

**FISCAL YEAR 2016
ANNUAL REPORT TO CONGRESS**

**TRADE ADJUSTMENT ASSISTANCE FOR FIRMS
PROGRAM**

**ECONOMIC DEVELOPMENT ADMINISTRATION
U.S. DEPARTMENT OF COMMERCE**



Executive Summary

This Report is provided pursuant to Section 255A of chapter 3 of title II of the Trade Act, as amended (19 U.S.C. § 2341 et seq.), which directs the Secretary of Commerce to provide an annual report on the Trade Adjustment Assistance for Firms (TAAF) program.

Through this report, the Secretary is required to provide findings and results, to the extent that data are available, on the 19 measures listed below in the Table of Contents, classified by intermediary organization, state, and national totals.

The Trade Adjustment Assistance for Firms (TAAF) program funds a national network of 11 Trade Adjustment Assistance Centers (TAACs), some of which are university-affiliated and some independent non-profits. Using TAAF funds that are matched by firms, these TAACs provide direct technical assistance to U.S. manufacturing, production, and service firms negatively affected by increased imports in order to help such firms develop and implement projects to regain global competitiveness, increase profitability, and create jobs. The responsibility for administering the TAAF program has been delegated by the Secretary of Commerce to the Economic Development Administration (EDA).

TAAF Program Authorization

The TAAF program is authorized by Chapters 3 and 5 of Title II of the Trade Act of 1974, as amended (Pub. L. 93-618, 19 U.S.C. § 2341 et seq.), and as further amended by P.L. 97-35, 98-120, 98-369, 99-272, 99-514, 100-418, 103-66, 105-277, 107-210, 111-5, 111-344, 112-40, 113-203, and 114-27.

TAAF Program Funding Competition

On September 25, 2015, EDA published a Federal Funding Opportunity (FFO) on Grants.gov that solicited applications from organizations to operate as TAACs. Through this competition, EDA aimed to improve the efficiency and effectiveness of the TAAF program through enhanced program performance measurement, decreased program administrative costs, better coordination with other complementary Federal programs, closer alignment of geographic service areas of TAACs with the service areas of EDA's six regional offices, and a more equitable distribution of services across all U.S. States and territories.¹

One of the key components of the FFO was that selected organizations include a strategy that increased coordination with EDA Regional Offices and complementary Federal programs that provide, or could provide, comprehensive assistance to import-impacted firms and communities in order to avoid duplicative effort and maximize Federal dollars. Examples of such Federal programs include, but are not limited to, the National Institute of Standards and Technology's Hollings Manufacturing Extension Partnership (MEP) Centers, the U.S. Department of Labor (DOL) Trade Adjustment Assistance for Workers program, U.S. Export Assistance Centers,

¹ See <http://www.grants.gov/web/grants/view-opportunity.html?oppId=279141>

Regional DOL Employment and Training Administration (ETA) offices, and Workforce Investment Boards.

The geographic service areas of TAACs in this Report reflect the cooperative agreements for each of the 11 selected TAACs that began May 1, 2016.

Key Findings of this Report²

Firms that received technical assistance through EDA's TAAF program over the last several years have performed more successfully than the manufacturing industry as a whole, demonstrating a significant return on Federal investment.

Specifically, EDA analyzes the extent to which client firms increased their sales, and employment levels following the implementation of TAAF-supported projects (referred to in this report as "program completion"). To measure these outcomes, EDA compares average sales, and average employment of all firms completing the program in a particular year (known as the "base year") to these same figures for the same firms at one and two years following program completion. The base year used for this Report is FY 2014 (for which complete data were available for 49 firms that completed the program), as this allows EDA to compare these measures looking back both one and two years from the date of this FY 2016 Report.

One year after completing the program, firms reported that average sales had increased by six percent, and average employment had increased by eight percent from the prior year. By comparison, the Census Bureau's Annual Survey of Manufacturers reported that, during the same time period,³ the national manufacturing industry in aggregate experienced an average sales decrease of six percent while the U.S. Bureau of Labor Statistics (BLS) reported an average manufacturing employment increase of one percent.⁴

Two years after completing the program, these same firms reported average sales had increased by nine percent, average productivity had decreased by two percent, and average employment had increased by 11 percent from 2014. Meanwhile, BLS reported that the U.S. manufacturing industry experienced an average employment increase of one percent from 2014.⁵ Therefore, while not all firms complete the program (see page 27) and not all 129 firms that completed the program submitted complete data on their post-program results, the 49 firms that completed the TAAF program in FY 2014 and did provide data to EDA performed better on average in terms of employment growth than the overall manufacturing industry during the first two years following program completion.

² For the purposes of this Report, data are reported only for firms for which all data were available.

³ Source: U.S. Census Bureau, 2014 Annual Survey of Manufactures.

⁴ Source: U.S. Bureau of Labor Statistics: Employment, Hours, and Earnings from the Current Employment Statistics survey (National).

⁵ Only employment data – not sales – are available for 2016 at the time of this Report for the manufacturing industry.

Summary of the TAAF Program

The mission of the TAAF program is to help import-impacted U.S. manufacturing, production and service firms develop and implement projects to regain global competitiveness, expand markets, strengthen operations, increase profitability, and create jobs. The program provides direct technical assistance to support the development of business recovery plans, commonly referred to as “Adjustment Proposals” or “APs,” under Section 252 of the Trade Act, and matching funds to implement projects outlined in the APs.

The TAAF program funds a national network of 11 TAACs, some of which are university-affiliated and some independent non-profits, to help import-impacted firms in all 50 States, the District of Columbia, and the Commonwealth of Puerto Rico. Firms work with the TAACs in a public-private collaborative framework to apply for certification of eligibility for TAAF assistance and prepare and implement strategies to guide their economic recovery. EDA’s partnership with the TAACs allows firms to receive customized assistance from staff who are knowledgeable about the challenges and opportunities facing businesses in their region.

Projects outlined in Adjustment Proposals may cover a range of functional areas to improve a firm’s market position and increase its overall competitiveness. These areas include engineering, information technology, management process improvement, marketing and sales growth, new product development, export expansion, enhanced support systems, staff capacity building, and manufacturing quality improvement. The most common types of assistance provided to participating firms in FY 2016 were marketing/sales improvement and support systems/enterprise resource planning projects. These projects comprised over half of all projects supported throughout the year.

As of September 30, 2016, 689 active firms with combined sales of \$10.5 billion and a workforce of 55,688 were participating in the TAAF program. While not all firms complete the program (e.g. 50 left the program prior to completion in FY 2016, 2 of which went out of business), all firms that did complete the program in FY 2014 were in operation at the end of FY 2016. In FY 2016, TAACs provided technical assistance to 246 firms in preparing petitions, 94 firms in preparing APs, and 629 firms in implementing projects within their APs. Meanwhile, EDA certified 68 petitions and approved 75 APs.

In FY 2016, the average processing time for petitions was 19 business days, and the average processing time for APs was 43 business days.

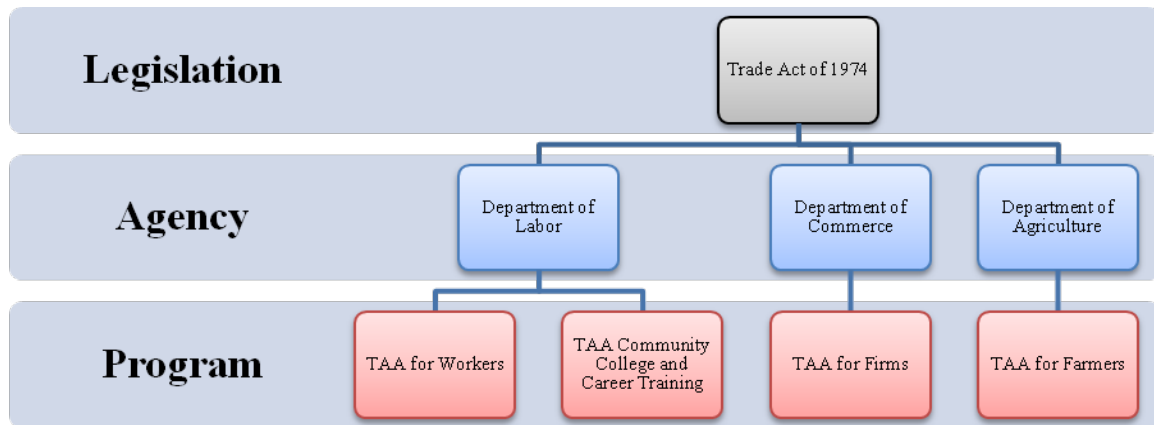
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Program Description

The TAAF program is authorized by Chapters 3 and 5 of Title II of the Trade Act and is one of four distinct programs authorized under the Trade Act. The other Trade Adjustment Assistance (TAA) programs are TAA for Workers and TAA for Community College and Career Training, which are both administered by DOL, and TAA for Farmers, which is administered by USDA.

Exhibit 1: TAA Programs



The responsibility for administering the TAAF program has been delegated to EDA by the Secretary of Commerce.

The mission of the TAAF program is to help import-impacted U.S. manufacturing, production and service firms develop and implement projects to regain global competitiveness, expand markets, strengthen operations, increase profitability, and create jobs.

Import-impacted U.S. manufacturing, production, and service firms can receive direct technical assistance through matching funds provided to TAACs, which the TAACs then use to match the costs for third-party consultants to help firms expand markets, strengthen operations and increase competitiveness. Funds are not provided directly to firms.

The program provides assistance to support the development of business recovery plans, commonly referred to as “Adjustment Proposals” or “APs,” under Section 252 of the Trade Act, and matching funds to implement projects outlined in the APs. These projects may cover a range of functional areas to improve a firm’s market position and increase its overall competitiveness, including engineering, information technology, management, market development, marketing, new product development, quality improvement and sales.

The national network of 11 independent non-profit or university-affiliated TAACs serve U.S. manufacturing, production firms, and service firms in all 50 States, the District of Columbia and the Commonwealth of Puerto Rico. Import-impacted firms work with the TAACs in a

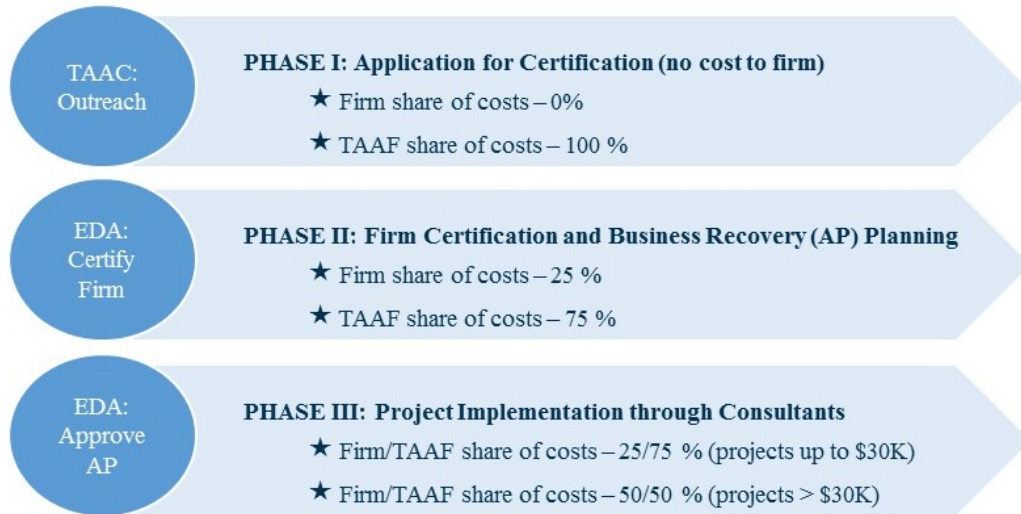
public-private collaborative framework to apply to EDA for certification of eligibility for TAAF assistance and to prepare and implement strategies to guide their economic recovery.

Exhibit 2: TAACs and their Service Areas⁶

TAAC	Service Areas
Great Lakes	Indiana, Michigan and Ohio
Mid-America	Iowa, Kansas, Missouri and Nebraska
MidAtlantic	Delaware, District of Columbia, Maryland, Pennsylvania, Virginia and West Virginia
Midwest	Illinois, Minnesota and Wisconsin
New England	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont
New York, New Jersey and the Commonwealth of Puerto Rico	New York, New Jersey and the Commonwealth of Puerto Rico
Northwest	Alaska, Idaho, Oregon and Washington
Rocky Mountain	Colorado, Montana, North Dakota, South Dakota, Utah and Wyoming
Southeastern	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee
Southwest	Arkansas, Louisiana, Oklahoma, New Mexico and Texas
Western	Arizona, California, Hawaii and Nevada

⁶ On September 25, 2015, through Grants.Gov, EDA published a Federal Funding Opportunity (FFO) announcing the availability of funding for the TAAF program. The geographic service areas of TAACs reflect the cooperative agreements for each of the 11 selected TAACs that began May 1, 2016.

Exhibit 3: Program Phases



There are three main phases to receiving technical assistance under the TAAF program: (1) petitioning for certification, (2) recovery planning and (3) AP implementation.

Phase I - Petitioning for Certification

The first step to receiving assistance is the submission of a petition to EDA to be certified as a trade-impacted firm. A petition is comprised of Form ED-840P, titled *Petition by a Firm for Certification of Eligibility to Apply for Trade Adjustment Assistance*, and required supporting documentation. Generally, certification specialists in the TAACs work with the firm at no cost to the firm to complete and submit a petition to EDA.

Upon receipt of the petition, EDA performs an analysis of the petition and supporting documents to determine if the petition is complete and may be accepted. EDA is required to make a final determination on the petition within 40 days of accepting a petition.

To certify a firm as eligible to apply for adjustment assistance, EDA must determine that the following three conditions are met:

1. A significant number or proportion of the workers in the firm have been or are threatened to be totally or partially separated; and
2. Sales and/or production of the firm have decreased absolutely, or sales and/or production of an article or service that accounted for at least 25 percent of total production or sales of the firm have decreased absolutely, during the 12, 24, or 36 months preceding the most recent 12-, 24-, or 36-month period for which data are available; and
3. Increased imports of articles like or directly competitive with articles produced or services provided by the firm have “contributed importantly” to both the decrease or threatened decrease in employment and the decline in sales and/or production.

Phase II - Recovery Planning

Certified firms work with TAAC staff to develop a customized AP for submission to EDA for approval. Once an AP has been submitted, EDA is required to make a final determination within 60 days.

Phase III - AP Implementation

The firm works with consultants to implement projects in an approved AP. For an AP in which proposed projects will cost \$30,000 or less, the TAAF program provides up to 75 percent of the cost and the firm is responsible for the balance. For an AP in which proposed projects will cost more than \$30,000, the TAAF program pays 50 percent of the total cost and the firm pays the remaining 50 percent. In order to most efficiently and effectively utilize limited program funds, the TAAF program limits its share of technical assistance to a certified firm to no more than \$75,000. After a competitive procurement process, the TAAC and the firm generally contract with private consultants to implement the AP.

As projects are implemented, the firm will first pay their match to the consultant, and then send a notice to the TAAC stating that they are satisfied with the work and that they have paid their matching share. The TAAC will then pay the Federal share. Firms have up to five years from the date of an AP's approval to implement the approved business recovery strategy contained therein, unless the firm receives EDA approval for an extension. Generally, firms complete the implementation of their APs over a two-year period.

Results/Findings

Data for This Report

For the purposes of this Report, data are reported only for firms for which all data were available. Data used in this Report were collected through the TAACs on behalf of firms as part of their reporting requirements, petitions for certification, and the APs. Complete data sets of firm-level data including information on sales, employment, and import impacts are needed to do the analysis in this report. However, companies are not required under the Trade Act to provide post-completion data to EDA and a significant number of firms choose not to do so, mainly due to privacy concerns. In FY 2014, 129 firms completed the program, but only 49 (38%) provided the complete data sets necessary for the analysis in this report. This response rate is generally consistent with that of previous reports.

Eligibility reviewers at EDA recorded data from these sources into a central database. The data presented in this Report have been verified by the TAACs. Results for average processing times were derived by EDA. Data in this report reflect data as of the end of FY 2016. Therefore, data in this Annual Report may differ from previously published data that were based on different periods.

(1) The number of firms that inquired about the program.

In FY 2016, the TAACs received 1,093 inquiries about the program.

Exhibit 4: Inquiries about the TAAF program by TAAC

TAAC	No. of Firms that Inquired about the TAAF program
Great Lakes	48
Mid-America	216
Mid-Atlantic	78
Midwest	83
New England	48
New York, New Jersey and Puerto Rico	90
Northwest	35
Rocky Mountain	61
Southeastern	36
Southwest	144
Western	254
Total	1,093

- (2) The number of petitions filed under Section 251.**
- (3) The number of petitions certified and denied by the Secretary.**
- (4) The average time for processing petitions after the petitions are filed.**

Petitions are certified on a rolling basis. A petition filed in one fiscal year may not result in certification until the next fiscal year. Therefore, it is possible that some states or TAACs will show fewer petitions filed than certified.

In FY 2016, EDA filed (accepted for investigation) 73 petitions and certified 68 petitions under Section 251 of the Trade Act. Due to the technical assistance provided by TAACs during the petition process, in addition to the fact that EDA provides firms the opportunity to withdraw petitions rather than be denied, no petitions were denied in FY 2016. Five petitions were withdrawn prior to certification due to the firms' inability to demonstrate eligibility.

EDA's average processing time for petitions (from filing [acceptance] to certification) was 19 business days.

Exhibit 5: Petitions Filed (Accepted), and Certified by TAAC/State: FY 2016

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	8	8

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
IN	1	1
MI	6	6
OH	1	1
Mid-America	9	10
IA	0	0
KS	0	0
MO	7	7
NE	2	3
MidAtlantic	5	6
DC	0	0
DE	0	0
MD	0	0
NJ	0	0
PA	5	6
VA	0	0
WV	0	0
Midwest	8	9
IL	7	7
MN	0	1
WI	1	1
New England	12	10
CT	1	1
MA	5	4
ME	1	0
NH	1	1
RI	2	2
VT	2	2
New York, New Jersey and Puerto Rico	0	0
NJ	0	0
NY	0	0
PR	0	0
Northwest	6	6
AK	0	0
ID	2	1
OR	2	2
WA	2	3
Rocky Mountain	4	3
CO	2	1
MT	0	0

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
ND	0	0
SD	0	0
UT	2	2
WY	0	0
Southeastern	5	4
AL	1	0
FL	1	1
GA	0	1
KY	0	0
MS	0	0
NC	2	1
SC	1	1
TN	0	0
Southwest	13	10
AR	1	1
LA	5	4
NM	0	0
OK	4	3
TX	3	2
Western	3	2
AZ	0	0
CA	3	2
NV	0	0
Total	73	68

(5) The number of petitions filed and firms certified for each Congressional District in the United States.

Exhibit 6: Petitions Filed (Accepted) and Certified by Congressional District: FY 2016

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	8	8
IN	1	1
2	1	1
MI	6	6
1	1	0
6	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
7	1	1
8	1	1
10	2	3
OH	1	1
9	1	1
Mid-America	9	10
IA	0	0
KS	0	0
MO	7	7
1	1	0
2	0	1
3	1	1
4	1	1
8	4	4
NE	2	3
1	1	1
3	1	2
MidAtlantic	5	6
DC	0	0
DE	0	0
MD	0	0
PA	5	6
3	2	2
5	1	2
8	2	2
VA	0	0
WV	0	0
Midwest	8	9
IL	7	7
5	2	2
8	2	2
10	1	1
12	1	1
16	1	1
MN	0	1
1	0	1
WI	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
New England	12	10
CT	1	1
2	1	1
MA	5	4
1	2	2
3	1	1
6	1	0
8	1	1
ME	1	0
1	1	0
NH	1	1
1	1	1
RI	2	2
1	1	1
2	1	1
VT	2	2
At-Large	2	2
New York, New Jersey and Puerto Rico	0	0
NJ	0	0
NY	0	0
PR	0	0
Northwest	6	6
AK	0	0
ID	2	1
1	1	0
2	1	1
OR	2	2
1	1	1
5	1	1
WA	2	3
3	1	2
10	1	1
Rocky Mountain	4	3
CO	2	1
1	1	1
2	1	0
MT	0	0

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
ND	0	0
SD	0	0
UT	2	2
2	2	2
WY	0	0
Southeastern	5	4
AL	1	0
7	1	0
FL	1	1
25	1	1
GA	0	1
4	0	1
KY	0	0
MS	0	0
NC	2	1
3	1	1
11	1	0
SC	1	1
4	1	1
TN	0	0
Southwest	13	10
AR	1	1
4	1	1
LA	5	4
1	2	2
3	3	2
NM	0	0
OK	4	3
1	1	0
4	2	2
51	1	1
TX	3	2
2	1	0
15	1	1
31	0	1
35	1	0
Western	3	2

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
AZ	0	0
CA	3	2
42	1	1
44	1	1
52	1	0
NV	0	0
Total	73	68

(6) Of the number of petitions filed, the number of firms that entered the program and received benefits.⁷

For this metric, benefits are defined as technical assistance provided to firms certified in FY 2016 in preparing a business recovery plan (AP) that resulted in EDA approval of that AP in FY 2016.

In FY 2016, of the 73 petitions accepted and 68 petitions certified by EDA, 45 firms met this definition of benefits received.

Exhibit 7: Petitions Certified and APs Approved: FY 2016

TAAC	No. of Firms Receiving Benefits (Certified and Approved AP in FY 2016)
Great Lakes	4
Mid-America	7
MidAtlantic	4
Midwest	7
New England	6
New York, New Jersey and Puerto Rico	0
Northwest	5
Rocky Mountain	1
Southeastern	4
Southwest	5
Western	2
Total	45

⁷ EDA defines “entering the program” as receiving a certification.

(7) The number of firms that received assistance in preparing their petitions.

In FY 2016, 246 firms received assistance in preparing petitions. Firms may receive assistance in all phases of preparing petitions more than once in a single year. Petition assistance rendered may not result in the submission of a petition in the fiscal year.

Exhibit 8: Petition Assistance Activity: FY 2016

TAAC	Petition Assistance
Great Lakes	20
Mid-America	11
MidAtlantic	30
Midwest	67
New England	14
New York, New Jersey and Puerto Rico	20
Northwest	18
Rocky Mountain	19
Southeastern	20
Southwest	23
Western	4
Total	246

(8) The number of firms that received assistance developing business recovery plans.

In FY 2016, 94 firms received assistance in developing APs. Additionally, 629 firms received assistance in implementing projects in their APs. Firms may receive assistance in developing and implementing APs more than once in a single year. Additionally, AP assistance rendered may not result in the submission or implementation of an AP in the current fiscal year.

Exhibit 9: AP Development Activity: FY 2016

TAAC	AP Development Assistance
Great Lakes	13
Mid-America	9
MidAtlantic	13
Midwest	11
New England	10
New York, New Jersey and Puerto Rico	2
Northwest	8

TAAC	AP Development Assistance
Rocky Mountain	7
Southeastern	9
Southwest	8
Western	4
Total	94

Exhibit 10: AP Implementation Activity: FY 2016

TAAC	AP Implementation Assistance
Great Lakes	40
Mid-America	39
MidAtlantic	58
Midwest	133
New England	64
New York, New Jersey and Puerto Rico	21
Northwest	56
Rocky Mountain	89
Southeastern	54
Southwest	47
Western	28
Total	629

(9) The number of business recovery plans approved and denied by the Secretary.

In FY 2016, EDA approved 75 APs. While EDA did not deny any APs in FY 2016, EDA did find some APs submitted to be unacceptable. In these cases, EDA worked with the TAAC and firm to make any necessary revisions to make the AP acceptable to EDA.

Exhibit 11: APs Approved by TAAC/State: FY 2016

TAAC/State	No. of APs Approved
Great Lakes	8
IN	1
MI	5
OH	2
Mid-America	9
IA	0

TAAC/State	No. of APs Approved
KS	1
MO	6
NE	2
MidAtlantic	13
DC	0
DE	0
MD	0
PA	13
VA	0
WV	0
Midwest	8
IL	7
MN	1
WI	0
New England	8
CT	0
MA	3
ME	0
NH	1
RI	2
VT	2
New York, New Jersey and Puerto Rico	2
NJ	0
NY	2
PR	0
Northwest	6
AK	0
ID	1
OR	3
WA	2
Rocky Mountain	3
CO	1
MT	1
ND	0
SD	0
UT	1
WY	0
Southeastern	8
AL	0

TAAC/State	No. of APs Approved
FL	1
GA	3
KY	0
MS	0
NC	2
SC	2
TN	0
Southwest	7
AR	1
LA	0
NM	0
OK	4
TX	2
Western	3
AZ	0
CA	3
HI	0
NV	0
Total	75

(10) Average duration of benefits received under the program nationally and in each region served by an intermediary organization (the TAAC) referred to in Section 253(b)(1) of the Trade Act.

For this metric, EDA defines benefits as technical assistance provided to firms from the time of petition certification to the time of program completion. Nationally, firms receive on average 65 months of benefits under the TAAF program.

Exhibit 12: Average Duration of Benefits Received: FY 2016 by TAAC (Region)

TAAC	Average No. of Months Firms Received Benefits Under TAAF program by TAAC
Great Lakes	67
Mid-America	40
MidAtlantic	86
Midwest	71
New England	67
New York, New Jersey and Puerto Rico	71
Northwest	59

TAAC	Average No. of Months Firms Received Benefits Under TAAF program by TAAC
Rocky Mountain	68
Southeastern	64
Southwest	65
Western	60
Average for All TAACs	65

(11) Sales, employment, and productivity at each firm participating in the TAAF program at the time of certification.⁸

See Exhibit 13.

(12) Sales, employment, and productivity at each firm upon completion of the program and each year for the two-year period following completion.

EDA analyzes the extent to which client firms increased their sales, productivity, and employment levels, allowing the implementation of TAAF-supported projects (program completion). One year after completing the program, firms participating in the TAAF program reported that average sales had increased by six percent, average productivity had decreased by three percent,⁹ and average employment had increased by eight percent from the prior year. By comparison, the Census Bureau reported that,¹⁰ during the same time period, the national manufacturing industry in aggregate experienced an average sales decrease of six percent, while BLS reported an average employment increase of one percent.¹¹

Two years after completing the program, these same firms reported average sales had increased by nine percent, average productivity had decreased by two percent, and average employment had increased by 11 percent from 2014. Meanwhile, BLS reported that the manufacturing industry experienced an average employment increase of one percent from 2014.¹² Therefore, while not all firms complete the program (see page 27), the 49 firms that completed the TAAF program in FY 2014 and provided complete data to EDA performed

⁸ For this FY 2016 Report, in order to compare sales, productivity and employment outcomes from the time of certification (data point #11 above) to program completion as well as one and two years after program completion (data point #12 above), EDA uses data for firms that completed the program in FY 2014 (the “base year,” which is two years prior to FY 2016).

⁹ Since the certified firms are in various industries, which have a variety of ways to measure productivity, sales per employee was chosen as the productivity measure. This measure is used because it can be generally applied to all certified firms. However, since BLS defines productivity differently than simple sales per employee, no comparison is provided between firms that completed the TAAF program and the manufacturing industry as a whole in terms of productivity.

¹⁰ Ibid. Footnote 3.

¹¹ Ibid. Footnote 4.

¹² Ibid. Footnote 5.

better on average in terms of employment growth than the manufacturing industry as a whole during the first two years following program completion.

Please note: For the final row of the table below, all total averages are calculated using the data in the column above (i.e. vertical calculation of average), *except for* the last four columns (total averages for productivity), which instead calculate total average productivity using the total average sales and total average employment at the bottom of the table (i.e. horizontal calculation of average). This provides the most accurate representation of total average productivity, as a vertical calculation would introduce additional degrees of error as it represents the average of averages.

The base year used for this Report is FY 2014, as this allows EDA to compare these measures looking back both one and two years from the date of this FY 2016 Report. 129 firms completed the program in FY 2014. EDA was able to collect complete data sets from 49 of these firms. The following exhibits indicate changes in sales, employment and productivity at these firms at intervals of one and two years following program completion.

*Exhibit 13a: Sales, Employment, and Productivity at Each Firm at Certification, Completion of the Program and Two-Year Period Following Completion.*¹³

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2014)	Sales 1st Yr. Following Completion (FY 2015)	Sales 2nd Yr. Following Completion (FY 2016)	Average Employment at Certification	Average Employment at Completion (FY 2014)	Average Employment 1st Yr. Following Completion (FY 2015)	Average Employment 2nd Yr. Following Completion (FY 2016)	Average Productivity at Certification	Average Productivity at Completion (FY 2014)	Average Productivity 1st Yr. Following Completion (FY 2015)	Average Productivity 2nd Yr. Following Completion (FY 2016)
GLTAAC-CMP-001	\$32,608,321	\$48,000,000	\$56,844,000	\$62,008,400	116	145	146	155	\$281,106	\$331,034	\$389,342	\$400,054
GLTAAC-CMP-002	\$16,198,088	\$33,000,000	\$27,000,000	\$24,800,000	149	127	125	120	\$108,712	\$259,843	\$216,000	\$206,667
GLTAAC-CMP-003	\$46,462,846	\$80,034,000	\$97,000,000	\$102,000,000	263	450	530	580	\$176,665	\$177,853	\$183,019	\$175,862
GLTAAC-CMP-004	\$100,962,620	\$131,000,000	\$148,996,538	\$204,359,555	296	397	629	757	\$341,090	\$329,975	\$236,878	\$269,960
MamTAAC-CMP-001	\$48,091,453	\$29,262,797	\$33,000,000	\$22,686,515	352	267	180	186	\$136,623	\$109,598	\$183,333	\$121,971
MamTAAC-CMP-002	\$8,412,115	\$20,000,000	\$18,700,660	\$19,520,443	77	76	66	73	\$109,248	\$263,158	\$283,343	\$267,403
MamTAAC-CMP-003	\$16,688,000	\$24,194,000	\$27,825,000	\$33,625,000	174	225	265	349	\$95,908	\$107,529	\$105,000	\$96,347
MamTAAC-CMP-004	\$10,016,000	\$13,199,731	\$13,516,862	\$17,300,000	34	71	74	82	\$294,588	\$185,912	\$182,660	\$210,976
MamTAAC-CMP-005	\$1,322,000	\$242,000	\$355,000	\$432,511	12	6	8	8	\$110,167	\$40,333	\$44,375	\$54,064
MamTAAC-CMP-006	\$442,494	\$575,000	\$670,000	\$700,000	5	6	5	6	\$88,499	\$95,833	\$134,000	\$116,667
MamTAAC-CMP-007	\$38,721,946	\$52,000,000	\$47,449,217	\$51,302,455	103	171	183	164	\$375,941	\$304,094	\$259,285	\$312,820
MamTAAC-CMP-008	\$38,890,972	\$38,000,000	\$38,749,731	\$36,304,237	341	307	384	390	\$114,050	\$123,779	\$100,911	\$93,088
MamTAAC-CMP-009	\$1,447,000	\$1,196,561	\$1,050,249	\$959,834	18	12	11	12	\$80,389	\$99,713	\$95,477	\$79,986
MamTAAC-CMP-010	\$4,151,000	\$15,011,000	\$18,143,000	\$20,614,000	91	102	119	142	\$45,615	\$147,167	\$152,462	\$145,169
MamTAAC-(MW)-CMP-011	\$8,760,000	\$116,000,000	\$122,000,000	\$130,000,000	69	850	877	890	\$126,957	\$136,471	\$139,111	\$146,067
MWTAAC-CMP-001	\$10,345,000	\$10,900,000	\$11,400,000	\$12,000,000	44	77	83	81	\$235,114	\$141,558	\$137,349	\$148,148
MWTAAC-CMP-002	\$31,000,000	\$47,500,000	\$49,000,000	\$50,000,000	123	105	110	108	\$252,033	\$452,381	\$445,455	\$462,963
MWTAAC-CMP-003	\$2,867,841	\$5,388,000	\$4,455,000	\$6,100,000	28	39	37	40	\$102,423	\$138,154	\$120,405	\$152,500

¹³ Ibid. Footnote 12.

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2014)	Sales 1st Yr. Following Completion (FY 2015)	Sales 2nd Yr. Following Completion (FY 2016)	Average Employment at Certification	Average Employment at Completion (FY 2014)	Average Employment 1st Yr. Following Completion (FY 2015)	Average Employment 2nd Yr. Following Completion (FY 2016)	Average Productivity at Certification	Average Productivity at Completion (FY 2014)	Average Productivity 1st Yr. Following Completion (FY 2015)	Average Productivity 2nd Yr. Following Completion (FY 2016)
MWTAAC-CMP-004	\$1,325,123	\$818,000	\$475,237	\$770,000	7	7	6	4	\$189,303	\$116,857	\$79,206	\$192,500
MWTAAC-CMP-005	\$1,444,014	\$1,768,344	\$2,000,000	\$1,800,000	7	11	11	14	\$206,288	\$160,759	\$181,818	\$128,571
MWTAAC-CMP-006	\$1,484,759	\$2,350,000	\$2,802,614	\$3,300,000	16	25	28	36	\$92,797	\$94,000	\$100,093	\$91,667
MWTAAC-CMP-007	\$30,960,408	\$14,000,000	\$2,786,000	\$3,100,000	131	18	23	25	\$236,339	\$777,778	\$121,130	\$124,000
MWTAAC-CMP-008	\$4,523,240	\$4,250,000	\$3,900,000	\$4,300,000	14	25	22	25	\$323,089	\$170,000	\$177,273	\$172,000
MWTAAC-CMP-009	\$1,220,258	\$1,909,204	\$3,000,000	\$3,100,000	16	20	35	35	\$76,266	\$95,460	\$85,714	\$88,571
MWTAAC-CMP-010	\$3,546,000	\$2,919,600	\$3,624,372	\$4,200,000	26	19	21	21	\$136,385	\$153,663	\$172,589	\$200,000
MWTAAC-CMP-011	\$257,184	\$243,000	\$277,504	\$377,500	1	2	2	2	\$257,184	\$121,500	\$138,752	\$188,750
MWTAAC-CMP-012	\$1,120,000	\$2,555,000	\$3,624,370	\$4,200,000	17	17	21	21	\$65,882	\$150,294	\$172,589	\$200,000
MWTAAC-CMP-013	\$4,818,304	\$6,204,998	\$875,014	\$7,882,880	24	24	25	25	\$200,763	\$258,542	\$35,001	\$315,315
MWTAAC-CMP-014	\$2,823,473	\$2,680,079	\$2,700,000	\$2,856,278	33	25	25	21	\$85,560	\$107,203	\$108,000	\$136,013
NWTAAC-CMP-001	\$409,000	\$1,902,928	\$3,049,150	\$3,840,000	86	196	175	56	\$4,756	\$9,709	\$17,424	\$68,571
NWTAAC-CMP-002	\$66,000	\$1,000,000	\$600,000	\$500,000	2	6	9	7	\$33,000	\$166,667	\$66,667	\$71,429
NWTAAC-CMP-003	\$1,983,000	\$3,530,000	\$6,500,000	\$6,600,000	16	36	41	41	\$123,938	\$98,056	\$158,537	\$160,976
NWTAAC-CMP-004	\$211,834,000	\$246,900,000	\$271,600,000	\$209,700,000	766	806	680	655	\$276,546	\$306,328	\$399,412	\$320,153
NWTAAC-CMP-005	\$1,458,000	\$1,200,000	\$1,700,000	\$1,800,000	14	16	20	20	\$104,143	\$75,000	\$85,000	\$90,000
NYNJPRTAAC-CMP-001	\$4,717,220	\$4,347,025	\$4,538,092	\$3,480,223	56	52	59	36	\$84,236	\$83,597	\$76,917	\$96,673
NYNJPRTAAC-CMP-002	\$743,119	\$1,027,952	\$1,191,020	\$1,079,585	8	9	10	12	\$92,890	\$114,217	\$119,102	\$89,965
NYNJPRTAAC-CMP-003	\$25,421,539	\$27,150,000	\$27,000,000	\$28,010,595	174	100	205	200	\$146,101	\$271,500	\$131,707	\$140,053
RMTAAC-CMP-002	\$2,221,435	\$2,613,000	\$2,800,000	\$2,400,000	25	16	15	16	\$88,857	\$163,313	\$186,667	\$150,000
RMTAAC-CMP-003	\$660,126	\$1,512,353	\$1,799,291	\$1,830,205	10	13	15	13	\$66,013	\$116,335	\$119,953	\$140,785
RMTAAC-CMP-004	\$10,112,336	\$10,079,167	\$8,763,775	\$11,900,000	78	59	84	95	\$129,645	\$170,833	\$104,331	\$125,263

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2014)	Sales 1st Yr. Following Completion (FY 2015)	Sales 2nd Yr. Following Completion (FY 2016)	Average Employment at Certification	Average Employment at Completion (FY 2014)	Average Employment 1st Yr. Following Completion (FY 2015)	Average Employment 2nd Yr. Following Completion (FY 2016)	Average Productivity at Certification	Average Productivity at Completion (FY 2014)	Average Productivity 1st Yr. Following Completion (FY 2015)	Average Productivity 2nd Yr. Following Completion (FY 2016)
RMTAAC-CMP-005	\$3,558,934	\$5,031,480	\$5,743,155	\$7,040,127	22	24	25	31	\$161,770	\$209,645	\$229,726	\$227,101
SETAAC-CMP-001	\$1,096,375	\$1,091,929	\$1,278,798	\$1,412,323	11	17	19	12	\$99,670	\$64,231	\$67,305	\$117,694
SETAAC-CMP-002	\$771,216	\$2,100,000	\$2,750,000	\$1,767,000	8	10	10	10	\$96,402	\$210,000	\$275,000	\$176,700
SETAAC-CMP-003	\$33,774,621	\$36,415,262	\$28,391,368	\$39,716,461	227	150	155	165	\$148,787	\$242,768	\$183,170	\$240,706
SWTAAC(Mam)-CMP-001	\$1,650,000	\$1,100,000	\$1,100,000	\$1,117,465	22	16	11	19	\$75,000	\$68,750	\$100,000	\$58,814
SWTAAC(RM)-CMP-002	\$7,810,700	\$10,400,000	\$9,281,031	\$6,000,000	49	71	52	33	\$159,402	\$146,479	\$178,481	\$181,818
SWTAAC(RM)-CMP-003	\$3,753,221	\$1,770,910	\$2,088,360	\$2,973,500	40	19	21	35	\$93,831	\$93,206	\$99,446	\$84,957
WTAAC-CMP-001	\$222,222	\$1,343,609	\$2,502,963	\$4,026,649	5	13	16	18	\$44,444	\$103,355	\$156,435	\$223,703
WTAAC-CMP-002	\$8,700,000	\$16,294,715	\$16,670,915	\$17,187,307	85	101	130	105	\$102,353	\$161,334	\$128,238	\$163,689
Total Average	\$16,160,684	\$22,081,870	\$23,297,312	\$24,142,470	89	109	118	121	\$181,581	\$202,586	\$197,435	\$199,525

Exhibit 13b: # of Firms that Increased/Decreased Sales, Employment and Productivity After Program Completion

Comparison to Time of Completion	# of Firms with Increase	# of Firms with Decrease	# of Firms with No Change	Total
Sales at 1 Year After Completion	34	14	1	49
Sales at 2 Years After Completion	35	14	0	49
Employment at 1 Year After Completion	32	13	4	49
Employment at 2 Years After Completion	31	11	7	49
Productivity at 1 Year After Completion	30	19	0	49
Productivity at 2 Years After Completion	29	20	0	49

(13) The number of firms in operation as of the date of this Report and the number of firms that ceased operations after completing the program in each year during the two-year period following completion of the program.

As of September 30, 2016, 689 active firms with combined sales of \$10.5 billion and a workforce of 55,688 were participating in the TAAF program. While not all firms complete the program (e.g. 50 left the program prior to completion in FY 2016, 2 of which went out of business), all firms that completed the program in FY 2014 and provided data on their post-completion performance were in operation at the end of FY 2016.

(14) The financial assistance received by each firm participating in the program.

(15) The financial contribution made by each firm participating in the program.

Financial assistance is not provided directly to firms. In FY 2016, firms received \$8.7 million worth of *technical* assistance provided to prepare petitions and to develop and implement APs (often through business consultants and other experts). EDA funds the TAACs, which either provide technical assistance themselves or pay a portion of the cost to secure specialized business consultants, for which firms pay a matching share. The firms represented in this report paid \$5.4 million to match TAAF funds towards the development and implementation of APs.

Exhibit 14: Summary of TAAC Assistance and Matching Firm Contributions: FY 2016

TAAC	Total TAAC Assistance¹⁴	Financial Contribution by the Firms
Great Lakes	\$603,485	\$297,009
Mid-America	\$651,284	\$430,650
MidAtlantic	\$765,643	\$631,447
Midwest	\$1,395,144	\$1,086,060
New England	\$1,300,444	\$1,193,574
New York, New Jersey and Puerto Rico	\$366,089	\$208,689
Northwest	\$1,030,295	\$516,633
Rocky Mountain	\$1,036,195	\$504,423
Southeastern	\$757,423	\$287,980
Southwest	\$370,519	\$192,202
Western	\$448,348	\$89,589
Total	\$8,724,869	\$5,438,256

¹⁴ This does not include the amount expended by the TAACs for outreach to potential new firms.

(16) The types of technical assistance included in the business recovery plans of firms participating in the program.

Types of technical assistance included in the business recovery plans of firms participating in the program include financial, management, marketing/sales, production and support systems.

Exhibit 15: Types of Technical Assistance in APs: FY 2016

Project Classification	Sample Types of Projects
Financial	<ul style="list-style-type: none"> • Accounting systems upgrade • Cost Control tracking system • Automatic Data Processing development
Management	<ul style="list-style-type: none"> • Strategic business planning • Succession management • Management development
Marketing/Sales	<ul style="list-style-type: none"> • Sales process training • Market expansion and feasibility • Website design and upgrade
Production	<ul style="list-style-type: none"> • Lean manufacturing and certification • New Product Development • Production and Warehouse automation
Support Systems	<ul style="list-style-type: none"> • Enterprise Resource Planning • Management Information Systems upgrades • Computer Aided Design software

(17) The number of firms leaving the program before completing the project or projects in their business recovery plans and the reason the project or projects were not completed.

In FY 2016, the number of firms leaving the program before completing the project or projects in their business recovery plans was 50, 2 of which went out of business. The reasons the project or projects were not completed include:

- Firm sold - 11
- Firm out of business - 2
- Firm declared bankruptcy - 2
- Business decision to not continue - 35

(18) The total amount expended by all intermediary organizations referred to in Section 253(b)(1) and by each organization to administer the program.

Exhibit 16: Summary of Expenditures by TAAC Across Budget Categories: FY 2016

TAAC	Personnel (including Fringe Benefits)	Contracts (Federal Share)	Travel	Equipment and Supplies	Other	Indirect Costs ¹⁵	Total TAAC Expenditures
Great Lakes	\$416,186	\$311,875	\$7,388	\$7,223	\$6,069	\$194,959	\$943,700
Mid-America	\$441,551	\$387,116	\$4,108	\$2,455	\$42,684	\$207,625	\$1,085,539
MidAtlantic ¹⁶	\$498,666	\$545,272	\$36,576	\$18,093	\$202,696	\$0	\$1,301,303
Midwest ¹⁷	\$525,832	\$1,143,170	\$7,014	\$4,432	\$129,937	\$0	\$1,810,385
New England ¹⁸	\$372,542	\$1,146,382	\$12,882	\$13,076	\$26,878	\$0	\$1,571,760
New York, New Jersey and Puerto Rico	\$344,116	\$214,990	\$3,146	\$6,071	\$53,588	\$53,500	\$675,411
Northwest ¹⁹	\$439,038	\$522,880	\$8,569	\$16,565	\$165,733	\$0	\$1,152,785
Rocky Mountain	\$616,043	\$521,908	\$2,421	\$9,495	\$50,878	\$163,268	\$1,364,013
Southeastern	\$541,997	\$332,561	\$8,916	\$5,233	\$0	\$278,033	\$1,166,740
Southwest	\$517,456	\$212,668	\$19,311	\$8,149	\$17,201	\$112,568	\$887,353
Western	\$372,759	\$197,193	\$10,602	\$3,736	\$10,824	\$124,852	\$719,966
Total	\$5,086,186	\$5,536,015	\$120,933	\$94,528	\$706,488	\$1,134,805	\$12,678,955

¹⁵ University-affiliated TAACs have indirect cost rate agreements that cannot exceed the current rate negotiated with their cognizant Federal agency (non-EDA/DOC). Indirect (facilities and administrative) costs are costs incurred for a common or joint purpose benefitting more than one cost object (e.g., a particular project, facility, function, or product).

¹⁶ Non-profit TAACs do not have indirect cost rate agreements as they do not receive other Federal funds; instead, they categorize similar expenditures in their "Other" budget line item.

¹⁷ Ibid. Footnote 16.

¹⁸ Ibid. Footnote 16.

¹⁹ Ibid. Footnote 16.

(19) The total amount expended by intermediary organizations to provide technical assistance to firms under the program nationally and in each region served by such an organization.

In FY 2016, TAACs expended \$8.7 million to provide technical assistance to firms in preparing petitions and developing and implementing APs.

Exhibit 17: TAAC Expenditures to Provide Technical Assistance: FY 2016

TAAC	Total TAAC Expenditures²⁰
Great Lakes	\$603,485
Mid-America	\$651,284
MidAtlantic	\$765,643
Midwest	\$1,395,144
New England	\$1,300,444
New York, New Jersey and Puerto Rico	\$366,089
Northwest	\$1,030,295
Rocky Mountain	\$1,036,195
Southeastern	\$757,423
Southwest	\$370,519
Western	\$448,348
Total	\$8,724,869

²⁰ Ibid. Footnote 14.

Conclusion

The findings in this report indicate the 49 firms that completed the TAAF program in FY 2014 and provided post-completion sales and employment data to EDA performed better on average in terms of sales and employment levels than U.S. manufacturing industry in the first two years following program completion.

For FY 2016, EDA's TAAF program produced the following results:

One year after completing the program, firms participating in the TAAF program reported that average sales had increased by six percent, and average employment had increased by eight percent from the prior year. By comparison, the Census Bureau reported that,²¹ during the same time period, the national manufacturing industry in aggregate experienced an average sales decrease of six percent, while BLS reported an average employment increase of one percent.²²

Two years after completing the program, these same firms reported average sales had increased by nine percent, and average employment had increased by 11 percent from 2014. Meanwhile, BLS reported that the manufacturing industry experienced an average employment increase of one percent from 2014.²³

Therefore, while not all firms complete the program (see page 27), 49 firms that completed the TAAF program in FY 2014 and provided complete data to EDA performed better in terms of employment growth than the manufacturing industry as a whole during this time period.

²¹ Ibid. Footnote 3.

²² Ibid. Footnote 4.

²³ Ibid. Footnote 5.

Examples of How the TAAF Program Is Helping U.S. Manufacturing Firms Compete Against Increasing Imports

The 11 TAACs work with individual firms to develop a deep understanding of their unique competitive strengths and weaknesses and, based on this understanding, build and implement competitiveness strategies customized for each particular firm.

Great Lakes Trade Adjustment Center (GLTAAC)

An 80-worker Indiana precision machining company was hit hard by the 2008-2009 recession and strong, persistent foreign competition. GLTAAC developed the client's Adjustment Proposal in 2010, focused on filling open capacity, rebuilding sales, market diversification, and improving both manufacturing and non-manufacturing systems. When the firm exited the program at the end of 2015, they had completed nine cost-shared projects. With an 80 percent sales increase, the company is once again profitable, exports have grown significantly, and it has added 15 jobs.

A \$25 million Ohio manufacturer of hardwood products was losing business to low cost imports from Canada and China. The company's Adjustment Proposal was approved in 2012, focusing on development and implementation of a comprehensive new marketing and sales plan, improving Enterprise Resource Planning and Customer Resource Management systems (including employee training), and initiation of Lean Six-Sigma practices. The firm exited TAAF in 2016 with impressive results: a 50 percent sales increase, improved productivity, a return to profitability, and the addition of more than 30 jobs. The firm is now fully recovered from the negative import impacts it was facing prior to engagement with the TAAF program.

Mid-America Trade Adjustment Assistance Center (MamTAAC)

When a Missouri manufacturer of awnings and banners entered the TAAF program in 2010, the company had experienced a 36 percent drop in sales and laid off a substantial portion of its workforce due to cheap import competition. TAAF funds assisted with a wage analysis, workforce and management training, marketing and sales improvements, upgrading software systems, and ISO certification. The firm exited the TAAF program in 2014. Since participating in the program, the company's annual sales have increased 120 percent and employment has increased 81 percent.

A Kansas manufacturer of agriculture products for tilling and harvesting crops entered the TAAF program in 2009 and completed the TAAF program in 2014. In an effort to improve the quality and capacity of their harvesting products, the company used TAAF funds for marketing projects and research and development projects including the prototype development of two new products. Between the time of entrance to completion of the TAAF program, sales increased from \$16 million to \$24 million and the company hired eight new employees.

MidAtlantic Trade Adjustment Assistance Center (MATAAC)

A Pennsylvania maker of wood products and furniture entered the TAAF program in 2011 after sales decreased by six percent, jobs decreased by 12 percent, and earnings had decreased by 155 percent. With TAAF assistance, the firm implemented 19 knowledge-based projects in Management Information System, Managerial Finance, Human Resources, and Product Design. Results included a 60 percent increase in sales, a 56 percent increase in jobs, a 134 percent increase in profits, and a three percent improvement in productivity. The firm completed the program in 2016.

A textile manufacturer in Maryland entered the TAAF program in 2015 after sales had declined 17 percent, jobs decreased by 24 percent and earnings dropped to a loss of half a million dollars at the bottom line. Nine knowledge-based projects covering Managerial Finance, Information Technology, Branding and Marketing and Website development are currently being implemented. Results so far include 24 percent sales growth, two percent job growth, 184 percent profit growth and a 22 percent increase in productivity.

Midwest Trade Adjustment Assistance Center (MWTAAAC)

An Illinois-based furniture manufacturer was having product designs copied and sold for less than half the cost by firms located in Asia. Both sales and employment dropped by nearly 50 percent in a short period, which was further exacerbated by the recession. The firm entered the TAAF program in 2010. The MWTAAAC provided technical assistance focusing on new product development. TAAF assistance was used to brand and market the new products in both domestic and export markets. The results were a 13 percent increase in sales and the addition of new employees. The firm exited the program in 2016.

A Wisconsin-based manufacturer of industrial and machine control panels had its products copied and sold for nearly half the cost by competitors based in China. Sales had declined by 33 percent and the firm had laid off nearly 22 percent of its skilled production workers prior to entry into the TAAF program in 2010. The program provided technical assistance with product development, inventory management, lean methodology, and marketing. As a result, the firm has more than doubled employment and increased sales by nearly \$7 million. The firm exited the program in 2016.

New England Trade Adjustment Assistance Center (NETAAC)

A New Hampshire manufacturer of subassemblies for machining and fabrication entered the TAAF program in 2009 due to rising imports. Projects included website, plant layout, product flow study, software upgrade, project development, and ISO/AWS certification. Technology capabilities were expanded throughout, allowing the delivery of innovative new products into core markets. Program funding allowed focus on new technology, which led to the expansion of markets. When the firm completed the program in 2012, sales had increased from \$9 million to over \$13 million, and employment had increased by 37 percent.

A Massachusetts manufacturer of dust monitoring instrumentation for environmental and process control applications entered the TAAF program in 2010. Foreign competition decreased sales to \$1.6 million. After program assistance, sales increased to \$2.8 million, employment grew 66 percent and export sales to China, the UK, India and Canada significantly increased. Projects included marketing, product certifications and product redesign critical for increasing exports.

Northwest Trade Adjustment Assistance Center (NWTAAAC)

A Washington manufacturer of wheelchair positioning products that lost business to imports from China and Mexico entered the TAAF program in 2013. The firm developed a strategy to improve operations. TAAF technical assistance was employed for market research, promotional implementation, succession planning, website revision, and manufacturing process improvements. The firm's sales increased in each year of implementation. At the conclusion of three years of TAAF implementation in 2016, the firm had increased sales and employment by 16 percent with gains in sales and productivity projected for the coming years.

An Oregon manufacturer of electric grills that had experienced a decline in business due to imports from China entered the TAAF program in 2009. The firm's recovery strategy focused on new products and new targeted markets. TAAF technical assistance was employed to understand target markets and to implement aspects of its marketing program. The company increased sales in every year of TAAF implementation. At the conclusion of five years of TAAF implementation, the company had increased sales by 241 percent and increased employment by 140 percent with a sharp rise in productivity.

The Trade Adjustment Assistance Center serving New York, New Jersey and the Commonwealth of Puerto Rico (NYNJPRTAAC)

A New York wind-controlled musical instrument manufacturer entered the TAAF program in 2012. At the time the firm entered the program, it had total sales of only \$700 and employed two individuals. After technical assistance provided by the NYNJPRTAAC, the firm is now reporting annual sales in excess of \$100,000 and employment is now three. The firm recently completed all of the projects in its Adjustment Proposal.

A New Jersey manufacturer of scenery and specialty fabrications for theater, television, special events and themed environments entered the TAAF program. At the time the firm entered the program, its annual sales had declined by over 12 percent to \$10.7 million and employment had dropped nearly 21 percent to an average of 84 employees. The Adjustment Proposal called for an upgrade to the firm's support systems, most notably Material Requirements Planning and Manufacturing Computer Numerical Control. Early success has led the firm to bid on projects that previously would not have been possible due to cost. Phase one of the support system improvements was completed in August 2016.

Rocky Mountain Trade Adjustment Assistance Center (RMTAAC)

A Colorado aerospace component manufacturer struggling with low-cost foreign competition from China entered the TAAF Program in 2010. The firm's sales had declined by 31 percent and employment had dropped by 47 percent. Projects were undertaken to significantly streamline production and improve efficiency over the next four years before the company completed the program in 2015. The firm's competitive position improved dramatically over this timeframe, resulting in a 54 percent increase in sales and a 52 percent increase in employment. The firm moved to a larger facility for future growth.

A North Dakota manufacturer of fabricated steel products entered the TAAF program in 2011 after suffering a 12 percent decline in sales and seven percent decline in employment due to increased Chinese imports. RMTAAC helped the firm develop a comprehensive marketing plan with a re-branding strategy aimed at integrating the company's diverse business units under a single platform. As a result, increased cross-selling opportunities among business units helped

boost the firm's sales by 32 percent. The firm added 250 employees to meet increased demand before exiting the program in 2016.

Southeastern Trade Adjustment Assistance Center (SETAAC)

A North Carolina manufacturer of amplifier cabinets opened in 2000 and experienced steady growth for 13 years. However, feeling the effects of import competition, the firm entered the TAAF program in 2013 and was able to update its website to improve consumer usability, make improvements to manufacturing processes, as well as ISO9000 training and certification. When the firm completed the program in 2016, annual sales had increased by over \$400,000, and it was able to rehire/add 29 employees.

A Tennessee firm with over 30 years of manufacturing multilayer co-fired electronic packages turned to SETAAC for assistance when it started experiencing stiff import competition and lost more than \$1,000,000 in sales over a 24-month period. The firm received \$75,000 worth of technical assistance through the TAAF program in 2013, helping the firm to obtain its AS9100 quality control certification and update its website to improve consumer usability. Upon completion of the program in 2016, the firm had increased its annual sales by over \$3,000,000 and had added 39 full-time employees.

Southwest Trade Adjustment Assistance Center (SWTAAC)

A Louisiana manufacturer of hand-crafted gas and electric lanterns was being impacted by cheaper imports from China, Mexico, and Canada. Sales had declined by 13 percent and the company had laid off five percent of its skilled production workforce. The firm entered the TAAF program in February 2010 and successfully completed all of its projects in the area of marketing. Employment has increased by 15 percent and sales have increased by 244 percent. The firm exited the program in September 2015.

A Texas manufacturer of active sportswear was encountering competition from imports because of cheaper prices from China, India, Indonesia, and Pakistan. Its sales had declined 18 percent, and its workforce had been reduced by 10 percent before it entered the TAAF program in July 2012. To date, the firm has successfully completed some of its Adjustment Proposal projects and is working to complete more. Already, employment has increased by 45 percent and sales have increased 68 percent.

Western Trade Adjustment Assistance Center (WTAAC)

A California manufacturer specializing in designed architectural glass and glass surfacing was facing stiff import competition and turned to the TAAF program for assistance in 2015. At the time, annual sales had decreased 53 percent to under \$870,000 and employment had decreased by 19 percent to 13 employees. Since receiving marketing technical assistance through the TAAF program, sales have increased by over 500 percent and employment has increased 138 percent to 31 employees.

A California manufacturer that designs, tests, and markets a highly specialized line of arc and flame resistant safety apparel and equipment faced negative impact from foreign goods. Due to lower-cost imports, sales decreased 26 percent and employment decreased seven percent. The firm entered the TAAF program in 2013. Through TAAF-supported marketing and information technology technical assistance, sales have increased 99 percent to \$3 million, employment has increased by 27 percent to 14 employees and exports have increased from three percent of sales to 44 percent.