.

The actions we have taken to raise awareness, including the Tech Employment Report, Career Center, media outreach and participation in events and activities such as Tech Jam, have resulted in increased attention to Vermont's tech job market and opportunities. We estimate that our actions have helped fill more than 30 jobs in the state and raise overall awareness of Vermont's growing the sector.

That effort should continue to grow with the steps we outlined, in particular the creation of the tech-focused website to raise Vermont's tech profile and serve as a funnel for interested candidates. Vermont has much to offer tech professionals and it's a message that needs to be told, particularly to reach those who have a connection or affinity to Vermont, or are attracted to the appeal of Vermont.

EMBRACING TECH

Captive Insurance

Working Lands

Farm to Plate

The vtTA is ready to take the lead to complete as many of these recommendations as possible. However, most are beyond the capability of our current resources. New funding and partners will be needed to accomplish them.

By carrying out actions to recruit tech talent, Vermont can expand its working population and increase high-paying jobs through all corners of the state, which will have positive impact on the state's economy. Vermont's tech sector and the quality jobs they provide represent an economic growth opportunity for Vermont – and one well worth supporting and pursuing.

We see leading a coalition of partners in the same way the state has come together for other industries such as captive insurance, working lands, and farm to plate. Can tech be next?

Vermont Technology Alliance

APPENDIX

Research & Assessment

GRANT ANNOUNCEMENT

- Vermont Technology Alliance Awarded $50,000 USDA Grant to Develop Tech Job Recruiting Plan
- Grant Press Release

SURVEY

- Vermont Technology Alliance Welcomes Participation in Tech Job Recruitment Survey
- Link to Survey
- Survey results article: vtTA Survey finds Vermont Tech Businesses Hiring; Have Difficulty Finding Candidates
- Survey Results to PowerPoint

TECH JOBS REPORT

- Vermont's Tech Employment – The Hidden Driver of Our Economic Growth
- Website article: Tech Alliance Report: Tech Jobs Provide Significant Benefit to VT Economy

LINKS TO STATE WEBSITES

- Choose Atlanta
- Arizona Start-up
- Colorado
- Seize Des Moines
- Indiana - Tech Point
- Kansas City Tech Job Site
- Louisiana
- Come Home to Montana
- Nashville Tech Council Career Site
- WorkIt Nashville
- New Hampsire: stayworkplay
- Pittsburgh Tech Council Career Connector
- Utah Tech Network

Outreach & Collaboration

- CEO Dinner - Grant Overview Handout

VERMONT REGIONAL OUTREACH MEETINGS

- Sample Event Notice - Central Vermont
- Sample Event Notice - Addison County
- Sample Regional Outreach Meeting Invitation – Brattleboro
- Bennington County Announcement Flyer
- Addison County Outreach Meeting Announcement

GOVERNMENT

- Vermont Economic Development Marketing Plan
- Employee Relocation Tax Credit Study Committee Report
- Roundtable with the Candidates for Governor Will Focus on Tech, Innovation, & Vermont's Economy
- Watch Candidates for Governer Discuss Tech, Innovation & Economy

PARTNERS & COLLABORATORS

- TechHire Announcement
- InnovationWeek
- InnovationWeek event: From Startup to Successs– Insights into Growing a Tech Business in Vermont
- Expand ApprenticeshipVT Grant Letter of Support
- 70x2025 Partnership
- Resolution in support 0f 70x2025 Partnership

VERMONT-QUEBEC TECH BUSIENSS OUTREACH

- Vermont-Quebec Feb Meeting Invitation
- Vermont-Quebec June Meeting Invitation
- Lunch & Learn: The Vermont-Quebec Enterprise Initiative: Developing Cross-Border Business Opportunities
- Invitation to Participate in Online Site for Quebec Business Connections
- Vermont Futures Project

Media & Publicity

- Vermont Business Magazine: Vermont tech industry generates over $5 billion in wages, makes up 25 percent employment
- WPTZ - TV: New report shows tech industry makes up a quarter of Vermont's economy
- WCAX-TV: Report: tech jobs thriving in Vermont
- VTDigger: Study details potential growth of Vermont's health care industry
- Comcast Newsmakers Interview
- Op-Ed on Tech Jobs: Tech Jobs Represent an Economic Growth Opportunity for Vermont
- New York Times: A 'Smart' Green Tech Hub in Vermont Reimagines the Status Quo
- Tech Jam Interview on The 30
- Where's America Moving – Vermont # 3 destination
- Vermont Ranks #1 Among Small States in Kauffman Foundation's "Main Street Entrepreneurship" Index
- In a new Digital Series, 'InnoVaTe,' Vermont PBS Profiles the State's Tech Entrepreneurs
- Boston Partnering with Vermont Tech Firm to Combat Homelessness
- Financial software firm NextCapital expands in Burlington
- Vermont Named a Top Location for Telecommuters
- Q & A With Greensea's Ben Kinnaman
- No Opportunities in Rutland? Volunteer Group Says Otherwise
- Local biz leaders offer advice for startups
- Burlington, Vermont: America's First All-Renewable-Energy City
- IT Firm InfoZen Expands in Vermont, Seeks to Fill 20 Tech Positions

Actions

TECH JOBS REPORT

- Vermont's Tech Employment – The Hidden Driver of Our Economic Growth
- Prezi on Tech Report's Findings

CAREER CENTER

- Visit vtTA's Career Center to find a Job in Vermont's Tech Sector

JOB FAIRS

- 7th Annual Central Vermont Job Fair
- Third Annual Vermont Career Connections

TECH JAM

- Meet Innovators, Makers and Recruiters at the 10th Vermont Tech Jam
- Nominate Tech Leaders for Vermont Tech Jam Awards
- Announcing the Winners of the 2016 Tech Jam Awards

HISTORY TIMELINE

- Technology in Vermont's History Timeline

PATHS BOTH TAKEN VIDEO

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