

**FISCAL YEAR 2017
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 of 1974, as amended (Trade Act),¹ 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 in the Table of Contents, classified by intermediary organization, state, and national totals.

The TAAF program funds a national network of 11 Trade Adjustment Assistance Centers (TAACs), some of which are university-affiliated and others of which are independent non-profit organizations. Using TAAF funds that are matched by firms, these TAACs provide direct technical assistance to U.S. firms negatively affected by increased imports in order to help such firms develop and implement projects to regain global competitiveness, expand market share, and create jobs. Historically, most firms that applied for TAAF certification have been in the manufacturing sector. The responsibility for administering the TAAF program has been delegated by the Secretary of Commerce to the Economic Development Administration (EDA).

Key Findings of this Report²

EDA analyzes the extent to which client firms increased their sales, productivity and employment levels following: 1) entry into the program (certification) to the completed implementation of TAAF-supported projects (program completion), and 2) program completion to one and two years after program completion. To measure these outcomes, EDA compares average sales, average productivity³ and average employment at these intervals of all firms that completed the program in a particular year (known as the “base year”) and provided data to EDA. The base year used for this Report is FY 2015. EDA received data for the 151 firms that completed the program in FY 2015; of which, 105 firms provided complete data across all metrics. Average sales, productivity and employment of those 105 firms was analyzed from program completion to FY 2016 and FY 2017. Key findings of this report:

- From certification to program completion, the 105 firms providing complete data reported that average sales had increased by 43 percent, average productivity had increased by 14 percent, and average employment had increased by 25 percent.

¹ 19 U.S.C. § 2345a. The TAAF program is authorized by chapters 3 and 5 of title II of the Trade Act of 1974 (Public Law 93-618), as amended by Public Laws 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.

² For the purposes of this Report, data are reported only for the firms that completed the program which all data metrics were available. Firms with incomplete data in any metric were excluded in calculating this measure.

³ 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.

- From certification to one year after completing the program, the 105 firms reported that average sales had increased by 33 percent, average productivity had increased by 5 percent, and average employment had increased by 26 percent.
- From certification to two years after completing the program, the firms reported that average sales had increased by 30 percent, average productivity had increased by 4 percent, and average employment had increased by 25 percent.
- From program completion to one year after completing the program, firms reported that average sales had decreased by 7 percent, average productivity had decreased by 8 percent, and average employment had increased by 0.8 percent. This trend is consistent with the manufacturing industry as a whole in FY 2016 as indicated in the industrial production index from the Federal Reserve, which showed that real output fell in FY 2016 before beginning to recover in FY 2017.
- From program completion to two years after completing the program, these same firms reported average sales had decreased by 9 percent, average productivity had decreased by 9 percent, and average employment had remained unchanged from 2015. While the analysis directly below demonstrates an overall trend in recent years of more positive results, EDA continues to monitor this post-program completion trend to assess program performance.
- Despite entering the program in a distressed state, all 105 firms that completed the program in FY 2015 and submitted complete data to EDA were in operation at the end of FY 2017. Of the total 151 firms that completed the program in FY 2015, 142 were in operation at the end of FY 2017.

An analysis of the total average sales and employment data collected from FY 2010 to FY 2017 shows:

- From certification to program completion, firms reported that average sales had increased by 24.7 percent, average productivity had increased by 17.9 percent, and average employment had increased by 5.9 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 5.8 percent, average productivity had increased by 1.5 percent, and average employment had increased by 4.2 percent. Average sales increased 6 of the 8 years analyzed. Average productivity increased 4 of the 8 years analyzed. Average employment increased 5 of the 8 years analyzed.
- From program completion to two years after completing the program, firms reported that average sales had increased by 12.2 percent, average productivity had increased by 8.3 percent, and average employment had increased by 3.6 percent. Average sales increased 5 of the 8 years analyzed. Average productivity increased 6 of the 8 years analyzed. Average employment increased 5 of the 8 years analyzed.

These data suggest that the decline in post-completion sales and employment for firms that completed the program in FY 2015 is an anomaly partly accounted for by general manufacturing conditions, which have improved since 2017. EDA continues to monitor post-program performance to determine if programmatic changes or a fuller evaluation of the TAAF program are warranted.

It is important to note that TAAF clients are operating in the same economic environment as other firms, but are also attempting to adjust to import pressures that may not impact other firms as severely, making the success of TAAF-assisted firms notable. It should also be noted that the long-term success of these firms depends on achieving a fair and reciprocal global trade environment.

Summary of the TAAF Program

The mission of the TAAF program is to help import-impacted U.S. firms develop and implement projects to regain global competitiveness, expand markets, strengthen operations, increase profitability, and create jobs. Historically, most firms that applied for TAAF certification have been in the manufacturing sector. 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 others of which are independent non-profit organizations, 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 then prepare and implement strategies to guide their economic recovery.⁴ EDA’s partnership with the TAACs allows firms to receive customized assistance from TAAC staff who are knowledgeable about the challenges and opportunities facing businesses in their region.

Projects outlined in APs may cover a range of functional areas to improve a firms’ market position and increase their 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 2017 were marketing/sales improvement and production/process improvement projects. These projects comprised over half of all projects supported throughout the year.

As of September 30, 2017, 524 active firms with combined sales of \$6.5 billion and a workforce of 37,140 were participating in the TAAF program. In FY 2017, TAACs provided technical assistance to 251 firms in preparing petitions, 123 firms in preparing APs, and 481 firms in implementing projects within their APs. Meanwhile, EDA certified 111 petitions and approved 104 APs.

In FY 2017, the average processing time for petitions was 27 days, and the average processing time for APs was 26 days.

⁴ The U.S. International Trade Commission on September 22, 2017, made an affirmative injury determination under section 202(b)(1) of the Trade Act in its safeguard investigation No. TA-201-7 5, Crystalline Silicon Photovoltaic Cells (Whether or Not Partially or Fully Assembled into Other Products). Section 202(g) requires that petitions by firms in that industry receive expedited review for certification of eligibility to apply for adjustment assistance. 19 U.S.C. § 2252. Such expedited review occurred in FY 2018 and may be more fully discussed in the next annual report to Congress.

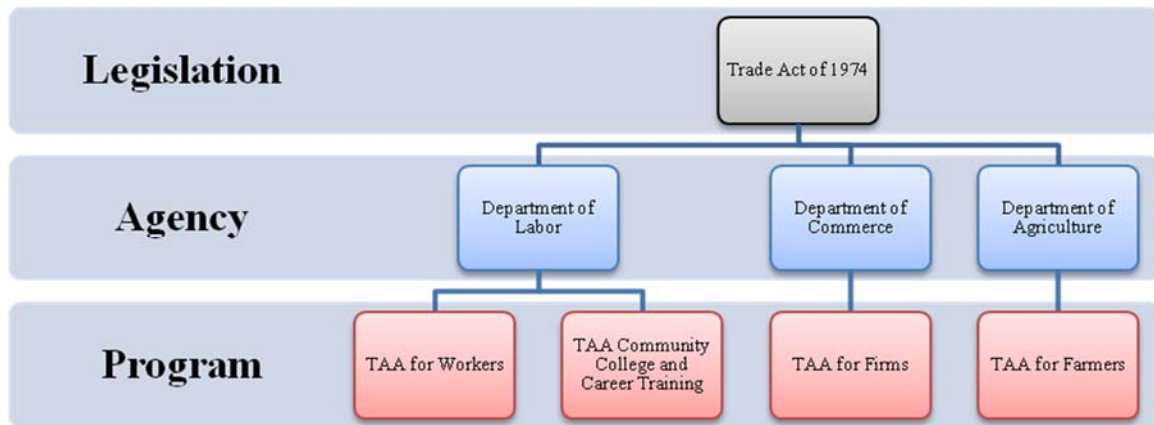
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Program Description

The TAAF program 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 the U.S. Department of Labor (DOL), and TAA for Farmers, which is administered by the U.S. Department of Agriculture (USDA).

Exhibit 1: TAA Programs



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

The mission of the TAAF program is to help import-impacted U.S. firms develop and implement projects to regain global competitiveness, expand markets, strengthen operations, increase profitability, and create jobs. Historically, most firms that applied for TAAF certification have been in the manufacturing sector.

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.

Import-impacted U.S. firms with approved APs can then receive direct technical assistance through matching funds provided to TAACs to contract with third-party consultants that help firms expand markets, strengthen operations and increase competitiveness. Funds are not provided directly to firms.

The national network of 11 independent non-profit or university-affiliated TAACs serve import-impacted U.S. 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

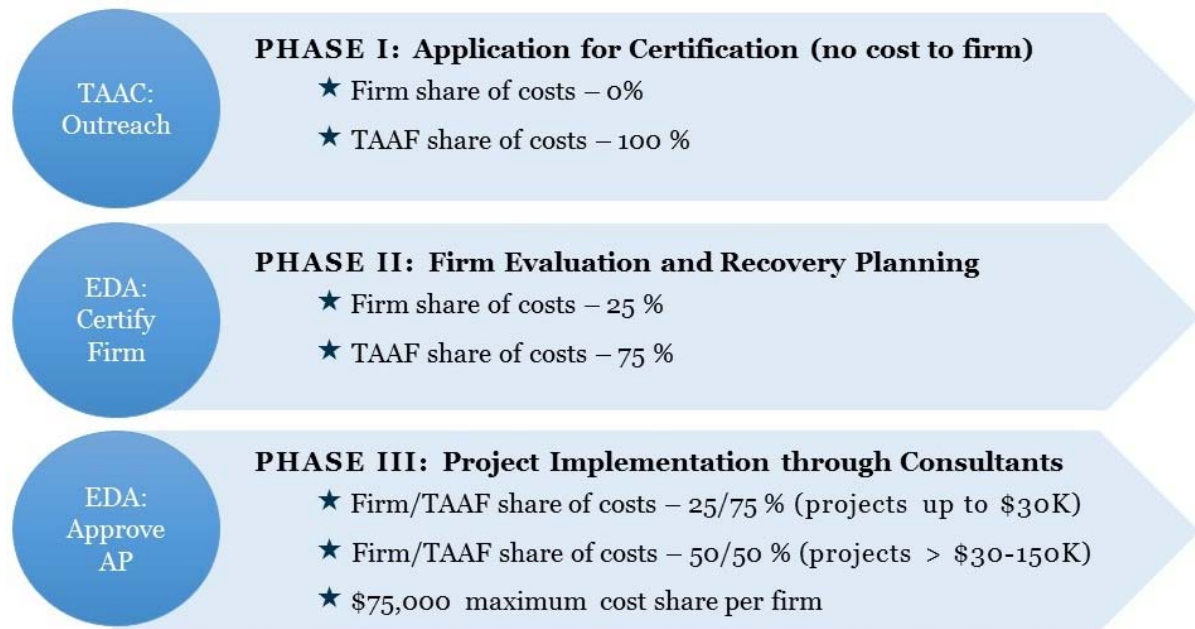
collaborative framework to apply to EDA for certification of eligibility for TAAF assistance and to prepare and implement strategies through the APs to guide their economic recovery.

Exhibit 2: TAACs and their Service Areas⁵

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, New Mexico, Oklahoma, and Texas
Western	Arizona, California, Hawaii and Nevada

⁵ 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, *Petition by a Firm for Certification of Eligibility to Apply for Trade Adjustment Assistance*, and required supporting documentation. 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-month period for which data are available;⁶ 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 up to \$75,000 and the firm pays the remaining amount. 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 its match to the consultant, and then send a notice to the TAAC stating that it is satisfied with the work conducted so far and that it has paid its matching share. The TAAC will then pay the Federal share to the consultant. Funds are not provided directly to firms. 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, firms are not required under the Trade Act to provide post-completion data to EDA, and some choose not to do so, mainly due to privacy concerns. In FY 2015, 151 firms completed the program; with 105 of those firms providing the complete data sets necessary for the analysis in this report. This is a higher response rate than in previous years.

⁶ In some cases, EDA may instead consider whether sales or production has decreased during a six-month period of the most recent 12-month period for which data are available as compared to the same six-month period of the immediately preceding 12-month period.

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

In FY 2017, the TAACs received 1,223 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	76
Mid-America	294
MidAtlantic	44
Midwest	51
New England	57
New York, New Jersey and Puerto Rico	78
Northwest	101
Rocky Mountain	65
Southeastern	40
Southwest	136
Western	281
Total	1,223

- (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 2017, EDA filed (accepted for investigation) 108 petitions and certified 111 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, only one petition was denied in FY 2017. However, seven 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 27 days.

Exhibit 5: Petitions Filed (Accepted), and Certified by TAAC/State: FY 2017

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	5	5
IN	3	3
MI	0	1
OH	2	1
Mid-America	18	18
IA	5	4
KS	5	5
MO	7	8
NE	1	1
MidAtlantic	12	12
DC	0	0
DE	0	0
MD	1	1
PA	9	9
VA	2	2
WV	0	0
Midwest	19	18
IL	14	13
MN	1	1
WI	4	4
New England	14	11
CT	4	4
MA	4	2
ME	2	3
NH	1	1
RI	2	0
VT	1	1
New York, New Jersey and Puerto Rico	12	11
NJ	0	0
NY	12	11
PR	0	0
Northwest	10	11
AK	0	0
ID	0	1
OR	2	2
WA	8	8

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
Rocky Mountain	7	8
CO	2	3
MT	1	1
ND	1	1
SD	1	1
UT	1	1
WY	1	1
Southeastern	3	5
AL	1	2
FL	0	0
GA	1	1
KY	0	0
MS	0	0
NC	1	2
SC	0	0
TN	0	0
Southwest	8	11
AR	1	1
LA	5	5
NM	1	1
OK	1	2
TX	0	2
Western	0	1
AZ	0	0
CA	0	1
HI	0	0
NV	0	0
Total	108	111

(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 2017

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	5	5
IN	3	3
2	1	1
3	1	1
6	1	1
MI	0	1
1	0	1
OH	2	1
7	1	0
15	1	1
Mid-America	18	18
IA	5	4
1	3	2
2	2	2
KS	5	5
1	2	2
2	2	2
3	1	1
MO	7	8
1	0	1
2	2	2
3	1	1
6	1	1
7	1	1
8	2	2
NE	1	1
1	1	1
MidAtlantic	12	12
DC	0	0
DE	0	0
MD	1	1
2	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
PA	9	9
1	1	1
4	1	1
6	1	1
8	1	1
15	2	2
16	2	2
17	1	1
VA	2	2
9	2	2
WV	0	0
Midwest	19	18
IL	14	13
1	1	1
2	1	1
4	1	1
5	1	1
7	3	3
8	1	0
9	2	2
11	1	1
14	1	1
16	1	1
17	1	1
MN	1	1
2	1	1
WI	4	4
3	1	1
4	1	1
5	2	2
New England	14	11
CT	4	4
1	1	1
3	1	1
5	2	2
MA	4	2
4	1	0

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
6	1	2
8	1	0
9	1	0
ME	2	3
1	0	1
2	2	2
NH	1	1
2	1	1
RI	2	0
2	2	0
VT	1	1
At-Large	1	1
New York, New Jersey and Puerto Rico	12	11
NJ	0	0
NY	12	11
1	2	1
20	1	1
22	1	1
23	3	3
24	1	1
25	2	2
26	1	1
27	1	1
PR	0	0
Northwest	10	11
AK	0	0
ID	0	1
1	0	1
OR	2	2
2	1	1
5	1	1
WA	8	8
1	1	1
4	1	1
6	1	1
7	2	2

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
8	1	1
9	1	1
10	1	1
Rocky Mountain	7	8
CO	2	3
2	1	2
3	1	1
MT	1	1
At-Large	1	1
ND	1	1
At-Large	1	1
SD	1	1
At-Large	1	1
UT	1	1
1	1	1
WY	1	1
At-Large	1	1
Southeastern	3	5
AL	1	2
7	1	2
FL	0	0
GA	1	1
6	1	1
KY	0	0
MS	0	0
NC	1	2
10	1	1
11	0	1
SC	0	0
TN	0	0
Southwest	8	11
AR	1	1
3	1	1
LA	5	5
1	1	0
3	1	2
4	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
6	1	1
7	1	1
NM	1	1
3	1	1
OK	1	2
1	0	1
5	1	1
TX	0	2
2	0	1
35	0	1
Western	0	1
AZ	0	0
CA	0	1
52	0	1
HI	0	0
NV	0	0
Total	108	111

(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 2017 in preparing a business recovery plan (AP) that resulted in EDA approval of that AP in FY 2017.

In FY 2017, of the 108 petitions accepted and 111 petitions certified by EDA, 81 firms met this definition of benefits received. Many of the remaining firms will receive benefits during FY 2018, especially those that were certified as eligible for TAAF assistance near the end of FY 2017.

Exhibit 7: Petitions Certified and APs Approved: FY 2017

TAAC	No. of Firms Receiving Benefits (Certified and Approved AP in FY 2017)
Great Lakes	5
Mid-America	13
MidAtlantic	8

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

TAAC	No. of Firms Receiving Benefits (Certified and Approved AP in FY 2017)
Midwest	14
New England	9
New York, New Jersey and Puerto Rico	7
Northwest	5
Rocky Mountain	7
Southeastern	4
Southwest	8
Western	1
Total	81

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

In FY 2017, 251 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, or may result in the submission of a petition in a later fiscal year.

Exhibit 8: Petition Assistance Activity: FY 2017

TAAC	Petition Assistance
Great Lakes	20
Mid-America	31
MidAtlantic	23
Midwest	52
New England	16
New York, New Jersey and Puerto Rico	21
Northwest	24
Rocky Mountain	11
Southeastern	28
Southwest	20
Western	5
Total	251

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

In FY 2017, 123 firms received assistance in developing APs. Additionally, 481 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 2017

TAAC	AP Development Assistance
Great Lakes	10
Mid-America	18
MidAtlantic	11
Midwest	22
New England	13
New York, New Jersey and Puerto Rico	10
Northwest	11
Rocky Mountain	9
Southeastern	5
Southwest	12
Western	2
Total	123

Exhibit 10: AP Implementation Activity: FY 2017

TAAC	AP Implementation Assistance
Great Lakes	38
Mid-America	40
MidAtlantic	50
Midwest	88
New England	51
New York, New Jersey and Puerto Rico	29
Northwest	39
Rocky Mountain	54
Southeastern	32
Southwest	40

TAAC	AP Implementation Assistance
Western	20
Total	481

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

In FY 2017, EDA approved 104 APs. While EDA did not deny any APs in FY 2017, EDA did find that some APs submitted required clarification. In these cases, EDA worked with the TAAC and firm to make any necessary revisions to make the AP acceptable to EDA. EDA's average processing time for APs, including the time needed to work with firms to make revisions, was 26 days.

Exhibit 11: APs Approved by TAAC/State: FY 2017

TAAC/State	No. of APs Approved
Great Lakes	9
IN	4
MI	3
OH	2
Mid-America	16
IA	4
KS	3
MO	6
NE	3
MidAtlantic	9
DC	0
DE	0
MD	1
PA	7
VA	1
WV	0
Midwest	16
IL	11
MN	1
WI	4
New England	13
CT	4
MA	4
ME	2
NH	1

TAAC/State	No. of APs Approved
RI	1
VT	1
New York, New Jersey and Puerto Rico	7
NJ	0
NY	7
PR	0
Northwest	5
AK	0
ID	0
OR	1
WA	4
Rocky Mountain	8
CO	3
MT	1
ND	1
SD	1
UT	1
WY	1
Southeastern	7
AL	1
FL	0
GA	3
KY	0
MS	0
NC	3
SC	0
TN	0
Southwest	11
AR	1
LA	5
NM	1
OK	1
TX	3
Western	3
AZ	0
CA	2
HI	0
NV	1
Total	104

(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 received on average 54 months of benefits under the TAAF program.

Exhibit 12: Average Duration of Benefits Received: FY 2017 by TAAC (Region)

TAAC	Average No. of Months Firms Received Benefits Under TAAF program by TAAC
Great Lakes	46
Mid-America	42
MidAtlantic	75
Midwest	63
New England	39
New York, New Jersey and Puerto Rico	71
Northwest	60
Rocky Mountain	59
Southeastern	34
Southwest	57
Western	52
Average for All TAACs	54

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

As of September 30, 2017, 524 active firms with combined sales of \$6.5 billion and a workforce of 37,140 were participating in the TAAF program. A firm that has an approved AP, has not completed all projects in its AP, and is still engaged in the TAAF program is considered “active.”

⁸ Ibid. Footnote 3.

Exhibit 13: Sales, Employment, and Productivity at the time of Certification for All Firms Participating in the TAAF Program in FY 2017 by TAAC and State:

TAAC/State	No. of Active Firms in FY 2017	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
Great Lakes	40	\$469,058,460	3,228	\$145,309
IN	10	\$207,177,849	1,677	\$123,541
MI	20	\$155,803,363	942	\$165,396
OH	10	\$106,077,248	609	\$174,183
Mid-America	64	\$1,118,630,980	4,516	\$247,704
IA	4	\$38,384,728	243	\$157,962
KS	12	\$57,803,262	620	\$93,231
MO	46	\$991,882,540	3,383	\$293,196
NE	2	\$30,560,450	270	\$113,187
MidAtlantic	58	\$610,251,999	3,840	\$158,920
DC	0	\$0	0	\$0
DE	0	\$0	0	\$0
MD	2	\$4,202,883	67	\$62,730
PA	52	\$575,399,198	3,538	\$162,634
VA	4	\$30,649,918	235	\$130,425
WV	0	\$0	0	\$0
Midwest	82	\$1,000,181,561	5,191	\$192,676
IL	59	\$709,366,286	3,490	\$203,257
MN	7	\$31,593,249	248	\$127,392
WI	16	\$259,222,026	1,453	\$178,405
New England	42	\$328,955,420	1,779	\$184,910
CT	13	\$129,518,418	538	\$240,741
MA	13	\$61,643,922	368	\$167,511
ME	4	\$30,580,939	172	\$177,796
NH	2	\$48,168,927	235	\$204,974
RI	5	\$17,454,613	162	\$107,745
VT	5	\$41,588,601	304	\$136,805
New York State	33	\$180,990,712	1,380	\$131,153
NJ	1	\$12,823,283	90	\$142,481
NY	32	\$168,167,429	1,290	\$130,362
PR	0	\$0	0	\$0
Northwest	48	\$481,322,647	2,203	\$218,485
AK	3	\$584,365	3	\$194,788
ID	6	\$67,185,826	612	\$109,781
OR	15	\$253,036,313	737	\$343,333
WA	24	\$160,516,143	851	\$188,621

TAAC/State	No. of Active Firms in FY 2017	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
Rocky Mountain	54	\$1,535,313,010	8,078	\$190,061
CO	28	\$193,206,187	1,215	\$159,017
MT	1	\$1,052,703	19	\$55,405
ND	5	\$34,895,138	225	\$155,090
SD	4	\$509,277,257	2,902	\$175,492
UT	13	\$702,400,786	3,386	\$207,443
WY	3	\$94,480,939	331	\$285,441
Southeastern	27	\$215,272,187	2,779	\$77,464
AL	2	\$6,272,112	39	\$160,823
FL	2	\$68,954,928	317	\$217,523
GA	8	\$8,983,163	575	\$15,623
KY	1	\$5,767,685	51	\$113,092
MS	1	\$17,726,454	187	\$94,794
NC	7	\$24,378,696	690	\$35,331
SC	5	\$78,815,478	867	\$90,906
TN	1	\$4,373,671	53	\$82,522
Southwest	56	\$406,864,439	3,212	\$126,670
AR	6	\$83,524,453	517	\$161,556
LA	16	\$93,257,601	248	\$376,039
NM	3	\$18,765,319	198	\$94,774
OK	11	\$102,641,476	1,311	\$78,293
TX	20	\$108,675,590	938	\$115,859
Western	20	\$110,923,511	934	\$118,762
AZ	2	\$11,975,508	84	\$142,566
CA	16	\$92,171,182	778	\$118,472
HI	0	\$0	0	\$0
NV	2	\$6,776,821	72	\$94,123
Total	524	\$6,457,764,926	37,140	\$173,876

(12) Sales, employment, and productivity at each firm upon completion of the program and each year for the two-year period following completion.⁹

EDA analyzes the extent to which client firms increased their sales, productivity and employment levels following: 1) entry into the program (certification) to the completed implementation of TAAF-supported projects (program completion), and 2) program completion to one and two years after program completion. To measure these outcomes,

⁹ Firms have completed the program when they have completed implementation of the TAAF-supported projects that the firm chose to pursue.

EDA compares average sales, average productivity¹⁰ and average employment at these intervals of all firms that completed the program in a particular year (known as the “base year”) and provides complete data. The base year used for this Report is FY 2015, with FY 2016 and FY 2017 being the first two post-completion years. Of the 151 firms that completed the program in FY 2015, 105 submitted complete data on sales, employment, and productivity for FY 2016 and FY 2017.

Exhibit 14a: Summary of Average Sales, Employment, and Productivity at Firms from Certification, Completion of the Program, and the One-Year and Two-Year Period Following Completion.

Certification to Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$16,782,802	96.0	\$174,821
Completion (FY 2015)	\$23,924,125	120.0	\$199,368
Percent Change (+/-)	42.6%	25.0%	14.0%
Certification to One Year Post Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$16,782,802	96.0	\$174,821
1st Year Following Completion (FY 2016)	\$22,302,381	121.0	\$184,317
Percent Change (+/-)	32.9%	26.0%	5.4%
Certification to Two Years Post Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$16,782,802	96.0	\$174,821
2nd Year Following Completion (FY 2017)	\$21,791,728	120.0	\$181,598
Percent Change (+/-)	29.8%	25.0%	3.9%
Program Completion to One Year Post Completion	Average Sales	Average Employment	Average Productivity
Completion (FY 2015)	\$23,924,125	120.0	\$199,368
1st Year Following Completion (FY 2016)	\$22,302,381	121.0	\$184,317
Percent Change (+/-)	-6.8%	0.8%	-7.5%

¹⁰ Ibid. Footnote 3.

Program Completion to Two Years Post Completion	Average Sales	Average Employment	Average Productivity
Completion (FY 2015)	\$23,924,125	120.0	\$199,368
2nd Year Following Completion (FY 2017)	\$21,791,728	120.0	\$181,598
Percent Change (+/-)	-8.9%	0.0%	-8.9%

An analysis of the total average sales and employment data collected from FY 2010 to FY 2017 shows:

- From certification to program completion, firms reported that average sales had increased by 24.7 percent, average productivity had increased by 17.9 percent, and average employment had increased by 5.9 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 5.8 percent, average productivity had increased by 1.5 percent, and average employment had increased by 4.2 percent. Average sales increased 6 of the 8 years analyzed. Average productivity increased 4 of the 8 years analyzed. Average employment increased 5 of the 8 years analyzed.
- From program completion to two years after completing the program, firms reported that average sales had increased by 12.2 percent, average productivity had increased by 8.3 percent, and average employment had increased by 3.6 percent. Average sales increased 5 of the 8 years analyzed. Average productivity increased 6 of the 8 years analyzed. Average employment increased 5 of the 8 years analyzed.

These data suggest that the decline in post-completion sales and employment for firms that completed the program in FY 2015 is an anomaly partly accounted for by general manufacturing conditions, which have improved since 2017. EDA continues to monitor post-program performance to determine if programmatic changes or a fuller evaluation of the TAAF program are warranted.

It is important to note that TAAF clients are operating in the same economic environment as other firms, but are also attempting to adjust to import pressures that may not impact other firms as severely, making the success of TAAF-assisted firms notable. It should also be noted that the long-term success of these firms depends on achieving a fair and reciprocal global trade environment.

Exhibit 14b: Summary of Average Sales, Employment, and Productivity at Firms from Certification, Completion of the Program, and the One-Year and Two-Year Period Following Completion – Fiscal Years 2010 – 2017.

Certification to Program Completion (FY 2010-2017)	Total Average Sales	Total Average Employment	Total Average Productivity
Certification	\$105,541,979	677	\$155,897
Completion	\$131,597,345	717	\$183,539
Percent Change (+/-)	24.7%	5.9%	17.7%
Certification to One Year Post Program Completion (FY 2010-2017)	Total Average Sales	Total Average Employment	Total Average Productivity
Certification	\$105,541,979	677	\$155,897
1st Year Following Completion	\$139,286,154	728	\$191,327
Percent Change (+/-)	32.0%	7.5%	22.7%
Certification to Two Years Post Program Completion (FY 2010-2017)	Total Average Sales	Total Average Employment	Total Average Productivity
Certification	\$105,541,979	677.0	\$155,897
2nd Year Following Completion	\$147,705,532	743.0	\$198,796
Percent Change (+/-)	39.9%	9.7%	27.5%
Program Completion to One Year Post Completion (FY 2010-2017)	Total Average Sales	Total Average Employment	Total Average Productivity
Completion	\$131,597,345	717	\$183,539
1st Year Following Completion	\$139,286,154	728	\$191,327
Percent Change (+/-)	5.8%	1.5%	4.2%

Program Completion to Two Years Post Completion (FY 2010-2017)	Total Average Sales	Total Average Employment	Total Average Productivity
Completion	\$131,597,345	717	\$183,539
2nd Year Following Completion	\$147,705,532	743	\$198,796
Percent Change (+/-)	12.2%	3.6%	8.3%

Exhibit 14c: Number of Firms that Increased/Decreased Sales, Employment and Productivity from Certification, Completion of the Program, and the One-Year and Two-Year Period Following Completion

Comparison From Certification to Post Program Completion	# of Firms with Increase	# of Firms with Decrease	# of Firms with No Change	Total
Sales Certification to Completion	67	38	0	105
Employment Certification to Completion	61	41	3	105
Productivity Certification to Completion	74	31	0	105
Separator				
Sales Certification to One Year After Completion	83	22	0	105
Employment Certification to One Year After Completion	60	38	7	105
Productivity Certification to One Year After Completion	72	33	0	105
Separator				
Sales Certification to Two Years After Completion	76	29	0	105
Employment Certification to Two Years After Completion	62	41	2	105
Productivity Certification to Two Years After Completion	67	38	0	105
Separator				
Sales at One Year After Completion	46	56	3	105
Employment at One Year After Completion	48	44	13	105

Comparison From Certification to Post Program Completion	# of Firms with Increase	# of Firms with Decrease	# of Firms with No Change	Total
Productivity at One Year After Completion	56	49	0	105
Sales at Two Years After Completion	42	63	0	105
Employment at Two Years After Completion	45	46	14	105
Productivity at Two Years After Completion	47	58	0	105

Please note: For the final row of the table in Exhibit 14c, 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).

Exhibit 14d: Sales, Employment, and Productivity at Each Firm at Certification, Completion of the Program and Two-Year Period Following Completion

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2015)	Sales 1st Yr. Following Completion (FY 2016)	Sales 2nd Yr. Following Completion (FY 2017)	Average Employment at Certification	Average Employment at Completion (FY 2015)	Average Employment 1st Yr. Following Completion (FY 2016)	Average Employment 2nd Yr. Following Completion (FY 2017)	Average Productivity at Certification	Average Productivity at Completion (FY 2015)	Average Productivity 1st Yr. Following Completion (FY 2016)	Average Productivity 2nd Yr. Following Completion (FY 2017)
GLTAAC-CMP-001	\$238,020	\$257,000	\$204,000	\$159,000	9	3	3	3	\$26,447	\$85,667	\$68,000	\$53,000
GLTAAC-CMP-002	\$25,542,464	\$33,000,000	\$33,490,565	\$31,737,000	286	300	286	298	\$89,309	\$110,000	\$117,100	\$106,500
GLTAAC-CMP-003	\$686,821	\$1,500,000	\$1,432,000	\$1,302,000	8	10	10	9	\$85,853	\$150,000	\$143,200	\$144,667
GLTAAC-CMP-004	\$14,999,842	\$33,018,000	\$36,464,000	\$40,000,000	62	96	105	110	\$241,933	\$343,938	\$347,276	\$363,636
GLTAAC-CMP-005	\$4,006,469	\$5,324,000	\$5,053,530	\$4,680,798	36	76	67	68	\$111,291	\$70,053	\$75,426	\$68,835
GLTAAC-CMP-006	\$14,584,987	\$17,600,000	\$18,600,000	\$18,000,000	132	136	150	110	\$110,492	\$129,412	\$124,000	\$163,636
GLTAAC-CMP-007	\$16,403,668	\$19,219,000	\$20,300,000	\$21,500,000	137	185	180	205	\$119,735	\$103,886	\$112,778	\$104,878
GLTAAC-CMP-008	\$15,056,348	\$28,000,000	\$31,000,000	\$35,000,000	93	163	165	125	\$161,896	\$171,779	\$187,879	\$280,000
GLTAAC-CMP-009	\$1,391,411	\$1,500,000	\$1,636,459	\$1,561,666	10	13	13	13	\$139,141	\$115,385	\$125,881	\$120,128
GLTAAC-CMP-010	\$613,906	\$1,180,000	\$850,000	\$740,000	6	6	6	4	\$102,318	\$196,667	\$141,667	\$185,000
GLTAAC-CMP-011	\$15,763,683	\$17,031,000	\$17,000,000	\$18,000,000	118	112	115	125	\$133,591	\$152,063	\$147,826	\$144,000
GLTAAC-CMP-012	\$21,591,273	\$52,000,000	\$68,000,000	\$63,748,150	107	205	286	201	\$201,788	\$253,659	\$237,762	\$317,155
GLTAAC-CMP-013	\$4,527,483	\$3,902,141	\$3,393,000	\$2,581,929	29	21	18	15	\$156,120	\$185,816	\$188,500	\$172,129
GLTAAC-CMP-014	\$10,487,391	\$12,218,000	\$12,000,000	\$12,000,000	95	85	94	89	\$110,394	\$143,741	\$127,660	\$134,831
GLTAAC-CMP-015	\$86,666,000	\$120,000,000	\$100,000,000	\$100,400,000	458	530	660	680	\$189,227	\$226,415	\$151,515	\$147,647
GLTAAC-CMP-016	\$26,590,596	\$55,316,761	\$76,000,000	\$48,900,000	111	230	299	84	\$239,555	\$240,508	\$254,181	\$582,143
GLTAAC-CMP-017	\$44,943,744	\$61,300,000	\$58,231,272	\$61,258,874	285	460	432	455	\$157,697	\$133,261	\$134,795	\$134,635
GLTAAC-CMP-018	\$23,726,780	\$38,800,000	\$37,432,000	\$39,000,000	120	180	160	180	\$197,723	\$215,556	\$233,950	\$216,667
GLTAAC-CMP-019	\$36,833,013	\$22,000,000	\$22,000,000	\$12,650,000	155	95	105	105	\$237,632	\$231,579	\$209,524	\$120,476
GLTAAC-CMP-020	\$423,562	\$428,884	\$496,000	\$599,000	2	3	3	3	\$211,781	\$142,961	\$165,333	\$199,667
GLTAAC-CMP-021	\$7,042,585	\$6,000,000	\$5,763,915	\$7,733,061	37	39	37	47	\$190,340	\$153,846	\$155,781	\$164,533

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2015)	Sales 1st Yr. Following Completion (FY 2016)	Sales 2nd Yr. Following Completion (FY 2017)	Average Employment at Certification	Average Employment at Completion (FY 2015)	Average Employment 1st Yr. Following Completion (FY 2016)	Average Employment 2nd Yr. Following Completion (FY 2017)	Average Productivity at Certification	Average Productivity at Completion (FY 2015)	Average Productivity 1st Yr. Following Completion (FY 2016)	Average Productivity 2nd Yr. Following Completion (FY 2017)
GLTAAC-CMP-022	\$6,348,965	\$10,000,000	\$8,800,000	\$8,486,221	24	48	45	47	\$264,540	\$208,333	\$195,556	\$180,558
GLTAAC-CMP-023	\$30,300,553	\$32,000,000	\$37,000,000	\$45,000,000	146	121	165	126	\$207,538	\$264,463	\$224,242	\$357,143
GLTAAC-CMP-025	\$365,025,000	\$401,500,000	\$392,500,000	\$394,433,000	2,015	2,132	2,140	2,262	\$181,154	\$188,321	\$183,411	\$174,374
GLTAAC-CMP-026	\$21,887,413	\$50,000,000	\$50,000,000	\$31,000,000	112	230	225	225	\$195,423	\$217,391	\$222,222	\$137,778
GLTAAC-CMP-027	\$7,679,411	\$5,776,000	\$6,300,000	\$5,400,000	34	54	55	53	\$225,865	\$106,963	\$114,545	\$101,887
MamTAAC-CMP-001	\$2,474,311	\$8,002,000	\$6,143,818	\$7,200,000	43	45	38	43	\$57,542	\$177,822	\$161,679	\$167,442
MamTAAC-CMP-003	\$9,039,745	\$22,398,295	\$22,398,293	\$21,359,688	66	62	65	66	\$136,966	\$361,263	\$344,589	\$323,632
MamTAAC-CMP-005	\$1,123,000	\$4,100,000	\$5,293,604	\$5,280,000	16	26	26	21	\$70,188	\$157,692	\$203,600	\$251,429
MamTAAC-CMP-007	\$7,480,113	\$7,422,536	\$8,190,071	\$15,561,400	73	78	61	92	\$102,467	\$95,161	\$134,263	\$169,146
MamTAAC-CMP-008	\$19,371,000	\$27,569,604	\$29,555,279	\$35,097,684	185	151	181	182	\$104,708	\$182,580	\$163,289	\$192,844
MamTAAC-CMP-009	\$1,420,455	\$1,447,000	\$1,434,423	\$1,675,686	11	8	7	8	\$129,132	\$180,875	\$204,918	\$209,461
MamTAAC-CMP-010	\$5,046,000	\$10,700,000	\$10,400,000	\$11,000,084	40	64	71	67	\$126,150	\$167,188	\$146,479	\$164,180
MamTAAC-CMP-011	\$8,884,548	\$9,443,984	\$9,432,126	\$10,621,000	80	76	77	79	\$111,057	\$124,263	\$122,495	\$134,443
MamTAAC-CMP-012	\$7,537,000	\$6,800,000	\$6,372,232	\$5,014,405	52	35	34	28	\$144,942	\$194,286	\$187,419	\$179,086
MamTAAC-CMP-013	\$4,930,000	\$4,511,806	\$4,107,993	\$2,971,444	24	25	21	15	\$205,417	\$180,472	\$195,619	\$198,096
MamTAAC-CMP-014	\$3,582,614	\$3,784,895	\$4,520,000	\$4,084,369	24	35	35	45	\$149,276	\$108,140	\$129,143	\$90,764
MamTAAC-CMP-015	\$2,236,000	\$3,700,000	\$3,900,000	\$4,100,000	49	42	43	42	\$45,633	\$88,095	\$90,698	\$97,619
MamTAAC-CMP-016	\$1,220,168	\$886,676	\$1,494,572	\$1,231,578	11	13	11	8	\$110,924	\$68,206	\$135,870	\$153,947
MATAAC-CMP-001	\$4,050,320	\$5,365,368	\$5,478,126	\$4,762,000	32	29	31	34	\$126,573	\$185,013	\$176,714	\$140,059
MATAAC-CMP-002	\$8,194,926	\$9,940,000	\$10,340,330	\$8,638,059	82	74	70	74	\$99,938	\$134,324	\$147,719	\$116,731
MATAAC-CMP-003	\$3,574,300	\$5,406,716	\$4,671,084	\$4,760,000	26	41	37	32	\$137,473	\$131,871	\$126,246	\$148,750
MATAAC-CMP-004	\$9,645,673	\$12,255,460	\$11,481,414	\$10,670,174	48	46	56	58	\$200,952	\$266,423	\$205,025	\$183,969
MATAAC-CMP-005	\$4,811,250	\$5,538,000	\$5,144,810	\$4,288,851	44	48	49	49	\$109,347	\$115,375	\$104,996	\$87,528

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2015)	Sales 1st Yr. Following Completion (FY 2016)	Sales 2nd Yr. Following Completion (FY 2017)	Average Employment at Certification	Average Employment at Completion (FY 2015)	Average Employment 1st Yr. Following Completion (FY 2016)	Average Employment 2nd Yr. Following Completion (FY 2017)	Average Productivity at Certification	Average Productivity at Completion (FY 2015)	Average Productivity 1st Yr. Following Completion (FY 2016)	Average Productivity 2nd Yr. Following Completion (FY 2017)
MATAAC-CMP-006	\$7,397,692	\$5,200,000	\$7,165,027	\$7,975,888	26	26	31	39	\$284,527	\$200,000	\$231,130	\$204,510
MATAAC-CMP-007	\$11,098,231	\$12,989,686	\$11,360,345	\$9,503,179	50	70	70	67	\$221,965	\$185,567	\$162,291	\$141,838
MATAAC-CMP-008	\$58,286,051	\$63,568,000	\$62,367,000	\$63,296,430	369	364	329	336	\$157,957	\$174,637	\$189,565	\$188,382
MWTAAC-CMP-002	\$8,970,960	\$8,770,250	\$9,029,958	\$8,800,000	40	29	30	30	\$224,274	\$302,422	\$300,999	\$293,333
MWTAAC-CMP-003	\$7,561,000	\$10,700,000	\$11,400,000	\$13,817,000	47	67	69	75	\$160,872	\$159,701	\$165,217	\$184,227
MWTAAC-CMP-004	\$12,750,000	\$14,000,000	\$12,744,000	\$12,694,000	105	93	94	95	\$121,429	\$150,538	\$135,574	\$133,621
MWTAAC-CMP-005	\$8,141,000	\$7,849,916	\$7,900,000	\$8,428,356	57	56	57	65	\$142,825	\$140,177	\$138,596	\$129,667
MWTAAC-CMP-006	\$13,074,687	\$12,166,467	\$7,400,000	\$8,500,000	84	69	48	55	\$155,651	\$176,326	\$154,167	\$154,545
MWTAAC-CMP-008	\$2,150,000	\$3,798,000	\$4,200,000	\$3,550,000	39	63	68	41	\$55,128	\$60,286	\$61,765	\$86,585
MWTAAC-CMP-009	\$24,507,622	\$42,196,940	\$26,000,000	\$29,000,000	171	211	250	262	\$143,319	\$199,985	\$104,000	\$110,687
MWTAAC-CMP-010	\$14,046,925	\$12,000,000	\$13,500,000	\$13,100,000	93	75	75	75	\$151,042	\$160,000	\$180,000	\$174,667
MWTAAC-CMP-011	\$7,338,136	\$18,090,000	\$23,100,000	\$24,340,000	105	87	105	98	\$69,887	\$207,931	\$220,000	\$248,367
MWTAAC-CMP-012	\$32,349,000	\$46,462,000	\$47,000,000	\$43,400,003	84	89	90	88	\$385,107	\$522,045	\$522,222	\$493,182
MWTAAC-CMP-013	\$1,527,245	\$5,870,000	\$5,500,000	\$5,500,000	24	94	92	92	\$63,635	\$62,447	\$59,783	\$59,783
MWTAAC-CMP-014	\$7,400,000	\$8,450,000	\$7,050,000	\$6,073,000	50	49	46	45	\$148,000	\$172,449	\$153,261	\$134,956
MWTAAC-CMP-015	\$2,854,000	\$2,722,794	\$3,100,000	\$2,500,000	36	33	24	16	\$79,278	\$82,509	\$129,167	\$156,250
NETAAC-CMP-010	\$6,346,500	\$7,800,000	\$7,036,000	\$7,964,000	88	87	82	80	\$72,119	\$89,655	\$85,805	\$99,550
NETAAC-CMP-014	\$1,371,000	\$1,965,348	\$3,369,160	\$4,048,890	9	15	20	22	\$152,333	\$131,023	\$168,458	\$184,040
NETAAC-CMP-019	\$6,478,151	\$7,318,713	\$5,651,000	\$6,155,000	57	47	43	39	\$113,652	\$155,717	\$131,419	\$157,821
NETAAC-CMP-020	\$1,923,766	\$8,300,000	\$8,100,000	\$8,182,000	12	33	34	28	\$160,314	\$251,515	\$238,235	\$292,214
NETAAC-CMP-021	\$5,651,211	\$7,715,736	\$8,000,000	\$7,636,500	88	97	95	89	\$64,218	\$79,544	\$84,211	\$85,803
NETAAC-CMP-029	\$4,495,541	\$4,674,400	\$5,926,862	\$6,764,000	40	36	40	46	\$112,389	\$129,844	\$148,172	\$147,043
NWTAAC-CMP-001	\$318,891	\$550,000	\$500,000	\$650,000	6	7	7	10	\$53,149	\$78,571	\$71,429	\$65,000

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2015)	Sales 1st Yr. Following Completion (FY 2016)	Sales 2nd Yr. Following Completion (FY 2017)	Average Employment at Certification	Average Employment at Completion (FY 2015)	Average Employment 1st Yr. Following Completion (FY 2016)	Average Employment 2nd Yr. Following Completion (FY 2017)	Average Productivity at Certification	Average Productivity at Completion (FY 2015)	Average Productivity 1st Yr. Following Completion (FY 2016)	Average Productivity 2nd Yr. Following Completion (FY 2017)
NWTAAC-CMP-002	\$3,609,396	\$4,300,000	\$3,800,000	\$3,600,000	22	28	24	28	\$164,063	\$153,571	\$158,333	\$128,571
NWTAAC-CMP-003	\$884,353	\$1,200,000	\$1,300,000	\$1,300,000	4	3	5	3	\$221,088	\$400,000	\$260,000	\$433,333
NWTAAC-CMP-004	\$13,279,415	\$12,300,000	\$12,100,000	\$10,000,000	72	65	68	70	\$184,436	\$189,231	\$177,941	\$142,857
NWTAAC-CMP-005	\$4,409,285	\$1,544,446	\$2,126,110	\$3,234,603	20	8	14	17	\$220,464	\$193,056	\$151,865	\$190,271
NWTAAC-CMP-006	\$7,338,306	\$7,468,957	\$14,774,852	\$6,600,000	40	37	45	39	\$183,458	\$201,864	\$328,330	\$169,231
NWTAAC-CMP-007	\$6,945,387	\$18,700,000	\$13,100,000	\$15,600,000	42	70	63	70	\$165,366	\$267,143	\$207,937	\$222,857
NWTAAC-CMP-008	\$20,315,727	\$30,500,000	\$28,400,000	\$28,700,000	73	98	107	100	\$278,298	\$311,224	\$265,421	\$287,000
NWTAAC-CMP-009	\$1,208,258	\$768,396	\$1,230,615	\$1,108,291	6	11	10	9	\$201,376	\$69,854	\$123,062	\$123,143
NWTAAC-CMP-010	\$1,323,373	\$1,750,236	\$2,215,000	\$3,200,000	14	27	19	30	\$94,527	\$64,824	\$116,579	\$106,667
NYNJPRTAAC-CMP-001	\$745,536	\$735,344	\$580,299	\$567,568	10	8	8	8	\$74,554	\$91,918	\$72,537	\$70,946
NYNJPRTAAC-CMP-003	\$12,416,843	\$9,962,099	\$9,838,487	\$9,699,544	33	44	42	43	\$376,268	\$226,411	\$234,250	\$225,571
NYNJPRTAAC-CMP-004	\$4,588,575	\$12,928,717	\$13,683,749	\$16,865,207	31	69	73	80	\$148,019	\$187,373	\$187,449	\$210,815
NYNJPRTAAC-CMP-009	\$6,961,334	\$14,174,886	\$14,008,027	\$13,823,295	90	121	114	116	\$77,348	\$117,148	\$122,877	\$119,166
RMTAAC-CMP-001	\$328,918,000	\$583,000,000	\$414,811,000	\$410,580,000	622	1,656	1,382	1,489	\$528,807	\$352,053	\$300,153	\$275,742
RMTAAC-CMP-002	\$315,272	\$588,000	\$573,731	\$499,584	5	12	11	8	\$63,054	\$49,000	\$52,157	\$62,448
RMTAAC-CMP-003	\$11,716,759	\$11,538,774	\$12,200,000	\$9,943,889	86	75	78	76	\$136,241	\$153,850	\$156,410	\$130,841
RMTAAC-CMP-004	\$23,868,820	\$24,963,000	\$24,418,000	\$23,636,000	217	190	180	190	\$109,995	\$131,384	\$135,656	\$124,400
RMTAAC-CMP-005	\$4,070,180	\$4,210,000	\$4,100,000	\$3,226,000	15	23	26	21	\$271,345	\$183,043	\$157,692	\$153,619
RMTAAC-CMP-006	\$33,243,720	\$13,052,034	\$12,500,000	\$13,467,328	132	125	106	107	\$251,846	\$104,416	\$117,925	\$125,863
RMTAAC-CMP-007	\$6,547,098	\$12,477,977	\$9,800,000	\$9,918,106	49	79	61	59	\$133,614	\$157,949	\$160,656	\$168,103
RMTAAC-CMP-008	\$1,518,225	\$2,107,048	\$1,951,948	\$2,089,668	16	17	17	19	\$94,889	\$123,944	\$114,820	\$109,983
RMTAAC-CMP-009	\$23,845,594	\$41,548,033	\$47,847,594	\$36,008,752	159	164	164	123	\$149,972	\$253,342	\$291,754	\$292,754
RMTAAC-CMP-010	\$877,283	\$593,000	\$473,000	\$592,792	9	3	1	1	\$97,476	\$197,667	\$473,000	\$592,792

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2015)	Sales 1st Yr. Following Completion (FY 2016)	Sales 2nd Yr. Following Completion (FY 2017)	Average Employment at Certification	Average Employment at Completion (FY 2015)	Average Employment 1st Yr. Following Completion (FY 2016)	Average Employment 2nd Yr. Following Completion (FY 2017)	Average Productivity at Certification	Average Productivity at Completion (FY 2015)	Average Productivity 1st Yr. Following Completion (FY 2016)	Average Productivity 2nd Yr. Following Completion (FY 2017)
RMTAAC-CMP-011	\$3,327,060	\$1,580,000	\$1,100,000	\$740,000	19	9	5	5	\$175,108	\$175,556	\$220,000	\$148,000
SETAAC-CMP-002	\$466,382	\$1,044,219	\$1,099,271	\$924,335	12	12	10	14	\$38,865	\$87,018	\$109,927	\$66,024
SETAAC-CMP-003	\$799,672	\$3,191,293	\$3,749,690	\$4,500,000	20	28	31	37	\$39,984	\$113,975	\$120,958	\$121,622
SETAAC-CMP-004	\$3,093,726	\$2,500,000	\$2,500,000	\$5,000,000	16	22	23	37	\$193,358	\$113,636	\$108,696	\$135,135
SETAAC-CMP-005	\$32,298,706	\$69,207,483	\$67,000,000	\$72,000,000	348	560	622	670	\$92,812	\$123,585	\$107,717	\$107,463
SETAAC-CMP-006	\$6,957,536	\$24,726,000	\$27,250,000	\$29,500,000	49	136	119	92	\$141,991	\$181,809	\$228,992	\$320,652
SETAAC-CMP-008	\$10,128,382	\$12,800,000	\$12,963,700	\$13,250,000	58	83	80	90	\$174,627	\$154,217	\$162,046	\$147,222
SWTAAC-CMP-001	\$1,560,626	\$4,143,702	\$4,122,259	\$2,896,690	46	30	42	25	\$33,927	\$138,123	\$98,149	\$115,868
SWTAAC-CMP-002	\$1,935,948	\$3,049,890	\$4,790,000	\$4,020,772	26	25	28	35	\$74,460	\$121,996	\$171,071	\$114,879
SWTAAC-CMP-003	\$982,499	\$3,815,800	\$3,589,000	\$3,304,500	17	21	32	34	\$57,794	\$181,705	\$112,156	\$97,191
SWTAAC-CMP-005	\$11,004,128	\$40,476,626	\$40,268,403	\$31,643,000	241	318	325	320	\$45,660	\$127,285	\$123,903	\$98,884
SWTAAC-CMP-007	\$6,889,987	\$19,650,236	\$17,852,911	\$14,676,562	107	95	86	95	\$64,392	\$206,845	\$207,592	\$154,490
SWTAAC-CMP-010	\$3,046,061	\$7,638,357	\$7,700,000	\$7,200,000	32	45	49	53	\$95,189	\$169,741	\$157,143	\$135,849
SWTAAC-CMP-011	\$4,567,159	\$6,997,247	\$6,400,000	\$4,310,000	39	31	28	29	\$117,107	\$225,718	\$228,571	\$148,621
SWTAAC-CMP-012	\$2,169,194	\$9,500,000	\$3,828,041	\$3,839,608	27	52	23	25	\$80,341	\$182,692	\$166,437	\$153,584
Total Average	\$16,782,802	\$23,924,125	\$22,302,381	\$21,791,728	96	120	121	120	174,821	199,368	184,317	181,598

(13) The number of firms in operation as of the 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, 2017, 524 active firms with combined sales of \$6.5 billion and a workforce of 37,140 were participating in the TAAF program. While not all firms complete the program (e.g., 43 exited the program prior to completion in FY 2017, 7 of which went out of business and/or were sold), the 105 of the 151 firms that completed the program in FY 2015 and provided complete data on their post-completion performance were in operation at the end of FY 2017.

(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 2017, firms received \$6.9 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 \$3.6 million to match \$6.9 million in TAAF funds towards the development and implementation of APs.

Exhibit 15: Summary of TAAC Assistance and Matching Firm Contributions: FY 2017

TAAC	Total TAAC Assistance¹¹	Financial Contribution by the Firms
Great Lakes	\$462,943	\$201,578
Mid-America	\$793,487	\$654,993
MidAtlantic	\$1,062,776	\$600,924
Midwest	\$735,799	\$474,786
New England	\$575,159	\$369,849
New York, New Jersey and Puerto Rico	\$318,030	\$151,308
Northwest	\$814,492	\$222,272
Rocky Mountain	\$863,413	\$372,917
Southeastern	\$526,416	\$192,556
Southwest	\$367,358	\$229,908
Western	\$416,153	\$118,819
Total	\$6,936,026	\$3,589,910

¹¹ 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 16: Types of Technical Assistance in APs: FY 2017

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 2017, the number of firms leaving the program before completing the project or projects in their business recovery plans (AP) was 43; 17 of which went out of business and/or were sold.

The reasons the project or projects were not completed include:

- Business decision to exit after completing part of the AP – 3
- Business decision to exit prior to completing any AP projects – 5
- Firms out of business – 5
- Firms sold – 12
- Five-year time limit expired before completing all projects – 18

(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 17: Summary of Expenditures by TAAC Across Budget Categories: FY 2017

TAAC	Personnel (including Fringe Benefits)	Contracts (Federal Share)	Travel	Equipment and Supplies	Other	Indirect Costs ¹²	Total TAAC Expenditures
Great Lakes	\$391,985	\$217,096	\$9,993	\$6,746	\$4,634	\$125,965	\$756,419
Mid-America	\$378,616	\$561,533	\$13,474	\$2,423	\$44,999	\$199,358	\$1,200,403
MidAtlantic	\$540,660	\$680,915	\$23,085	\$18,906	\$213,151	\$0	\$1,476,717
Midwest	\$491,853	\$503,369	\$2,519	\$8,511	\$124,115	\$0	\$1,130,367
New England	\$373,599	\$418,737	\$10,939	\$14,249	\$83,173	\$0	\$900,697
New York, New Jersey and Puerto Rico	\$347,892	\$167,021	\$2,377	\$6,893	\$41,537	\$81,511	\$647,231
Northwest	\$462,242	\$348,834	\$28,566	\$10,105	\$162,678	\$0	\$1,012,425
Rocky Mountain	\$582,977	\$374,047	\$2,721	\$0	\$65,908	\$155,704	\$1,181,357
Southeastern	\$535,803	\$222,351	\$5,486	\$8,046	\$0	\$151,320	\$923,006
Southwest	\$413,352	\$232,856	\$26,474	\$3,223	\$14,515	\$94,717	\$785,137
Western	\$391,283	\$230,593	\$12,581	\$3,736	\$8,747	\$124,852	\$771,792
Total	\$4,910,262	\$3,957,352	\$138,215	\$82,838	\$763,457	\$933,427	\$10,785,551

¹² TAACs with zero dollar indirect costs are non-profit organizations that report their indirect cost expenditures on the *Other* budget category. Indirect (facilities and administrative) costs are those incurred for a common or joint purpose benefitting more than one cost object (e.g., a particular project, facility, function, or product).

(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 2017, TAACs expended \$6.9 million to provide technical assistance to firms in preparing petitions and developing and implementing APs.

Exhibit 18: TAAC Expenditures to Provide Technical Assistance: FY 2017

TAAC	Total TAAC Expenditures¹³
Great Lakes	\$462,943
Mid-America	\$793,487
MidAtlantic	\$1,062,776
Midwest	\$735,799
New England	\$575,159
New York, New Jersey and Puerto Rico	\$318,030
Northwest	\$814,492
Rocky Mountain	\$863,413
Southeastern	\$526,416
Southwest	\$367,358
Western	\$416,153
Total	\$6,936,026

¹³ Ibid. Footnote 12.

Conclusion

EDA analyzes the extent to which client firms increased their sales, productivity and employment levels following: 1) entry into the program (certification) to the completed implementation of TAAF-supported projects (program completion), and 2) program completion to one and two years after program completion. To measure these outcomes, EDA compares average sales, average productivity¹⁴ and average employment at these intervals of all firms completing the program in a particular year (known as the “base year”). The base year used for this Report is FY 2015 (for which complete data across all metrics were available for 105 of the 151 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 2017 Report.

Key findings of this report:

- From certification to program completion, firms reported that average sales had increased by 43 percent, average productivity had increased by 14 percent, and average employment had increased by 25 percent.
- From certification to one year after completing the program, firms reported that average sales had increased by 33 percent, average productivity had increased by 5 percent, and average employment had increased by 26 percent.
- From certification to two years after completing the program, firms reported that average sales had increased by 30 percent, average productivity had increased by 4 percent, and average employment had increased by 25 percent.
- From program completion to one year after completing the program, firms reported that average sales had decreased by 7 percent, average productivity had decreased by 8 percent, and average employment had increased by 0.8 percent. This trend is consistent with the manufacturing industry as a whole in FY 2016 as indicated in the industrial production index from the Federal Reserve, which showed that real output fell in FY 2016 before beginning to recover in FY 2017.
- From program completion to two years after completing the program, these same firms reported average sales had decreased by 9 percent, average productivity had decreased by 9 percent, and average employment had remained unchanged from 2015. While the analysis directly below demonstrates an overall trend in recent years of more positive results, EDA continues to monitor this post-program completion trend to assess program performance.
- Despite entering the program in a distressed state, all 105 firms that completed the program in FY 2015 and submitted complete data to EDA were in operation at the end of FY 2017. Of the total 151 firms that completed the program in FY 2015, 142 were in operation at the end of FY 2017.

¹⁴ Ibid. Footnote 3.

An analysis of the total average sales and employment data collected from FY 2010 to FY 2017 shows:

- From certification to program completion, firms reported that average sales had increased by 24.7 percent, average productivity had increased by 17.9 percent, and average employment had increased by 5.9 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 5.8 percent, average productivity had increased by 1.5 percent, and average employment had increased by 4.2 percent. Average sales increased 6 of the 8 years analyzed. Average productivity increased 4 of the 8 years analyzed. Average employment increased 5 of the 8 years analyzed.
- From program completion to two years after completing the program, firms reported that average sales had increased by 12.2 percent, average productivity had increased by 8.3 percent, and average employment had increased by 3.6 percent. Average sales increased 5 of the 8 years analyzed. Average productivity increased 6 of the 8 years analyzed. Average employment increased 5 of the 8 years analyzed.

These data suggest that the decline in post-completion sales and employment for firms that completed the program in FY 2015 is an anomaly partly accounted for by general manufacturing conditions, which have improved since 2017. EDA continues to monitor post-program performance to determine if programmatic changes or a fuller evaluation of the TAAF program are warranted.

It is important to note that TAAF clients are operating in the same economic environment as other firms, but are also attempting to adjust to import pressures that may not impact other firms as severely, making the success of TAAF-assisted firms notable. It should also be noted that the long-term success of these firms depends on achieving a fair and reciprocal global trade environment.

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)

A \$35 million, 200-worker Michigan valve maker had steadily lost business to imports as its products became increasingly commoditized. It needed to diversify to rebuild sales, but first it needed market intelligence to direct its efforts. After qualifying for TAAF in 2014, the firm used the program to identify new applications in new markets for its products. Within a year, the new business that resulted accounted for more than 10 percent of total sales. This firm completed the TAAF program in FY 2017, is stabilized and now well-positioned for strong, long-term growth.

A \$20 million Ohio food processing machine maker entered the TAAF program in late 2014. It was losing sales to large multinational competitors both at home and abroad. To combat this, the firm needed to better differentiate itself by tailoring a sales strategy to leverage its strengths in quality and service. The firm undertook a comprehensive sales and marketing initiative through the program to do so. Results so far include sales over \$35 million and the addition of 30 jobs. The firm will complete the program in 2018.

Mid-America Trade Adjustment Assistance Center (MamTAAC)

A Kansas manufacturer of sheet metal fabrication for the HVAC industry entered the TAAF program in 2010 and completed the TAAF program in 2015. TAAF funds were used on support systems (office automation and accounting) to make the company more cost effective combined with marketing efforts (designing catalog database and sales analysis) to attract new customers to replace those lost to import competition. Since participating in the program, the company's annual sales increased from \$12.5 million to \$57 million.

A Missouri manufacturer of industrial heating products, electric heating elements, heater modules and process ovens entered the TAAF program in 2013 and completed the TAAF program in 2016. The company used TAAF funds on marketing/sales projects to identify market trends, distribution channels and new partners worldwide; and installed new software to improve processes and products. Between the time of entrance to completion of the TAAF program, sales increased 86 percent and employment increased by 15 percent.

MidAtlantic Trade Adjustment Assistance Center (MATAAC)

A Pennsylvania maker of specialty tires entered the TAAF program in 2011 presenting declines of 15 percent in sales, 12 percent in employment and 40 percent in profits. Management implemented a dozen projects covering upgrades in marketing, sales, leadership development, website design, e-commerce, organizational development, etc. Since completing the program in 2016, results so far include 15 percent sales growth, 11 percent job growth, 87 percent profit growth and a 3 percent increase in productivity.

A Virginia maker of printed circuit boards entered the TAAF program in 2013 presenting declines of 15 percent in sales, 12 percent in employment and 36 percent in productivity. Profits were

under water. The firm is still active having implemented projects thus far covering upgrades to the sales business process, website and ISO certification. Results so far include 12 percent sales growth, five percent job growth, and a six percent increase in productivity. The firm is now profitable.

Midwest Trade Adjustment Assistance Center (MWTAAAC)

A Minnesota electronic circuit test fixture manufacturer entered the TAAF program in 2010 after a 10 percent decline in employment and an over five percent decline in sales. Competing imports for similar products were increasing in the U.S. market by over 21 percent when qualifying. TAAF assistance was used to increase employee capacity while improving the marketing plan and strategy. The firm exited the program in 2016 having increased its employment by 17 percent while increasing annual sales by 79 percent when compared to data prior to entering the TAAF program.

A Wisconsin millwork and hardwood flooring manufacturer was losing customers to cheaper Canadian and Chinese competitors in 2012, and experienced a 23 percent decline in workers and 27 percent decline in domestic sales as a result. Competing imports were up by over 26 percent at the time the firm qualified for TAAF. The company utilized TAAF assistance to improve manufacturing capacity while increasing quality and reducing waste. As a result of the improvement projects, the firm increased employment by 25 percent and domestic sales by 24 percent when exiting in 2017.

New England Trade Adjustment Assistance Center (NETAAC)

A Massachusetts firm that performs anodizing, chemical conversion coating and painting of components experienced a decline in sales in 2013 due to foreign competition from China. TAAF projects included market research, sales strategies, management information system, process improvements and AS9100 certification. As a result, new customers were obtained in the aerospace and automotive industries. At program exit in 2016, sales had increased by 22 percent and employment increased by 33 percent.

A Rhode Island firm that manufactures metal wire forms and stampings entered the TAAF program in 2011, due to losing business mostly to China. Projects included sales and marketing, branding, website design, SEO and market research. A major focus was placed on the “Made in USA” promotion and exporting. At time of program exit in 2016, company sales grew by 26 percent and 6 workers were added. The firm now exports to Mexico, Canada, Hong Kong and China.

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

A New York original equipment manufacturer in the aircraft, automotive and industrial equipment markets entered the TAAF program in 2011. The firm had losses in sales and employment due to direct competition from Chinese manufacturers. The firm received TAAF technical assistance to complete a strategic business/sales plan. Upon completing the program in June 2017, annual gross revenues have increased 36 percent since certification and the firm is in the process of acquiring another building, which should add 15 new jobs.

A mining and fossil fuel extraction manufacturer in New York entered the TAAF program in 2010. The firm had losses in sales and employment due to competition from China. A new website project generated a lot of interest among current customers and new potential customers.

New customer quotes have increased 20 percent from the previous year. To date, both sales and employment have shown steady improvements and the firm completed all adjustment assistance in 2017.

Northwest Trade Adjustment Assistance Center (NWTAAAC)

An Idaho manufacturer of building vents that lost business to imports from China, Canada, and Mexico entered the TAAF program in 2010. A strategy was developed to improve product design and marketing. TAAF projects included product engineering and website development. The firm multiplied in size. By 2017, the firm had increased sales by 283 percent and employment by 102 percent with further gains in sales, employment, and productivity projected for the coming years.

A Washington manufacturer of wood windows that lost business to imports from Canada and China entered the TAAF program in 2012. A strategy was developed to focus on a niche market. TAAF technical assistance was employed for industry certification and website redesign. The company recovered and grew. In 2017, after six years of TAAF implementation, the firm had increased sales by 61 percent and increased employment by 36 percent. The firm expects continued gains in sales, employment, and productivity for the coming years.

Rocky Mountain Trade Adjustment Assistance Center (RMTAAAC)

A North Dakota manufacturer of commercial furniture had suffered a 45 percent decline in sales and 19 percent decline in employment before entering the TAAF program in 2011. TAAF technical assistance was used to implement strategic marketing projects to reach developers of commercial properties and related furniture purchasing groups, as well as update the firm's website and marketing materials. The firm exited the program in 2016 with sales nearly tripled and more than 45 jobs created.

A South Dakota manufacturer of precision machined aluminum components entered the TAAF program in 2012 after experiencing a 9 percent decline in sales due to increased Chinese import competition. The firm implemented a succession of lean manufacturing initiatives over the next five years that significantly increased the company's production capacity, improved product quality, and reduced waste. Before completing the program in 2017, the firm's sales had increased by more than 35 percent and employment increased by 21 percent with the addition of 30 jobs.

Southeastern Trade Adjustment Assistance Center (SETAAAC)

An Alabama manufacturer of home décor was certified for TAAF at the end of 2013 when it was faced with declining sales to customers who favored purchasing imported products from China. Realizing a seven percent decline in sales and employment, the firm's recovery strategy was to focus on redesigning its website and installing a computer network system. Since completing the program in 2015, the firm's annual sales have increased over \$3.1 million and they have added 32 employees.

A North Carolina manufacturer of furniture made from reclaimed wood was having difficulty remaining competitive against foreign imports. Experiencing a decline in sales of over 30 percent and an employment decline of 25 percent, the firm was certified for TAAF in 2015. With this assistance, the firm was able to launch a new website, implement a search optimization campaign, and improve their online design catalog. Since completing the program in 2017, the firm's gross revenues have grown by 20 percent and have added two additional employees.

Southwest Trade Adjustment Assistance Center (SWTAAC)

A Louisiana manufacturer of automotive glass, glazing and glass fabrication was being impacted by cheaper imports from China, South Korea, and Canada. Sales had declined by 22 percent and the company had laid off 10 percent of its skilled production workforce. The firm entered the TAAF program in March 2011 and completed all of their projects in the areas of marketing, management information systems and lean training. Employment has increased by seven percent and sales have increased by 200 percent. The firm exited the program in September 2016.

A Louisiana producer of high-quality seafood products was impacted by cheaper imports from China, Australia, and the United Kingdom. Sales had declined by 14 percent and the firm's employment had declined by 33 percent. The firm entered the TAAF program in March 2011 and successfully completed all of its projects in the areas of marketing/sales tools, management information systems software implementation, and training. Since exiting the program in September 2015, employment has increased by 162 percent and sales have increased by 42 percent.

Western Trade Adjustment Assistance Center (WTAAC)

A California manufacturer of medical tubing and commercial hose and tubing was impacted by cheaper imports from China during 2013 to 2014. Domestic sales and employment decreased by six percent. The firm entered the TAAF program in 2015. Since receiving technical assistance, the firm has implemented four projects in information technology and production. Sales increased by 30 percent and employment increased by 11 percent.

A California firm is a school equipment producer of high quality visual display products. From 2010 through 2011 the firm suffered from import competition from China. Sales and employment decreased by 16 percent and five percent respectively. The firm entered the TAAF program in 2011. The firm implemented five marketing projects. Upon exiting the program in 2016, sales had increased by 10 percent and productivity had increased by 17 percent.