

**FISCAL YEAR 2018
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. TAACs provide subsidized 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 apply for TAAF certification are in the manufacturing sector. The Secretary of Commerce delegated the responsibility for administering the TAAF program to the Assistant Secretary of 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 productivity,³ and average employment at these intervals of all firms that completed the program in a particular year (known as the “base year”) and provided complete data to EDA. The base year used for this Report is FY 2016. EDA received data for all 245 firms that completed the program in FY 2016, of which, 187 firms provided complete data across all metrics. Average sales, productivity, and employment of those 187 firms were analyzed from program completion to FY 2017 and FY 2018.

Key findings of this report:

- From certification to program completion, the 187 firms providing complete data reported that average sales had increased by 43 percent, average productivity had increased by 16 percent, and average employment had increased by 23 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 and for which all data metrics were available. Firms with incomplete data in any metric were excluded in calculating these measures.

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 187 firms providing complete data reported that average sales had increased by 47 percent, average productivity had increased by 14 percent, and average employment had increased by 28 percent.
- From certification to two years after completing the program, the 187 firms providing complete data reported that average sales had increased by 68 percent, average productivity had increased by 25 percent, and average employment had increased by 34 percent.
- From program completion to one year after completing the program, the 187 firms providing complete data reported that average sales had increased by 3 percent, average productivity had decreased by 2 percent, and average employment had increased by 5 percent.
- From program completion to two years after completing the program, the 187 firms providing complete data reported average sales had increased by 18 percent, average productivity had increased by 8 percent, and average employment had increased by 10 percent.
- Despite entering the program in a distressed state, 229 of the 245 firms that completed the program in FY 2016 continued to be in operation at the end of FY 2018. All 187 firms that completed the program in FY 2016 and submitted complete data to EDA were in operation at the end of FY 2018.

An analysis of the total average sales and employment data collected from FY 2010 to FY 2018 shows:

- From certification to program completion, firms reported that average sales had increased by 28 percent, average productivity had increased by 18 percent, and average employment had increased by 8 percent. By this measure, the firms that completed the program in FY 2016 had above-average performance.
- From program completion to one year after completing the program, firms reported that average sales had increased by 5 percent, average productivity had increased by 4 percent, and average employment had increased by 1 percent. Average sales increased 7 of the 9 years analyzed. Average productivity increased 4 of the 9 years analyzed. Average employment increased 6 of the 9 years analyzed. The firms that completed the program in FY 2016 saw average sales, productivity, and employment increase by the end of FY 2017 at rates comparable to historical averages.
- From program completion to two years after completing the program, firms reported that average sales had increased by 13 percent, average productivity had increased by 9 percent, and average employment had increased by 4 percent. Average sales increased 7 of the 9 years analyzed. Average productivity increased 7 of the 9 years analyzed. Average employment increased 7 of the 9 years analyzed. The firms that completed the program in FY 2016 reported higher increases in sales and employment than these historic averages and a comparable increase in productivity.

It is important to consider 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. 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 2018 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, 2018, 530 active firms with combined sales of \$6.6 billion and a workforce of 35,713 were participating in the TAAF program. In FY 2018, TAACs provided technical assistance to 264 firms in preparing petitions, 105 firms in preparing APs, and 480 firms in implementing projects within their APs. Meanwhile, EDA certified 82 petitions and approved 98 APs.

In FY 2018, EDA’s average processing time for petitions was 26 days and the average processing time for APs was 28 days. These both are well under the statutorily required 40 days for petitions and 60 days for APs.

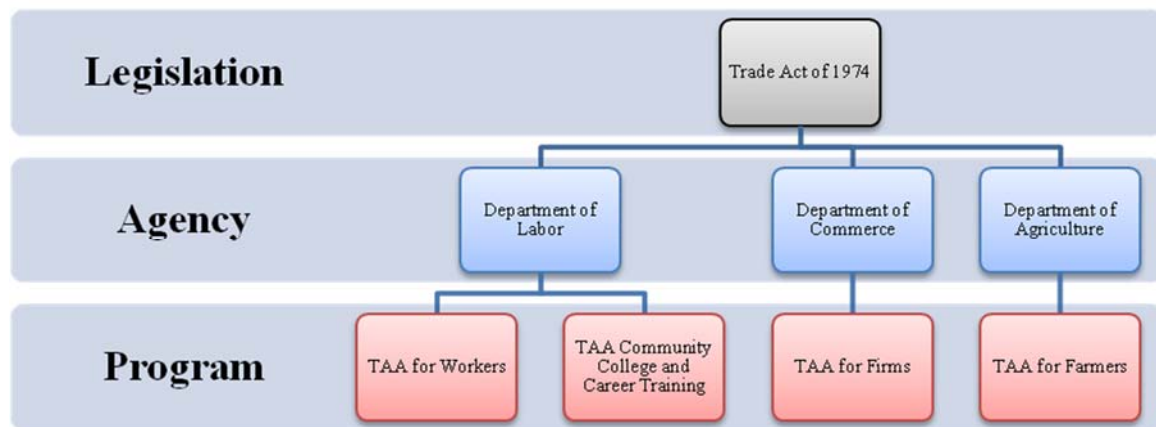
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Program Description

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 Secretary of Commerce delegated the responsibility for administering the TAAF program to the Assistant Secretary of EDA.

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

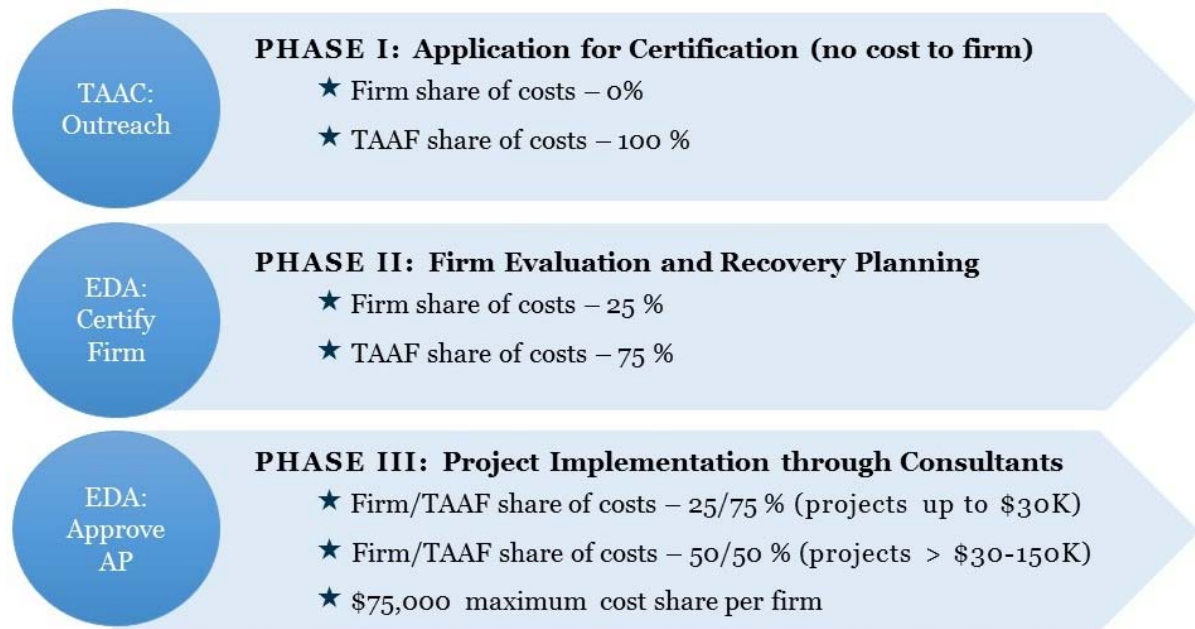
collaborative framework to apply to EDA for certification of eligibility for TAAF assistance and to prepare and implement strategies through the APs to guide their economic recovery.

Exhibit 2: TAACs and their Service Areas⁴

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

⁴ 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;⁵ 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 2016 (the base year for this report), 245 firms completed the program; with 187 of those firms providing the complete data sets necessary for the analysis in this report. This 76% response rate is higher than in previous years, which have generally been around 58%

⁵ In some cases, EDA may instead consider whether sales or production has decreased during a six-to-eleven-month period of the most recent 12-month period for which data are available as compared to the same six-to-eleven-month period of the immediately preceding 12-month period.

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

In FY 2018, the TAACs received 1,751 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	56
Mid-America	290
MidAtlantic	36
Midwest	36
New England	53
New York, New Jersey and Puerto Rico	68
Northwest	71
Rocky Mountain	75
Southeastern	67
Southwest	368
Western	631
Total	1,751

- (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 more or fewer petitions filed than certified.

In FY 2018, EDA filed (accepted for investigation) 83 petitions and certified 82 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 2018 and just three petitions were withdrawn in FY 2018.

EDA's average processing time for petitions (from filing [acceptance] to certification) was 26 days.

Exhibit 5: Petitions Filed (Accepted), and Certified by TAAC/State: FY 2018

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	9	10
IN	3	3
MI	3	3
OH	3	4
Mid-America	13	12
IA	5	6
KS	3	2
MO	5	4
NE	0	0
MidAtlantic	2	2
DC	0	0
DE	0	0
MD	0	0
PA	1	1
VA	1	1
WV	0	0
Midwest	6	6
IL	5	5
MN	1	1
WI	0	0
New England	12	16
CT	4	4
MA	3	6
ME	3	2
NH	0	0
RI	2	4
VT	0	0
New York, New Jersey and Puerto Rico	13	11
NJ	0	0
NY	13	11
PR	0	0
Northwest	6	5
AK	0	0
ID	1	1
OR	1	1
WA	4	3

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
Rocky Mountain	8	7
CO	3	3
MT	1	1
ND	1	1
SD	1	1
UT	2	1
WY	0	0
Southeastern	9	9
AL	1	1
FL	0	0
GA	4	4
KY	1	1
MS	0	0
NC	2	2
SC	0	0
TN	1	1
Southwest	4	3
AR	0	0
LA	1	1
NM	0	0
OK	0	0
TX	3	2
Western	1	1
AZ	0	0
CA	1	1
HI	0	0
NV	0	0
Total	83	82

(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 2018

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	9	10
IN	3	3
2	1	1
3	2	2
MI	3	3
1	1	1
7	1	1
10	1	1
OH	3	4
2	1	1
7	0	1
8	1	1
12	1	1
Mid-America	13	12
IA	5	6
1	3	3
2	0	1
3	1	1
4	1	1
KS	3	2
2	2	2
3	1	0
MO	5	4
2	2	2
3	2	2
7	1	0
MidAtlantic	2	2
DC	0	0
DE	0	0
MD	0	0
PA	1	1
17	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
VA	1	1
4	1	1
WV	0	0
Midwest	6	6
IL	5	5
5	2	1
8	0	1
11	2	2
18	1	1
MN	1	1
4	1	1
WI	0	0
New England	12	16
CT	4	4
1	2	2
2	1	1
5	1	1
MA	3	6
3	2	2
4	1	2
8	0	1
9	0	1
ME	3	2
1	2	1
2	1	1
NH	0	0
RI	2	4
2	2	4
VT	0	0
New York, New Jersey and Puerto Rico	13	11
NJ	0	0
NY	13	11
2	1	1
3	1	1
10	1	1
19	2	2

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
22	2	1
24	2	2
25	2	2
27	2	1
PR	0	0
Northwest	6	5
AK	0	0
ID	1	1
2	1	1
OR	1	1
1	1	1
WA	4	3
2	1	0
3	1	1
5	1	1
7	1	1
Rocky Mountain	8	7
CO	3	3
1	1	1
4	1	1
7	1	1
MT	1	1
At-Large	1	1
ND	1	1
At-Large	1	1
SD	1	1
At-Large	1	1
UT	2	1
1	2	1
WY	0	0
Southeastern	9	9
AL	1	1
5	1	1
FL	0	0
GA	4	4
2	2	2
4	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
6	1	1
KY	1	1
4	1	1
MS	0	0
NC	2	2
11	1	1
12	1	1
SC	0	0
TN	1	1
1	1	1
Southwest	4	3
AR	0	0
LA	1	1
3	1	1
NM	0	0
OK	0	0
TX	3	2
12	1	0
16	1	1
35	1	1
Western	0	1
AZ	0	0
CA	1	1
44	4	1
HI	0	0
NV	0	0
Total	83	82

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

For this metric, benefits are defined as technical assistance provided to firms certified in FY 2018 in preparing a business recovery plan (AP) that resulted in EDA approval of that AP in FY 2018.

In FY 2018, of the 83 petitions accepted and 82 petitions certified by EDA, 69 firms met this definition of benefits received. Many of the remaining firms will receive benefits during FY

⁶ EDA defines “entering the program” as receiving a certification.

2019, especially those that were certified as eligible for TAAF assistance near the end of FY 2018.

Exhibit 7: Petitions Certified and APs Approved: FY 2018

TAAC	No. of Firms Receiving Benefits (Certified and Approved AP in FY 2018)
Great Lakes	7
Mid-America	8
MidAtlantic	0
Midwest	7
New England	13
New York, New Jersey and Puerto Rico	9
Northwest	4
Rocky Mountain	7
Southeastern	10
Southwest	3
Western	1
Total	69

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

In FY 2018, 276 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 during that fiscal year or in a later year.

Exhibit 8: Petition Assistance Activity: FY 2018

TAAC	Petition Assistance
Great Lakes	23
Mid-America	29
MidAtlantic	36
Midwest	40
New England	16
New York, New Jersey and Puerto Rico	23
Northwest	14
Rocky Mountain	17

TAAC	Petition Assistance
Southeastern	49
Southwest	22
Western	7
Total	276

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

In FY 2018, 116 firms received assistance in developing APs. Additionally, 506 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 result in the submission or implementation of an AP in the current fiscal year or in a later year.

Exhibit 9: AP Development Activity: FY 2018

TAAC	AP Development Assistance
Great Lakes	9
Mid-America	11
MidAtlantic	4
Midwest	11
New England	18
New York, New Jersey and Puerto Rico	15
Northwest	11
Rocky Mountain	8
Southeastern	21
Southwest	6
Western	2
Total	116

Exhibit 10: AP Implementation Activity: FY 2018

TAAC	AP Implementation Assistance
Great Lakes	35
Mid-America	48
MidAtlantic	47
Midwest	83
New England	51
New York, New Jersey and Puerto Rico	35

TAAC	AP Implementation Assistance
Northwest	36
Rocky Mountain	54
Southeastern	61
Southwest	40
Western	16
Total	506

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

In FY 2018, EDA approved 98 APs. While EDA did not deny any APs in FY 2018, 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 28 days.

Exhibit 11: APs Approved by TAAC/State: FY 2018

TAAC/State	No. of APs Approved
Great Lakes	7
IN	1
MI	2
OH	4
Mid-America	12
IA	5
KS	1
MO	6
NE	0
MidAtlantic	2
DC	0
DE	0
MD	0
PA	2
VA	0
WV	0
Midwest	10
IL	9
MN	1
WI	0
New England	16

TAAC/State	No. of APs Approved
CT	4
MA	7
ME	1
NH	0
RI	4
VT	0
New York, New Jersey and Puerto Rico	14
NJ	0
NY	14
PR	0
Northwest	8
AK	0
ID	1
OR	1
WA	6
Rocky Mountain	11
CO	4
MT	1
ND	1
SD	1
UT	3
WY	1
Southeastern	11
AL	2
FL	0
GA	4
KY	1
MS	0
NC	3
SC	0
TN	1
Southwest	5
AR	0
LA	3
NM	0
OK	0
TX	2
Western	2
AZ	0

TAAC/State	No. of APs Approved
CA	2
HI	0
NV	0
Total	98

(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 57 months of benefits under the TAAF program.

Exhibit 12: Average Duration of Benefits Received: FY 2018 by TAAC (Region)

TAAC	Average No. of Months Firms Received Benefits Under TAAF program by TAAC
Great Lakes	66
Mid-America	46
MidAtlantic	50
Midwest	64
New England	39
New York, New Jersey and Puerto Rico	82
Northwest	46
Rocky Mountain	59
Southeastern	52
Southwest	64
Western	60
Average for All TAACs	57

(11) Sales, employment, and productivity at each firm participating in the TAAF program at the time of certification.⁷

As of September 30, 2018, 530 active firms with combined sales of \$6.6 billion and a workforce of 35,713 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.”

Exhibit 13: Sales, Employment, and Productivity at the time of Certification for All Firms Participating in the TAAF Program in FY 2018 by TAAC and State:

TAAC/State	No. of Active Firms in FY 2018	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
Great Lakes	43	\$473,100,045	2,895	\$163,420
IN	12	\$225,016,866	1,465	\$153,595
MI	18	\$115,779,319	695	\$166,589
OH	13	\$132,303,860	735	\$180,005
Mid-America	81	\$1,309,403,402	5,892	\$222,234
AR	5	\$77,552,439	493	\$157,307
IA	10	\$106,935,028	754	\$141,824
KS	14	\$72,413,768	767	\$94,412
MO	50	\$1,021,941,717	3,608	\$283,243
NE	2	\$30,560,450	270	\$113,187
MidAtlantic	48	\$422,337,419	2,906	\$145,333
DC	0	\$0	0	\$0
DE	0	\$0	0	\$0
MD	0	\$0	0	\$0
PA	43	\$385,900,299	2,614	\$147,628
VA	5	\$36,437,120	292	\$124,785
WV	0	\$0	0	\$0
Midwest	83	\$1,053,772,156	5,467	\$192,751
IL	62	\$763,964,977	3,752	\$203,615
MN	8	\$35,049,466	307	\$114,168
WI	13	\$254,757,713	1,408	\$180,936
New England	52	\$326,682,523	1,728	\$189,052
CT	16	\$99,620,519	583	\$170,876
MA	18	\$127,272,420	520	\$244,755
ME	5	\$21,603,674	126	\$171,458
NH	2	\$48,168,927	226	\$213,137

⁷ Ibid. Footnote 3.

TAAC/State	No. of Active Firms in FY 2018	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
RI	8	\$18,492,619	196	\$94,350
VT	3	\$11,524,364	77	\$149,667
New York State	37	\$269,965,285	1,728	\$156,230
NJ	1	\$12,823,283	90	\$142,481
NY	36	\$257,142,002	1,638	\$156,985
PR	0	\$0	0	\$0
Northwest	37	\$553,497,116	1,690	\$327,513
AK	3	\$584,365	3	\$194,788
ID	3	\$6,404,180	38	\$168,531
OR	11	\$445,085,206	1,087	\$409,462
WA	20	\$101,423,365	562	\$180,469
Rocky Mountain	55	\$1,545,728,664	7,946	\$194,529
CO	30	\$239,572,150	1,362	\$175,897
MT	3	\$9,121,128	78	\$116,938
ND	5	\$41,228,129	231	\$178,477
SD	3	\$486,282,132	2,806	\$173,301
UT	12	\$678,601,158	3,172	\$213,935
WY	2	\$90,923,967	297	\$306,141
Southeastern	35	\$292,452,225	2,182	\$134,029
AL	5	\$110,058,186	345	\$319,009
FL	1	\$15,435	2	\$7,718
GA	10	\$21,311,463	232	\$91,860
KY	1	\$15,411,554	98	\$157,261
MS	1	\$17,726,454	187	\$94,794
NC	10	\$29,064,810	322	\$90,263
SC	5	\$78,815,478	867	\$90,906
TN	2	\$20,048,845	129	\$155,417
Southwest	41	\$271,029,264	2,399	\$112,976
AR	3	\$73,032,847	309	\$236,352
LA	13	\$77,064,131	255	\$302,212
NM	2	\$5,759,197	85	\$67,755
OK	8	\$68,060,414	1,150	\$59,183
TX	15	\$47,112,675	600	\$78,521
Western	18	\$102,303,720	880	\$116,254
AZ	2	\$11,975,508	84	\$142,566
CA	14	\$83,551,391	724	\$115,402
HI	0	\$0	0	\$0
NV	2	\$6,776,821	72	\$94,123
Total	530	\$6,620,271,819	35,713	\$185,374

(12) Sales, employment, and productivity at each firm upon completion of the program and each year for the two-year period following completion.⁸

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 productivity⁹ 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 2016, with FY 2017 and FY 2018 being the first two post-completion years. Of the 245 firms that completed the program in FY 2016, 187 submitted complete data on sales, employment, and productivity for FY 2017 and FY 2018.

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	\$20,333,414	102	\$199,347
Completion (FY 2016)	\$28,978,116	125	\$231,825
Percent Change (+/-)	43%	23%	16%
Certification to One Year Post Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$20,333,414	102	\$199,347
1st Year Following Completion (FY 2017)	\$29,821,597	131	\$227,646
Percent Change (+/-)	47%	28%	14%
Certification to Two Years Post Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$20,333,414	102	\$199,347
2nd Year Following Completion (FY 2018)	\$34,190,409	137	\$249,565

⁸ Firms have completed the program when they have completed implementation of the TAAF-supported projects that the firm chose to pursue.

⁹ Ibid. Footnote 3.

Percent Change (+/-)	68%	34%	25%
Program Completion to One Year Post Completion	Average Sales	Average Employment	Average Productivity
Completion (FY 2016)	\$28,978,116	125	\$231,825
1st Year Following Completion (FY 2017)	\$29,821,597	131	\$227,646
Percent Change (+/-)	3%	5%	-2%
Program Completion to Two Years Post Completion	Average Sales	Average Employment	Average Productivity
Completion (FY 2016)	\$28,978,116	125	\$231,825
2nd Year Following Completion (FY 2018)	\$34,190,409	137	\$249,565
Percent Change (+/-)	18%	10%	8%

To provide a historic perspective on these results, an analysis of the total average sales and employment data collected from FY 2010 to FY 2018 shows:

- From certification to program completion, firms reported that average sales had increased by 28 percent, average productivity had increased by 18 percent, and average employment had increased by 8 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 5 percent, average productivity had increased by 3 percent, and average employment had increased by 2 percent. Average sales increased 7 of the 9 years analyzed. Average productivity increased 4 of the 9 years analyzed. Average employment increased 6 of the 9 years analyzed.
- From program completion to two years after completing the program, firms reported that average sales had increased by 13 percent, average productivity had increased by 8 percent, and average employment had increased by 5 percent. Average sales increased 7 of the 9 years analyzed. Average productivity increased 7 of the 9 years analyzed. Average employment increased 7 of the 9 years analyzed.

It is important to consider 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 – 2018.

Certification to Program Completion (FY 2010-2018)	Total Average Sales	Total Average Employment	Total Average Productivity
Certification	\$125,875,393	779	\$161,586
Completion	\$160,575,461	842	\$190,707
Percent Change (+/-)	27.6%	8.1%	18.0%
Certification to One Year Post Program Completion (FY 2010-2018)	Total Average Sales	Total Average Employment	Total Average Productivity
Certification	\$125,875,393	779	\$161,586
1st Year Following Completion	\$169,107,751	859	\$196,866
Percent Change (+/-)	34.3%	10.3%	21.8%
Certification to Two Years Post Program Completion (FY 2010-2018)	Total Average Sales	Total Average Employment	Total Average Productivity
Certification	\$125,875,393	779	\$161,586
2nd Year Following Completion	\$181,895,941	880	\$206,700
Percent Change (+/-)	44.5%	13.0%	27.9%
Program Completion to One Year Post Completion (FY 2010-2018)	Total Average Sales	Total Average Employment	Total Average Productivity
Completion	\$160,575,461	842	\$190,707
1st Year Following Completion	\$169,107,751	859	\$196,866
Percent Change (+/-)	5.3%	2.0%	3.2%

Program Completion to Two Years Post Completion (FY 2010-2018)	Total Average Sales	Total Average Employment	Total Average Productivity
Completion	\$160,575,461	842	\$190,707
2nd Year Following Completion	\$181,895,941	880s	\$206,700
Percent Change (+/-)	13.3%	4.5%	8.4%

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	140	46	1	187
Employment Certification to Completion	122	51	8	187
Productivity Certification to Completion	119	68	0	187
Separator				
Sales Certification to One Year After Completion	149	38	0	187
Employment Certification to One Year After Completion	126	54	7	187
Productivity Certification to One Year After Completion	187	0	0	187
Separator				
Sales Certification to Two Years After Completion	140	46	1	187
Employment Certification to Two Years After Completion	114	65	8	187
Productivity Certification to Two Years After Completion	187	0	0	187
Separator				
Sales at One Year After Completion	114	66	7	187
Employment at One Year After Completion	81	73	33	187
Productivity at One Year After Completion	185	2	0	187

Comparison From Certification to Post Program Completion	# of Firms with Increase	# of Firms with Decrease	# of Firms with No Change	Total
Sales at Two Years After Completion	114	65	8	187
Employment at Two Years After Completion	91	78	18	187
Productivity at Two Years After Completion	186	1	0	187

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 2016)	Sales 1st Yr. Following Completion (FY 2017)	Sales 2nd Yr. Following Completion (FY 2018)	Average Employment at Certification	Average Employment at Completion (FY 2016)	Average Employment 1st Yr. Following Completion (FY 2017)	Average Employment 2nd Yr. Following Completion (FY 2018)	Average Productivity at Certification	Average Productivity at Completion (FY 2016)	Average Productivity 1st Yr. Following Completion (FY 2017)	Average Productivity 2nd Yr. Following Completion (FY 2018)
GLTAAC-CMP18-001	\$5,136,371	\$6,800,000	\$6,000,000	\$5,200,000	53	63	62	50	\$96,913	\$107,937	\$96,774	\$104,000
GLTAAC-CMP18-002	\$10,851,151	\$15,000,000	\$16,000,000	\$18,000,000	60	90	93	109	\$180,853	\$166,667	\$172,043	\$165,138
GLTAAC-CMP18-003	\$94,110,272	\$99,000,000	\$97,678,235	\$73,119,226	287	300	280	293	\$327,910	\$330,000	\$348,851	\$249,554
GLTAAC-CMP18-004	\$6,329,614	\$7,648,279	\$6,200,000	\$6,086,402	52	60	48	44	\$121,723	\$127,471	\$129,167	\$138,327
GLTAAC-CMP18-005	\$8,341,277	\$6,500,000	\$14,500,000	\$14,000,000	84	45	90	110	\$99,301	\$144,444	\$161,111	\$127,273
GLTAAC-CMP18-006	\$43,715,000	\$65,000,000	\$68,000,000	\$78,000,000	141	151	116	131	\$310,035	\$430,464	\$586,207	\$595,420
GLTAAC-CMP18-007	\$69,500,128	\$127,806,000	\$130,000,000	\$140,000,000	222	350	390	410	\$313,064	\$365,160	\$333,333	\$341,463
GLTAAC-CMP18-008	\$442,710	\$1,620,000	\$1,650,761	\$2,500,000	5	10	15	15	\$88,542	\$162,000	\$110,051	\$166,667
MamTAAC-CMP18-001	\$200,000	\$712,350	\$712,350	\$712,350	4	16	16	16	\$50,000	\$44,522	\$44,522	\$44,522
MamTAAC-CMP18-002	\$2,282,994	\$3,900,000	\$4,500,000	\$5,300,000	16	27	38	38	\$142,687	\$144,444	\$118,421	\$139,474
MamTAAC-CMP18-003	\$3,329,236	\$3,145,406	\$3,230,812	\$4,000,000	37	25	18	22	\$89,979	\$125,816	\$179,490	\$181,818
MamTAAC-CMP18-004	\$3,641,000	\$3,900,000	\$4,600,000	\$4,094,600	20	18	20	16	\$182,050	\$216,667	\$230,000	\$255,913
MamTAAC-CMP18-005	\$1,600,743	\$2,600,000	\$1,450,000	\$1,300,000	15	15	12	14	\$106,716	\$173,333	\$120,833	\$92,857
MamTAAC-CMP18-006	\$952,131	\$1,205,410	\$1,775,418	\$1,500,000	13	14	15	15	\$73,241	\$86,101	\$118,361	\$100,000
MamTAAC-CMP18-007	\$3,265,864	\$4,177,938	\$3,948,500	\$2,982,656	25	25	22	23	\$130,635	\$167,118	\$179,477	\$129,681
MamTAAC-CMP18-008	\$7,417,000	\$13,402,310	\$16,274,235	\$16,000,000	40	124	140	100	\$185,425	\$108,083	\$116,245	\$160,000
MamTAAC-CMP18-009	\$4,680,196	\$7,049,000	\$7,049,000	\$7,500,000	33	37	37	35	\$141,824	\$190,514	\$190,514	\$214,286
MamTAAC-CMP18-010	\$42,815,951	\$178,632,001	\$155,000,000	\$240,000,000	379	712	622	965	\$112,971	\$250,888	\$249,196	\$248,705
MamTAAC-CMP18-011	\$21,479,319	\$34,300,000	\$23,500,000	\$40,000,000	119	180	160	175	\$180,498	\$190,556	\$146,875	\$228,571
MamTAAC-CMP18-012	\$1,372,187	\$2,326,265	\$2,780,119	\$3,043,964	27	26	24	26	\$50,822	\$89,472	\$115,838	\$117,076
MamTAAC-CMP18-013	\$12,554,000	\$57,071,329	\$58,710,722	\$60,000,000	181	200	220	234	\$69,359	\$285,357	\$266,867	\$256,410

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2016)	Sales 1st Yr. Following Completion (FY 2017)	Sales 2nd Yr. Following Completion (FY 2018)	Average Employment at Certification	Average Employment at Completion (FY 2016)	Average Employment 1st Yr. Following Completion (FY 2017)	Average Employment 2nd Yr. Following Completion (FY 2018)	Average Productivity at Certification	Average Productivity at Completion (FY 2016)	Average Productivity 1st Yr. Following Completion (FY 2017)	Average Productivity 2nd Yr. Following Completion (FY 2018)
MATAAC-CMP18-001	\$90,881,308	\$106,702,652	\$108,328,864	\$113,578,704	633	704	692	699	\$143,572	\$151,566	\$156,545	\$162,487
MATAAC-CMP18-002	\$7,261,144	\$10,110,314	\$10,861,324	\$11,456,211	35	47	51	51	\$207,461	\$215,113	\$212,967	\$224,632
MATAAC-CMP18-003	\$16,101,898	\$22,164,370	\$21,900,000	\$22,116,000	142	122	110	128	\$113,394	\$181,675	\$199,091	\$172,781
MATAAC-CMP18-004	\$38,180,523	\$36,435,055	\$18,500,000	\$36,235,936	109	108	120	94	\$350,280	\$337,362	\$154,167	\$385,489
MATAAC-CMP18-005	\$282,778	\$306,781	\$309,681	\$307,091	3	5	5	3	\$94,259	\$61,356	\$61,936	\$102,364
MWTAAC-CMP18-001	\$5,536,797	\$5,865,000	\$6,090,476	\$6,100,000	50	60	63	63	\$110,736	\$97,750	\$96,674	\$96,825
MWTAAC-CMP18-002	\$427,800,000	\$750,000,000	\$726,000,000	\$987,000,000	1,231	1,800	1,941	2,060	\$347,522	\$416,667	\$374,034	\$479,126
MWTAAC-CMP18-003	\$10,719,785	\$18,500,000	\$20,000,000	\$20,700,000	112	119	125	120	\$95,712	\$155,462	\$160,000	\$172,500
MWTAAC-CMP18-004	\$8,500,000	\$4,785,000	\$12,747,000	\$12,032,933	76	62	135	135	\$111,842	\$77,177	\$94,422	\$89,133
MWTAAC-CMP18-005	\$6,100,000	\$8,300,000	\$9,715,000	\$9,900,000	56	53	53	54	\$108,929	\$156,604	\$183,302	\$183,333
MWTAAC-CMP18-006	\$4,116,405	\$4,400,000	\$4,034,000	\$4,021,023	42	56	52	55	\$98,010	\$78,571	\$77,577	\$73,110
MWTAAC-CMP18-007	\$3,196,691	\$3,500,000	\$2,672,000	\$2,200,000	51	35	32	30	\$62,680	\$100,000	\$83,500	\$73,333
MWTAAC-CMP18-008	\$5,400,000	\$6,800,000	\$6,500,000	\$6,800,000	33	42	42	45	\$163,636	\$161,905	\$154,762	\$151,111
MWTAAC-CMP18-009	\$624,000	\$1,250,000	\$1,600,000	\$1,342,339	9	23	55	49	\$69,333	\$54,348	\$29,091	\$27,395
MWTAAC-CMP18-010	\$12,700,000	\$32,300,000	\$33,000,000	\$35,000,000	64	107	109	111	\$198,438	\$301,869	\$302,752	\$315,315
MWTAAC-CMP18-011	\$5,702,749	\$4,639,000	\$3,543,000	\$3,756,164	35	37	31	28	\$162,936	\$125,378	\$114,290	\$134,149
MWTAAC-CMP18-012	\$484,007	\$770,000	\$697,000	\$928,000	7	4	6	6	\$69,144	\$192,500	\$116,167	\$154,667
MWTAAC-CMP18-013	\$2,100,000	\$2,750,000	\$3,100,000	\$3,000,000	20	25	25	25	\$105,000	\$110,000	\$124,000	\$120,000
MWTAAC-CMP18-014	\$3,530,000	\$7,603,000	\$7,100,000	\$7,100,000	37	44	40	40	\$95,405	\$172,795	\$177,500	\$177,500
MWTAAC-CMP18-015	\$24,200,000	\$42,700,000	\$43,300,000	\$46,700,000	135	166	158	249	\$179,259	\$257,229	\$274,051	\$187,550
MWTAAC-CMP18-016	\$156,000,000	\$206,500,000	\$199,137,000	\$214,632,664	572	378	369	429	\$272,727	\$546,296	\$539,667	\$500,309
MWTAAC-CMP18-017	\$11,285,000	\$11,000,000	\$11,685,000	\$11,200,000	85	80	85	84	\$132,765	\$137,500	\$137,471	\$133,333
MWTAAC-CMP18-018	\$6,500,000	\$10,585,000	\$11,936,950	\$12,498,096	65	72	97	72	\$100,000	\$147,014	\$123,061	\$173,585

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2016)	Sales 1st Yr. Following Completion (FY 2017)	Sales 2nd Yr. Following Completion (FY 2018)	Average Employment at Certification	Average Employment at Completion (FY 2016)	Average Employment 1st Yr. Following Completion (FY 2017)	Average Employment 2nd Yr. Following Completion (FY 2018)	Average Productivity at Certification	Average Productivity at Completion (FY 2016)	Average Productivity 1st Yr. Following Completion (FY 2017)	Average Productivity 2nd Yr. Following Completion (FY 2018)
MWTAAC-CMP18-019	\$12,076,739	\$10,000,000	\$11,580,815	\$10,475,557	95	81	77	67	\$127,124	\$123,457	\$150,400	\$156,352
MWTAAC-CMP18-020	\$23,214,000	\$35,000,000	\$46,000,000	\$48,505,000	190	220	288	531	\$122,179	\$159,091	\$159,722	\$91,347
MWTAAC-CMP18-022	\$2,169,893	\$8,400,000	\$8,650,000	\$9,250,000	17	58	62	68	\$127,641	\$144,828	\$139,516	\$136,029
MWTAAC-CMP18-023	\$4,400,000	\$8,560,000	\$9,428,000	\$8,972,214	33	42	43	43	\$133,333	\$203,810	\$219,256	\$208,656
MWTAAC-CMP18-024	\$5,100,000	\$8,250,000	\$7,315,701	\$8,186,000	37	56	51	56	\$137,838	\$147,321	\$143,445	\$146,179
MWTAAC-CMP18-025	\$19,200,000	\$21,840,000	\$20,800,000	\$24,000,000	195	191	183	195	\$98,462	\$114,346	\$113,661	\$123,077
MWTAAC-CMP18-026	\$2,400,000	\$5,217,000	\$5,000,000	\$4,140,000	11	26	26	22	\$218,182	\$200,654	\$192,308	\$188,182
MWTAAC-CMP18-027	\$16,464,000	\$14,483,000	\$21,659,056	\$24,912,308	80	102	111	105	\$205,800	\$141,990	\$195,127	\$237,260
MWTAAC-CMP18-028	\$3,514,280	\$6,400,000	\$6,600,000	\$6,700,000	35	53	53	53	\$100,408	\$120,755	\$124,528	\$126,415
MWTAAC-CMP18-029	\$19,800,000	\$33,800,000	\$55,700,000	\$54,600,000	140	235	252	216	\$141,429	\$143,830	\$221,032	\$252,778
MWTAAC-CMP18-030	\$6,096,068	\$7,852,000	\$10,750,000	\$9,860,868	30	33	43	36	\$203,202	\$237,939	\$250,000	\$273,913
MWTAAC-CMP18-031	\$54,000,000	\$45,000,000	\$45,500,000	\$45,000,000	251	175	177	175	\$215,139	\$257,143	\$257,062	\$257,143
MWTAAC-CMP18-032	\$4,174,312	\$10,946,000	\$9,088,697	\$9,089,000	25	54	48	47	\$166,972	\$202,704	\$189,348	\$193,383
MWTAAC-CMP18-033	\$7,670,000	\$9,100,000	\$8,550,000	\$8,450,000	46	45	41	41	\$166,739	\$202,222	\$208,537	\$206,098
MWTAAC-CMP18-034	\$28,962,389	\$57,753,000	\$67,761,280	\$69,000,000	172	259	393	402	\$168,386	\$222,985	\$172,421	\$171,642
MWTAAC-CMP18-035	\$12,104,499	\$23,200,000	\$23,000,000	\$23,100,000	80	114	100	101	\$151,306	\$203,509	\$230,000	\$228,713
MWTAAC-CMP18-036	\$5,357,515	\$4,750,000	\$4,856,000	\$4,800,000	22	29	29	28	\$243,523	\$163,793	\$167,448	\$171,429
MWTAAC-CMP18-037	\$4,000,000	\$5,671	\$6,300,000	\$5,600,000	32	44	47	45	\$125,000	\$129	\$134,043	\$124,444
MWTAAC-CMP18-038	\$1,168,480	\$1,550,000	\$1,450,000	\$2,334,018	12	18	17	21	\$97,373	\$86,111	\$85,294	\$111,144
MWTAAC-CMP18-039	\$6,900,000	\$6,600,000	\$7,000,000	\$7,178,008	63	46	45	63	\$109,524	\$143,478	\$155,556	\$113,937
MWTAAC-CMP18-040	\$13,493,317	\$21,000,000	\$22,000,000	\$53,000,000	73	117	116	115	\$184,840	\$179,487	\$189,655	\$460,870
MWTAAC-CMP18-041	\$8,978,684	\$9,555,604	\$9,900,000	\$9,305,316	80	70	68	78	\$112,234	\$136,509	\$145,588	\$119,299
MWTAAC-CMP18-042	\$1,600,000	\$2,400,000	\$2,478,600	\$2,993,000	19	19	20	22	\$84,211	\$126,316	\$123,930	\$136,045

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2016)	Sales 1st Yr. Following Completion (FY 2017)	Sales 2nd Yr. Following Completion (FY 2018)	Average Employment at Certification	Average Employment at Completion (FY 2016)	Average Employment 1st Yr. Following Completion (FY 2017)	Average Employment 2nd Yr. Following Completion (FY 2018)	Average Productivity at Certification	Average Productivity at Completion (FY 2016)	Average Productivity 1st Yr. Following Completion (FY 2017)	Average Productivity 2nd Yr. Following Completion (FY 2018)
MWTAAC-CMP18-043	\$4,556,000	\$6,315,000	\$4,765,011	\$4,919,322	36	40	42	41	\$126,556	\$157,875	\$113,453	\$119,983
MWTAAC-CMP18-044	\$99,626,339	\$145,000,000	\$250,000,000	\$519,980,000	748	700	1,000	1,700	\$133,190	\$207,143	\$250,000	\$305,871
MWTAAC-CMP18-045	\$5,094,291	\$5,985,000	\$6,757,000	\$7,314,000	44	53	59	64	\$115,779	\$112,925	\$114,525	\$114,281
MWTAAC-CMP18-046	\$8,416,000	\$9,600,000	\$10,010,000	\$7,000,000	47	56	50	29	\$179,064	\$171,429	\$200,200	\$241,379
MWTAAC-CMP18-047	\$15,800,000	\$22,000,000	\$22,804,565	\$23,100,000	115	167	179	185	\$137,391	\$131,737	\$127,400	\$124,865
MWTAAC-CMP18-048	\$11,300,000	\$25,502,000	\$26,700,000	\$23,952,000	28	113	120	109	\$403,571	\$225,681	\$222,500	\$219,743
MWTAAC-CMP18-049	\$15,979,000	\$13,622,000	\$10,000,000	\$8,659,000	54	62	54	40	\$295,907	\$219,710	\$185,185	\$216,475
MWTAAC-CMP18-050	\$10,489,824	\$7,513,107	\$7,500,000	\$7,174,780	116	106	105	98	\$90,430	\$70,878	\$71,429	\$73,212
MWTAAC-CMP18-051	\$10,286,713	\$10,000,000	\$9,500,000	\$9,500,000	104	92	90	90	\$98,911	\$108,696	\$105,556	\$105,556
MWTAAC-CMP18-052	\$15,000,000	\$31,000,000	\$25,000,000	\$25,000,000	63	134	140	140	\$238,095	\$231,343	\$178,571	\$178,571
MWTAAC-CMP18-053	\$30,000,000	\$34,500,000	\$36,000,000	\$39,557,915	193	230	245	235	\$155,440	\$150,000	\$146,939	\$168,332
MWTAAC-CMP18-054	\$2,025,905	\$1,800,000	\$1,700,000	\$1,939,989	9	15	14	18	\$225,101	\$120,000	\$121,429	\$107,777
MWTAAC-CMP18-055	\$6,778,740	\$9,080,503	\$10,000,000	\$11,100,000	56	87	98	92	\$121,049	\$104,374	\$102,041	\$120,652
MWTAAC-CMP18-056	\$10,585,000	\$21,574,000	\$25,493,940	\$23,400,000	63	221	314	256	\$168,016	\$97,620	\$81,191	\$91,406
MWTAAC-CMP18-057	\$12,773,634	\$21,800,000	\$21,800,000	\$20,000,000	54	67	67	69	\$236,549	\$325,373	\$325,373	\$289,855
MWTAAC-CMP18-058	\$2,636,265	\$9,560,000	\$11,714,000	\$11,620,000	15	44	51	54	\$175,751	\$217,273	\$229,686	\$215,185
MWTAAC-CMP18-059	\$16,656,248	\$21,014,500	\$21,215,000	\$21,000,000	89	110	111	113	\$187,149	\$191,041	\$191,126	\$185,841
MWTAAC-CMP18-060	\$4,104,347	\$4,000,000	\$3,900,000	\$2,500,000	34	33	32	21	\$120,716	\$121,212	\$121,875	\$119,048
MWTAAC-CMP18-061	\$13,100,000	\$27,500,000	\$28,600,000	\$31,400,000	46	76	82	94	\$284,783	\$361,842	\$348,780	\$334,043
MWTAAC-CMP18-062	\$2,025,905	1,800,000	\$1,700,000	1,939,989	9	15	14	18	\$225,101	\$120,000	\$121,429	\$107,777
MWTAAC-CMP18-063	\$6,778,740	9,080,503	\$10,000,000	11,100,000	56	87	98	92	\$121,049	\$104,374	\$102,041	\$120,652
MWTAAC-CMP18-064	\$10,585,000	21,574,000	\$25,493,940	23,400,000	63	221	314	256	\$168,016	\$97,620	\$81,191	\$91,406
MWTAAC-CMP18-065	\$12,773,634	21,800,000	\$21,800,000	20,000,000	54	67	67	69	\$236,549	\$325,373	\$325,373	\$289,855

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MWTAAC-CMP18-066	\$2,636,265	9,560,000	\$11,714,000	11,620,000	15	44	51	54	\$175,751	\$217,273	\$229,686	\$215,185
MWTAAC-CMP18-067	\$16,656,248	21,014,500	\$21,215,000	21,000,000	89	110	111	113	\$187,149	\$191,041	\$191,126	\$185,841
MWTAAC-CMP18-068	\$4,104,347	4,000,000	\$3,900,000	2,500,000	34	33	32	21	\$120,716	\$121,212	\$121,875	\$119,048
MWTAAC-CMP18-069	\$13,100,000	27,500,000	\$28,600,000	31,400,000	46	76	82	94	\$284,783	\$361,842	\$348,780	\$334,043
NETAAC-CMP18-001	\$1,788,442	\$2,067,184	\$2,269,000	\$1,832,000	16	15	15	14	\$111,778	\$137,812	\$151,267	\$130,857
NETAAC-CMP18-003	\$9,295,556	\$9,819,000	\$12,015,483	\$15,000,000	61	69	69	71	\$152,386	\$142,304	\$174,137	\$211,268
NETAAC-CMP18-006	\$803,197	\$2,046,000	\$2,453,000	\$3,300,000	17	24	28	23	\$47,247	\$85,250	\$87,607	\$143,478
NETAAC-CMP18-008	\$12,130,000	\$15,320,000	\$20,000,000	\$14,100,000	96	86	110	93	\$126,354	\$178,140	\$181,818	\$151,613
NETAAC-CMP18-009	\$1,613,687	\$2,899,238	\$3,984,255	\$4,361,570	25	28	57	35	\$64,547	\$103,544	\$69,899	\$124,616
NETAAC-CMP18-015	\$1,508,255	\$2,936,129	\$2,937,044	\$3,750,000	7	10	10	7	\$215,465	\$293,613	\$293,704	\$535,714
NETAAC-CMP18-017	\$663,920	\$1,115,757	\$1,066,625	\$976,590	7	8	8	9	\$94,846	\$139,470	\$133,328	\$108,510
NETAAC-CMP18-019	\$539,304	\$502,676	\$747,778	\$600,000	8	9	9	7	\$67,413	\$55,853	\$83,086	\$85,714
NETAAC-CMP18-020	\$441,925	\$448,183	\$510,952	\$525,850	10	7	7	8	\$44,193	\$64,026	\$72,993	\$65,731
NETAAC-CMP18-021	\$7,274,052	\$18,790,926	\$18,465,000	\$19,140,000	127	113	110	104	\$57,276	\$166,291	\$167,864	\$184,038
NETAAC-CMP18-023	\$1,610,758	\$2,252,996	\$2,842,163	\$3,300,000	20	21	23	25	\$80,538	\$107,286	\$123,572	\$132,000
NETAAC-CMP18-024	\$2,730,840	\$5,561,250	\$5,420,781	\$6,875,876	22	36	34	35	\$124,129	\$154,479	\$159,435	\$196,454
NETAAC-CMP18-025	\$19,895,199	\$31,376,600	\$33,600,000	\$35,000,000	120	152	176	180	\$165,793	\$206,425	\$190,909	\$194,444
NETAAC-CMP18-028	\$1,320,739	\$3,413,323	\$3,662,385	\$4,125,000	7	12	11	12	\$188,677	\$284,444	\$332,944	\$343,750
NETAAC-CMP18-030	\$4,524,425	\$4,500,000	\$4,810,000	\$4,400,000	27	26	25	25	\$167,571	\$173,077	\$192,400	\$176,000
NETAAC-CMP18-033	\$789,030	\$1,497,000	\$1,530,000	\$1,700,000	12	16	16	21	\$65,753	\$93,563	\$95,625	\$80,952
NETAAC-CMP18-034	\$1,129,516	\$1,300,000	\$1,400,000	\$1,175,000	17	13	13	13	\$66,442	\$100,000	\$107,692	\$90,385
NETAAC-CMP18-035	\$6,162,659	\$16,000,000	\$15,000,000	\$17,000,000	69	142	130	140	\$89,314	\$112,676	\$115,385	\$121,429
NETAAC-CMP18-036	\$9,662,000	\$9,200,000	\$9,658,000	\$9,700,000	46	69	56	50	\$210,043	\$133,333	\$172,464	\$194,000

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NETAAC-CMP18-038	\$1,196,775	\$2,800,000	\$2,504,916	\$2,800,000	27	22	20	18	\$44,325	\$127,273	\$125,246	\$155,556
NETAAC-CMP18-041	\$26,183,448	\$7,200,000	\$7,052,000	\$15,000,000	71	30	31	66	\$368,781	\$240,000	\$227,484	\$227,273
NETAAC-CMP18-044	\$3,779,675	\$13,700,000	\$13,817,891	\$15,000,000	49	49	48	48	\$77,136	\$279,592	\$287,873	\$312,500
NETAAC-CMP18-045	\$21,200,000	\$11,400,000	\$13,000,000	\$14,000,000	64	42	44	56	\$331,250	\$271,429	\$295,455	\$250,000
NETAAC-CMP18-046	\$55,552,000	\$100,000,000	\$105,000,000	\$121,000,000	165	210	250	302	\$336,679	\$476,190	\$420,000	\$400,662
NETAAC-CMP18-047	\$2,588,535	\$2,186,364	\$2,028,164	\$1,300,000	30	28	24	17	\$86,285	\$78,084	\$84,507	\$76,471
NWTAAC-CMP18-001	\$11,681,241	\$11,666,758	\$12,134,260	\$12,000,000	54	41	40	40	\$216,319	\$284,555	\$303,357	\$300,000
NWTAAC-CMP18-002	\$1,055,675	\$1,587,211	\$1,852,979	\$1,400,000	1	7	3	6	\$1,055,675	\$226,744	\$617,660	\$233,333
NWTAAC-CMP18-003	\$524,806	\$600,000	\$1,115,649	\$1,055,905	6	7	7	7	\$87,468	\$85,714	\$159,378	\$150,844
NWTAAC-CMP18-004	\$6,073,971	\$6,488,021	\$7,035,155	\$7,053,840	32	37	37	39	\$189,812	\$175,352	\$190,139	\$180,868
NWTAAC-CMP18-005	\$2,472,823	\$2,100,000	\$2,019,555	\$2,108,000	30	29	25	25	\$82,427	\$72,414	\$80,782	\$84,320
NWTAAC-CMP18-006	\$2,335,151	\$5,957,000	\$5,234,010	\$6,131,944	1	1	20	7	\$2,335,151	\$5,957,000	\$261,701	\$875,992
NWTAAC-CMP18-007	\$844,748	\$1,199,352	\$1,315,133	\$1,524,000	4	6	7	8	\$211,187	\$199,892	\$187,876	\$190,500
NWTAAC-CMP18-008	\$3,075,507	\$3,473,000	\$3,657,544	\$4,400,000	23	27	24	26	\$133,718	\$128,630	\$152,398	\$169,231
NWTAAC-CMP18-009	\$4,286,968	\$7,544,000	\$6,300,000	\$706,867	29	38	29	47	\$147,826	\$198,526	\$217,241	\$15,040
NWTAAC-CMP18-010	\$1,347,293	\$1,284,000	\$1,353,000	\$1,445,000	5	11	10	10	\$269,459	\$116,727	\$135,300	\$144,500
NWTAAC-CMP18-011	\$5,255,274	\$6,315,000	\$5,738,000	\$5,700,000	42	45	36	41	\$125,126	\$140,333	\$159,389	\$139,024
NWTAAC-CMP18-012	\$2,355,151	\$5,957,000	\$5,234,010	\$4,900,000	1	1	20	10	\$2,355,151	\$5,957,000	\$261,701	\$490,000
NWTAAC-CMP18-013	\$938,817	\$800,000	\$800,000	\$800,000	2	5	5	5	\$469,409	\$160,000	\$160,000	\$160,000
NWTAAC-CMP18-014	\$1,943,671	\$2,146,000	\$2,300,000	\$190,000	24	19	5	13	\$80,986	\$112,947	\$460,000	\$14,615
NWTAAC-CMP18-015	\$12,875,152	\$14,577,574	\$14,500,000	\$13,628,000	139	172	167	171	\$92,627	\$84,753	\$86,826	\$79,696
NWTAAC-CMP18-016	\$579,442	\$410,000	\$615,179	\$665,253	8	7	12	6	\$72,430	\$58,571	\$51,265	\$110,876
NWTAAC-CMP18-017	\$4,130,200	\$6,600,000	\$6,071,321	\$6,230,476	65	92	72	64	\$63,542	\$71,739	\$84,324	\$97,351

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NWTAAC-CMP18-018	\$5,206,736	\$8,642,000	\$9,600,000	\$96,000,000	17	20	24	24	\$306,279	\$432,100	\$400,000	\$4,000,000
NWTAAC-CMP18-019	\$3,300,823	\$1,900,000	\$1,900,000	\$1,900,000	24	7	40	7	\$137,534	\$271,429	\$47,500	\$271,429
NWTAAC-CMP18-020	\$1,447,117	\$1,620,000	\$2,500,000	\$2,870,000	11	11	11	11	\$131,556	\$147,273	\$227,273	\$260,909
NWTAAC-CMP18-021	\$7,764,988	\$9,939,000	\$12,000,000	\$13,045,381	80	90	90	115	\$97,062	\$110,433	\$133,333	\$113,438
NYNJPRTAAC-CMP18-001	\$11,331,686	\$22,142,000	\$29,850,000	\$38,700,000	135	215	245	305	\$83,938	\$102,986	\$121,837	\$126,885
NYNJPRTAAC-CMP18-003	\$59,439,842	\$32,360,881	\$32,645,740	\$32,650,450	223	154	150	153	\$266,546	\$210,136	\$217,638	\$213,402
NYNJPRTAAC-CMP18-004	\$747,668	\$331,254	\$568,240	\$436,264	11	3	3	3	\$67,970	\$110,418	\$189,413	\$145,421
NYNJPRTAAC-CMP18-006	\$1,868,033	\$2,094,000	\$1,984,000	\$2,084,000	18	20	16	17	\$103,780	\$104,700	\$124,000	\$122,588
NYNJPRTAAC-CMP18-008	\$6,103,725	\$7,035,452	\$7,203,600	\$7,197,071	66	65	65	70	\$92,481	\$108,238	\$110,825	\$102,815
RMTAAC-CMP18-001	\$57,390,191	\$82,000,000	\$86,000,000	\$94,921,318	256	252	284	275	\$224,180	\$325,397	\$302,817	\$345,168
RMTAAC-CMP18-002	\$6,735,674	\$11,715,718	\$10,395,331	\$14,500,000	42	56	64	103	\$160,373	\$209,209	\$162,427	\$140,777
RMTAAC-CMP18-003	\$270,197,032	\$394,677,000	\$378,153,000	\$277,395,000	677	1,264	1,251	1,005	\$399,109	\$312,244	\$302,281	\$276,015
RMTAAC-CMP18-004	\$2,737,505	\$3,227,000	\$3,275,346	\$3,836,087	31	43	46	51	\$88,307	\$75,047	\$71,203	\$75,217
RMTAAC-CMP18-005	\$939,857	\$851,000	\$970,000	\$1,000,000	3	5	9	6	\$313,286	\$170,200	\$107,778	\$166,667
RMTAAC-CMP18-006	\$2,053,895	\$1,150,000	\$1,200,000	\$1,358,000	7	3	3	4	\$293,414	\$383,333	\$400,000	\$339,500
RMTAAC-CMP18-007	\$2,622,892	\$5,811,140	\$7,427,354	\$4,412,907	26	41	48	35	\$100,880	\$141,735	\$154,737	\$126,083
RMTAAC-CMP18-008	\$8,378,094	\$7,368,729	\$5,780,900	\$4,500,000	55	48	47	53	\$152,329	\$153,515	\$122,998	\$84,906
RMTAAC-CMP18-009	\$5,929,691	\$17,760,229	\$22,402,759	\$28,200,183	68	139	116	106	\$87,201	\$127,771	\$193,127	\$266,039
RMTAAC-CMP18-010	\$32,505,278	\$39,784,000	\$23,900,000	\$27,673,000	214	179	103	143	\$151,894	\$222,257	\$232,039	\$193,517
RMTAAC-CMP18-012	\$4,072,919	\$6,393,824	\$6,411,487	\$5,645,056	26	40	40	40	\$156,651	\$159,846	\$160,287	\$141,126
RMTAAC-CMP18-013	\$9,797,071	\$2,643,897	\$2,625,397	\$1,934,992	113	37	34	24	\$86,700	\$71,457	\$77,218	\$80,625
RMTAAC-CMP18-014	\$110,491,969	\$99,108,000	\$101,273,000	\$83,440,000	489	568	574	211	\$225,955	\$174,486	\$176,434	\$395,450
RMTAAC-CMP18-015	\$65,269,662	\$90,146,640	\$101,145,000	\$91,755,000	130	407	496	371	\$502,074	\$221,491	\$203,921	\$247,318

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RMTAAC-CMP18-016	\$355,324,231	\$546,980,000	\$601,678,000	\$657,968,000	1,083	1,398	1,482	1,523	\$328,093	\$391,259	\$405,991	\$432,021
RMTAAC-CMP18-017	\$86,965,011	\$143,574,000	\$114,413,000	\$111,699,523	347	618	606	534	\$250,620	\$232,320	\$188,800	\$209,175
RMTAAC-CMP18-018	\$12,763,602	\$13,634,451	\$12,998,000	\$15,678,575	69	66	45	58	\$184,980	\$206,583	\$288,844	\$270,320
RMTAAC-CMP18-019	\$1,684,610	\$2,300,000	\$2,394,489	\$2,912,910	10	21	22	20	\$168,461	\$109,524	\$108,840	\$145,646
RMTAAC-CMP18-020	\$4,612,000	\$8,970,000	\$10,178,000	\$9,777,483	31	42	48	49	\$148,774	\$213,571	\$212,042	\$199,540
RMTAAC-CMP18-021	\$71,298,792	\$104,000,000	\$97,938,347	\$110,000,000	270	236	277	242	\$264,070	\$440,678	\$353,568	\$454,545
RMTAAC-CMP18-022	\$134,197,000	\$242,227,000	\$239,804,730	\$286,518,692	851	1,084	1,079	1,337	\$157,693	\$223,457	\$222,247	\$214,300
RMTAAC-CMP18-023	\$2,355,378	\$2,496,000	\$1,600,000	\$1,653,642	17	17	24	12	\$138,552	\$146,824	\$66,667	\$137,804
RMTAAC-CMP18-024	\$8,634,448	\$12,738,741	\$11,888,944	\$11,949,692	57	67	67	67	\$151,482	\$190,130	\$177,447	\$178,354
RMTAAC-CMP18-025	\$10,654,880	\$15,547,462	\$16,800,000	\$23,200,000	94	147	151	185	\$113,350	\$105,765	\$111,258	\$125,405
RMTAAC-CMP18-026	\$42,874,044	\$38,000,000	\$32,000,000	\$38,900,000	164	230	215	223	\$261,427	\$165,217	\$148,837	\$174,439
RMTAAC-CMP18-027	\$3,122,027	\$4,030,016	\$2,978,937	\$1,145,204	35	23	24	25	\$89,201	\$175,218	\$124,122	\$45,808
RMTAAC-CMP18-028	\$2,173,989	\$2,200,000	\$2,350,000	\$2,100,000	28	30	24	23	\$77,642	\$73,333	\$97,917	\$91,304
RMTAAC-CMP18-029	\$87,149,508	\$69,362,272	\$62,000,000	\$60,254,705	1,157	1,300	1,308	1,303	\$75,324	\$53,356	\$47,401	\$46,243
SETAAC-CMP18-007	\$2,037,257	\$1,134,000	\$2,067,008	\$2,045,000	4	13	16	25	\$509,314	\$87,231	\$129,188	\$81,800
SETAAC-CMP18-011	\$677,432	\$968,290	\$1,347,097	\$888,733	9	16	16	15	\$75,270	\$60,518	\$84,194	\$59,249
SETAAC-CMP18-015	\$103,934,793	\$103,000,000	\$116,000,000	\$97,267,466	461	414	464	385	\$225,455	\$248,792	\$250,000	\$252,643
SWTAAC-CMP18-001	\$510,118	\$922,000	\$763,850	\$538,872	17	15	14	13	\$30,007	\$61,467	\$54,561	\$41,452
SWTAAC-CMP18-003	\$3,399,635	\$3,698,400	\$3,730,000	\$3,400,000	38	24	21	35	\$89,464	\$154,100	\$177,619	\$97,143
SWTAAC-CMP18-010	\$1,406,804	\$800,000	\$1,450,000	\$783,000	3	26	7	6	\$468,935	\$30,769	\$207,143	\$130,500
SWTAAC-CMP18-018	\$16,843,701	\$10,300,000	\$25,678,998	\$20,226,451	13	28	30	41	\$1,295,669	\$367,857	\$855,967	\$493,328
SWTAAC-CMP18-020	\$1,044,743	\$1,500,000	\$2,237,523	\$1,500,000	41	40	35	33	\$25,482	\$37,500	\$63,929	\$45,455
WTAAC-CMP18-002	\$1,572,477	\$1,800,000	\$1,936,657	\$1,868,090	21	19	21	21	\$74,880	\$94,737	\$92,222	\$88,957

TAAC/Firm ID	Sales at Certification	Sales at Completion (FY 2016)	Sales 1st Yr. Following Completion (FY 2017)	Sales 2nd Yr. Following Completion (FY 2018)	Average Employment at Certification	Average Employment at Completion (FY 2016)	Average Employment 1st Yr. Following Completion (FY 2017)	Average Employment 2nd Yr. Following Completion (FY 2018)	Average Productivity at Certification	Average Productivity at Completion (FY 2016)	Average Productivity 1st Yr. Following Completion (FY 2017)	Average Productivity 2nd Yr. Following Completion (FY 2018)
WTAAC-CMP18-004	\$1,462,866	\$1,150,000	\$1,200,000	\$1,000,000	18	17	17	17	\$81,270	\$67,647	\$70,588	\$58,824
WTAAC-CMP18-005	\$22,400,000	22,400,000	\$21,500,000	\$22,400,000	110	112	110	110	\$203,636	\$200,000	\$195,455	\$203,636
WTAAC-CMP18-006	\$3,527,000	3,900,000	\$3,900,000	\$3,501,000	15	16	16	15	\$235,133	\$243,750	\$243,750	\$233,400
WTAAC-CMP18-007	\$56,989,000	\$16,315,954	\$4,374,545	\$4,000,988	230	116	28	25	\$247,778	\$140,655	\$156,234	\$160,040
WTAAC-CMP18-008	\$12,308,000	\$14,100,000	\$13,600,000	\$15,600,000	71	65	65	65	\$173,352	\$216,923	\$209,231	\$240,000
Total Average	\$20,333,414	\$28,978,116	\$29,821,597	\$34,190,409	102	125	131	137	\$199,347	\$231,825	\$227,646	\$249,565

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).

(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, 2018, 530 active firms with combined sales of \$6.6 billion and a workforce of 35,713 were participating in the TAAF program. Not all firms complete the program; for example, 28 exited the program prior to completion in FY 2018, 4 of which went out of business and/or were sold. All of the 187 firms that completed the program in FY 2018 and provided complete data on their post-completion performance were in operation at the end of FY 2018.

(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 2018, firms received \$7.9 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 \$4.3 million to match \$7.9 million in TAAF funds towards the development and implementation of APs.

Exhibit 15: Summary of TAAC Assistance and Matching Firm Contributions: FY 2018

TAAC	Total TAAC Assistance¹⁰	Financial Contribution by the Firms
Great Lakes	\$670,085	\$281,106
Mid-America	\$950,191	\$732,210
MidAtlantic	\$1,137,302	\$467,893
Midwest	\$803,060	\$551,288
New England	\$973,270	\$685,797
New York, New Jersey and Puerto Rico	\$495,945	\$303,946
Northwest	\$590,041	\$182,617
Rocky Mountain	\$904,177	\$394,492
Southeastern	\$575,900	\$297,539
Southwest	\$412,611	\$269,520
Western	\$448,734	\$130,276
Total	\$7,961,317	\$4,296,684

¹⁰ 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 2018

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 2018, the number of firms leaving the program before completing the project or projects in their business recovery plans (AP) was 28; 9 of these firms declared bankruptcy, went out of business, or were sold. The reasons the project or projects were not completed include:

- Business decision to exit after completing part of the AP – 5
- Business decision to exit prior to completing any AP projects – 5
- Firms declared bankruptcy – 5
- Firms out of business – 3
- Firms sold – 1
- Five-year time limit expired before completing all projects – 9

(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 2018

TAAC	Personnel (including Fringe Benefits)	Contracts (Federal Share)	Travel	Equipment and Supplies	Other	Indirect Costs ¹¹	Total TAAC Expenditures
Great Lakes	\$516,608	\$287,466	\$17,354	\$6,099	\$9,637	\$159,654	\$996,818
Mid-America	\$526,234	\$766,245	\$19,417	\$2,151	\$73,216	\$277,153	\$1,664,416
MidAtlantic	\$553,423	\$424,453	\$13,609	\$5,015	\$204,248	\$0	\$1,200,748
Midwest	\$507,001	\$570,457	\$2,302	\$5,023	\$126,230	\$0	\$1,211,013
New England	\$433,908	\$729,858	\$8,853	\$16,758	\$87,404	\$0	\$1,276,781
New York, New Jersey and Puerto Rico	\$392,239	\$321,346	\$5,225	\$5,820	\$25,289	\$78,404	\$828,323
Northwest	\$544,604	\$213,357	\$29,201	\$15,963	\$188,117	\$0	\$991,242
Rocky Mountain	\$606,636	\$396,770	\$1,589	\$0	\$64,161	\$160,963	\$1,230,119
Southeastern	\$555,241	\$343,580	\$14,667	\$13,349	\$0	\$180,240	\$1,107,077
Southwest	\$484,407	\$271,511	\$10,542	\$9,678	\$15,482	\$106,613	\$898,233
Western	\$435,228	\$196,935	\$16,108	\$2,755	\$28,476	\$215,156	\$894,658
Total	\$5,555,529	\$4,521,978	\$138,867	\$82,611	\$822,260	\$1,178,183	\$12,299,428

¹¹ 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 2018, TAACs expended \$7.9 million to provide technical assistance to firms in preparing petitions and developing and implementing APs.

Exhibit 18: TAAC Expenditures to Provide Technical Assistance: FY 2018

TAAC	Total TAAC Expenditures¹²
Great Lakes	\$670,085
Mid-America	\$950,191
MidAtlantic	\$1,137,303
Midwest	\$803,060
New England	\$973,270
New York, New Jersey and Puerto Rico	\$495,945
Northwest	\$590,041
Rocky Mountain	\$904,177
Southeastern	\$575,900
Southwest	\$412,611
Western	\$448,734
Total	\$7,961,317

¹² Ibid. Footnote 11.

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 productivity¹³ and average employment at these intervals of all firms that completed the program in a particular year (known as the “base year”) and provided complete data to EDA. The base year used for this Report is FY 2016 (for which complete data across all metrics were available for 187 of the 245 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 2018 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 16 percent, and average employment had increased by 23 percent.
- From certification to one year after completing the program, firms reported that average sales had increased by 47 percent, average productivity had increased by 14 percent, and average employment had increased by 28 percent.
- From certification to two years after completing the program, firms reported that average sales had increased by 68 percent, average productivity had increased by 25 percent, and average employment had increased by 34 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 3 percent, average productivity had decreased by 2 percent, and average employment had increased by 5 percent.
- From program completion to two years after completing the program, these same firms reported average sales had increased by 18 percent, average productivity had increased by 8 percent, and average employment had increased by 10 percent.
- Despite entering the program in a distressed state, 229 of the 245 firms that completed the program in FY 2016 continued to be in operation at the end of FY 2018. All 187 firms that completed the program in FY 2016 and submitted complete data to EDA were in operation at the end of FY 2018.

For a historical perspective on these results, an analysis of the total average sales and employment data collected from FY 2010 to FY 2018 shows:

- From certification to program completion, firms reported that average sales had increased by 28 percent, average productivity had increased by 18 percent, and average employment had increased by 8 percent. By this measure, the firms that completed the program in FY 2016 had above-average performance.

¹³ 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 program completion to one year after completing the program, firms reported that average sales had increased by 5 percent, average productivity had increased by 4 percent, and average employment had increased by 1 percent. Average sales increased 7 of the 9 years analyzed. Average productivity increased 4 of the 9 years analyzed. Average employment increased 6 of the 9 years analyzed. The firms that completed the program in FY 2016 saw average sales, productivity, and employment increase by the end of FY 2017 at rates comparable to historical averages.
- From program completion to two years after completing the program, firms reported that average sales had increased by 13 percent, average productivity had increased by 9 percent, and average employment had increased by 4 percent. Average sales increased 7 of the 9 years analyzed. Average productivity increased 7 of the 9 years analyzed. Average employment increased 7 of the 9 years analyzed. The firms that completed the program in FY 2016 reported higher increases in sales and employment than these historic averages and a comparable increase in productivity.

It is important to consider 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-employee Indiana service firm was losing sales to low-cost Mexican competitors. After qualifying for TAAF assistance in 2014, the firm moved to offset its declining metal finishing business by expanding its inspection services. Because this change required building staff capacity, the firm undertook a series of employee training projects funded through the program. It then began implementing lean manufacturing techniques. The firm's pivot has been highly successful—sales are at an all-time high and employment has increased by 14 workers. This company completed the program in late 2018.

An Ohio steel foundry was slowly being strangled by persistent foreign competition. By the time the firm entered the TAAF program in early 2017, it had experienced three straight years of double-digit sales declines and had significantly decreased employment. The company has completed six TAAF cost-shared projects to date, which were focused on enterprise resource planning implementation and training, International Organization for Standardization (ISO) certification, and website improvements. Although this firm will not finish the program until late 2019, it has already stabilized, and sales and employment are growing once again.

Mid-America Trade Adjustment Assistance Center (MamTAAC)

An Iowa plastics injection molding manufacturer needed resources and sought the assistance of the TAAF program in 2012 and completed in 2017. TAAF funds were used for support systems (upgrades to machinery & enterprise resource planning system) to make the company more cost effective combined with marketing efforts (software, training and website upgrades) to attract new customers to replace those lost to import competition. Since participating in the program, the company's annual sales increased 33% and employment increased 22%.

A Nebraska aluminum irrigation manufacturing firm found itself facing increased competition from fabricators outside of the US and needed help to compete in the marketplace. After entering the TAAF program in 2015, the firm used program funds for ISO assessments, audits and certification; website development; design and brand updates; Spanish marketing campaign; and engineering, production planning and laser cutting software and training. Between the time of entrance to completion of the TAAF program, sales increased from \$15 to \$21 million. The firm completed the program in 2018.

MidAtlantic Trade Adjustment Assistance Center (MATAAC)

A company that manufactures containment vessel coatings for corrosive environmental applications did not become a TAAF client until its future looked too bleak in 2010 to ignore any longer. Sales and productivity had fallen by 45% and 30% respectively and 22% of the workforce had been let go. Participation in the program gave management the wherewithal to implement projects that included: market research, ISO 9001 upgrades, new product development, business strategic planning, website upgrades and search engine optimization. The firm exited the program

in 2016. Results included a 106% increase in sales, 267% increase in operating profits, 20% increase in productivity, and 72% increase in employment.

An analytical laboratory instrument maker specializing in waste water remediation, aquaculture, soil treatment, and sophisticated environmental consultation services entered the TAAF program in 2010. By then, sales were down 17% and 27% of its employees had been separated. Several projects were implemented addressing upgrades in: new product development, website enhancements, sales business process upgrades, management information system (MIS) and managerial finance implementations. The firm exited the program in 2015. As a direct consequence, sales, earnings, productivity and employment have all improved by 55%, 200%, 3%, and 50% respectively.

Midwest Trade Adjustment Assistance Center (MWTAAAC)

A \$13 million, 46-employee Illinois based manufacturer of high volume, low complexity carbon steel, stainless steel, brass, aluminum, and copper fastening products experienced a 19% decline in sales and an 18% decline in employment when entering the TAAF program in late 2010. The decline was largely the result of Asian and Latin American competitors with cheaper costs. TAAF technical assistance helped to facilitate marketing enhancements including an optimized website which helped the manufacturer to increase new product sales, reach new customers, and increase the market served by completion in 2016. These changes have helped sales grow to over \$31 million. The company also increased employment to 94 workers.

In 2010, a \$14 million Wisconsin manufacturer of stamped and machined metal parts was losing sales to Chinese, Indian, and Brazilian competitors who were undercutting the domestic firm's traditional market served with cheaper priced goods. The company went from 88 to 73 workers in a single year and sales decreased by nearly 16%. TAAF technical assistance was used for organizational improvements, production methods, customer relationship management systems, and financial management enhancements which allowed for tracking cost in real-time in order to maximize the benefit of the new focus. This allowed the firm to return to profitability and reinvest in market expansion. The firm company has added 42 workers and more than tripled sales since entering the program. The firm completed the program in 2016.

New England Trade Adjustment Assistance Center (NETAAC)

A Maine manufacturer of automated assembly and test systems entered the TAAF program in 2012 and exited in 2015. The firm began seeing low-priced foreign competition causing sales to decline significantly by the time of TAAF certification. Since exiting the program, sales have increased by 75% and employment increased by 50%. The firm exports to China, South Korea, France, Mexico, Germany and Canada.

A Rhode Island manufacturer of custom packaging entered the TAAF program in 2010 due to severe Chinese competition. After implementing projects in strategic business planning, sales and marketing, MIS and lean manufacturing, the firm exited the program in 2015 with 20% increase in both sales and employment. Sales strategy improvements during the program resulted in creation of a new sales approach to foster and sustain customer relationships. The firm remains successful today.

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

A New York State manufacturer of precision optics entered the TAAF program in 2010 after experiencing declines in both sales and employment. Technical assistance was directed toward improvements in production and marketing. Six projects were successfully completed. Since exiting the program in 2015, total sales have increased from \$11.3 million at certification to \$38.7 million two years after completing the program, an increase of 241%. At the same time, employment has increased from 135 to 305 employees, an increase of 125%. The firm credits TAAF as having a critical role in this recovery.

A New York State metal fabricator entered the TAAF program in 2017. The firm had experienced declines in both employment and sales of over 17% each. Foreign competition has been steadily eroding traditional business from the client firm. Technical assistance was used to design a new product. The new product is currently being inspected and ready for certification by the State of New York for sale.

Northwest Trade Adjustment Assistance Center (NWTAAAC)

An Oregon manufacturer of wooden doors lost business to China, Chile, and Brazil and entered the TAAF program in 2010. TAAF technical assistance was employed for marketing, production process, new products, and industry certifications. The company grew rapidly. After five years since exiting the program (in 2013), in 2018, the firm had increased sales by 62% (with 10% annual growth), and employment by 12%. Further gains in sales, employment, and productivity are projected for the coming years.

An Alaska wild salmon harvester lost business to farmed product from Scandinavian countries and entered the TAAF program in 2016. TAAF technical assistance was used for marketing consulting, and website revision. The firm grew rapidly. After two years, in 2018, the firm had increased sales by 155% (with 51% annual growth). Further gains in sales, employment, and productivity are projected for the coming years.

Rocky Mountain Trade Adjustment Assistance Center (RMTAAAC)

When a Wyoming manufacturer of laboratory equipment entered the TAAF program in 2016, the company had experienced a 33% drop in sales due to Asian import competition. With TAAF technical assistance, projects were undertaken to improve the firm's production efficiency, enhance its enterprise resource planning system, and better promote the firm's products and capabilities. The company's sales have increased by 57% and its sales pipeline is now full, allowing the firm to plan production more efficiently and reduce unnecessary overtime.

A Colorado manufacturer of industrial safety products entered the TAAF program in 2014 after experiencing a 10% decline in sales due to increased Chinese import competition. The company implemented a customized enterprise resource planning system which helped streamline operations, better manage costs, and allowed the company to integrate a wide range of new products. The company also acquired several smaller, struggling firms which expanded its business into new market segments. As a result, sales volume has more than tripled and employment has increased by 343%.

Southeastern Trade Adjustment Assistance Center (SETAAC)

A South Carolina manufacturer of glass fiber yarns made of high-performance materials was certified for TAAF at the end of 2013 after being faced with increased import competition. The firm's employment had declined by 8% and annual sales had decreased by over \$5 million. The firm's recovery strategy focused on industrial engineering improvements, management training, and safety training. Since completing projects in 2018, the firm reported that annual sales have increased by \$23 million and 29 additional employees have been hired.

A North Carolina manufacturer of containment solutions had difficulty remaining competitive against foreign imports. Experiencing a decline in annual sales of over 11% and an employment decline of 10%, the firm was certified for TAAF. With TAAF assistance, the firm was able to redesign its website, design new sales literature, and develop new products. Since completing the program in 2016, the firm's annual sales have increased by over \$2.7 million and they have added 32 employees, doubling their employment.

Southwest Trade Adjustment Assistance Center (SWTAAC)

A Texas manufacturer of custom apparel was being impacted by cheaper imports from China, India, Indonesia, and Pakistan. Sales had declined by 18% and the company had laid off 10% of their workforce. The firm entered the TAAF program in July 2012 and completed a strategic comprehensive marketing plan, which included but was not limited to a social media campaign for their upgraded website, launch of Facebook, Twitter and other social media forums. Employment has increased 48% and sales have increased by 77%. The firm exited the program in October 2018.

A Louisiana producer and processor of fresh, frozen breaded, and marinated US farm-raised catfish was being impacted by cheaper imports from China and Vietnam. Sales had declined by 7% and the firm's employment had declined by 24%. The firm entered the TAAF program in January 2017 and has successfully completed some of its projects in the areas of marketing/sales. Employment has increased by 188% and sales have increased by 14%.

Western Trade Adjustment Assistance Center (WTAAC)

A California value-added contract manufacturer and electric services provider to the military, defense and commercial industries faced increasing competition from contract manufacturers located in China and Taiwan. Employment decreased by 10% and sales decreased by 6%. The firm entered the TAAF program in 2016. Since receiving technical assistance, the firm implemented two quality management projects and two marketing projects in 2017 and 2018. Sales increased 24% to \$8 million, employment increased over 40% to 85 employees resulting in 22 new jobs.

A Hawaii firm is a TAAF program graduate that produces tropical fruit juices, preserves, chocolate covered macadamia nuts and a variety of other food products. In 2008, lower cost foreign imports made a significant impact on the company's business. As a result, sales decreased by 8% and employment decreased 3%. The firm entered the program in 2010. The firm is now in its post implementation phase and with matching funds from the TAAF program implemented two production projects. Upon exiting the program in 2016, sales had increased by 4% to \$22.4 million and employment had increased 2% to 110 employees.