



TRADE ADJUSTMENT ASSISTANCE FOR FIRMS PROGRAM

ANNUAL REPORT TO CONGRESS FISCAL YEAR 2022

U.S. DEPARTMENT OF COMMERCE

ECONOMIC DEVELOPMENT ADMINISTRATION

EDA

U.S. ECONOMIC DEVELOPMENT ADMINISTRATION



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),⁴ 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 nonprofit organizations. TAACs provide subsidized technical assistance to U.S. firms negatively affected by increased imports 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 Commerce for Economic Development, who oversees the Economic Development Administration (EDA).

Importantly, the statutory authorization for the TAAF program expired in two stages. First, on July 1, 2021, the TAAF program reverted to a more limited form. The two most significant reversions were to narrow the definition of an eligible “firm” to exclude service-sector firms and to reduce eligibility look-back periods.⁵ Second, as of June 30, 2022, assistance could not be provided to new firms under the TAAF program.⁶ After that date, assistance could only be provided to firms that had previously submitted a petition under the TAAF program.⁷ The cumulative effect of these changes to the TAAF program is that firm eligibility narrowed as of July 1, 2021, and only firms that had previously submitted a petition could be served under the TAAF program after June 30,

⁴ 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.

⁵ Public Law 114-27, § 406(a).

⁶ Public Law 114-27, § 406(a)(7)(A).

⁷ Public Law 114-27, § 406(a)(7)(B).

2022. Beginning July 1, 2022, EDA stopped accepting new petitions under the TAAF program.

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 the firms to support the development of business recovery plans, commonly referred to as “Adjustment Proposals” or “APs,” under Section 252 of the Trade Act, through grant funding to Trade Adjustment Assistance Centers (TAACs) which is matched by the firms, to implement projects outlined in the APs. No funds are provided directly to businesses.

The TAAF program funds a national network of 11 TAACs, some of which are university-affiliated and others of which are independent nonprofit 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 to EDA 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 firm’s market position and increase its overall competitiveness. These areas include engineering, information technology, management process improvement, marketing and sales growth, new product development, export expansion, enhanced support systems, staff capacity building, and manufacturing quality improvement. The most common types of assistance provided to participating firms in FY 2022 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, 2022, 490 active firms with combined sales of \$9.8 billion and a workforce of 29,627 were participating in the TAAF program. In FY 2022, TAACs provided technical assistance to 177 firms in preparing petitions, 75 firms in preparing APs, and 380 firms in implementing projects within their APs. Meanwhile, EDA certified 47 petitions and approved 66 APs. In FY 2022, EDA’s average processing time for petitions was 32 days (from acceptance) and the average processing time for APs was 43 days (from receipt); both are under the statutorily required approval deadlines.

Key Findings of this Report⁸

EDA analyzes the extent to which client firms increased their sales, employment, and productivity levels following: 1) entry into the program (certification) to the completed

⁸ 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.

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 employment, and average productivity⁹ 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. FY 2020 is the base year used for this Report to measure the success of participating firms after completing the TAAF program. EDA received some data for all 86 firms that completed the program in FY 2020; of these, 54 firms provided complete data across all metrics.

- From certification to program completion, the 54 firms providing complete data reported that average sales had increased by 51 percent, average employment had increased by 16 percent, and average productivity had increased by 31 percent.
- From certification to one year after completing the program, the 54 firms providing complete data reported that average sales had increased by 36 percent, average employment had increased by 9 percent, and average productivity had increased by 24 percent.
- From certification to two years after completing the program, the 54 firms providing complete data reported that average sales had increased by 58 percent, average employment had increased by 13 percent, and average productivity had increased by 39 percent.
- From program completion to one year after completing the program, the 54 firms providing complete data reported that average sales had decreased by 10 percent, average employment had decreased by 6 percent, and average productivity had decreased by 5 percent.
- From program completion to two years after completing the program, the 54 firms providing complete data reported average sales had increased by 5 percent, average employment had decreased by 2 percent, and average productivity had increased by 7 percent.
- Despite entering the program in a distressed state, 78 of the 86 firms that completed the program in FY 2020 continued to be in operation at the end of FY 2022. Of the 54 firms that completed the program in FY 2020 and submitted complete data to EDA, all were in operation at the end of FY 2022.

To provide some recent historical context for these results, an analysis of the total average sales and employment data collected from FY 2010 to FY 2022 shows that, on average:

- From certification to program completion, firms reported that average sales had increased by 31 percent, average employment had decreased by 7 percent, and average productivity had increased by 41 percent.

⁹ Since the certified firms are in various industries, which have a variety of ways to measure productivity, sales per employee was chosen as the productivity measure. This measure is used because it can be generally applied to all certified firms.

- From program completion to one year after completing the program, firms reported that average sales had increased by 7 percent, average employment had increased by 21 percent, and average productivity had decreased by 11 percent. Average sales increased in 10 of the 13 years analyzed. Average employment increased 9 of the 13 years analyzed. Average productivity increased in 6 of the 13 years analyzed.
- From program completion to two years after completing the program, firms reported that average sales had increased by 11 percent, average employment had increased by 22 percent, and average productivity had decreased by 9 percent. Average sales increased in 10 of the 13 years analyzed. Average employment increased 9 of the 13 years analyzed. Average productivity increased in 10 of the 13 years analyzed.

In considering these results, it is important to recognize 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 the TAAF-assisted firms measured in this FY 2022 report notable.

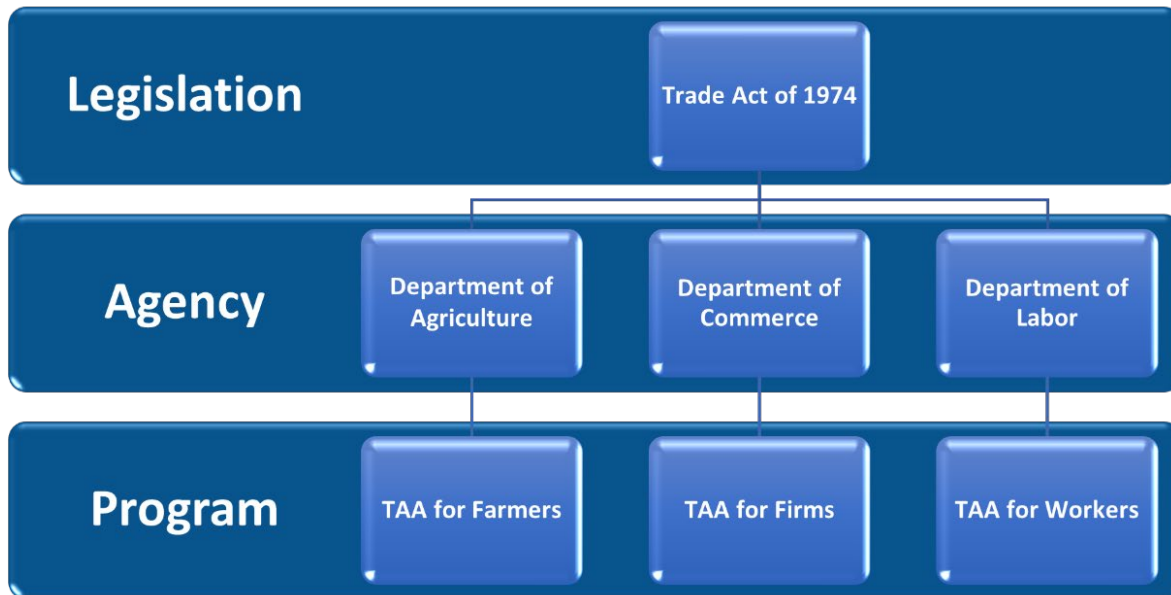
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Program Description

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 Commerce for Economic Development, who oversees 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 have applied for TAAF certification have been in the manufacturing sector.

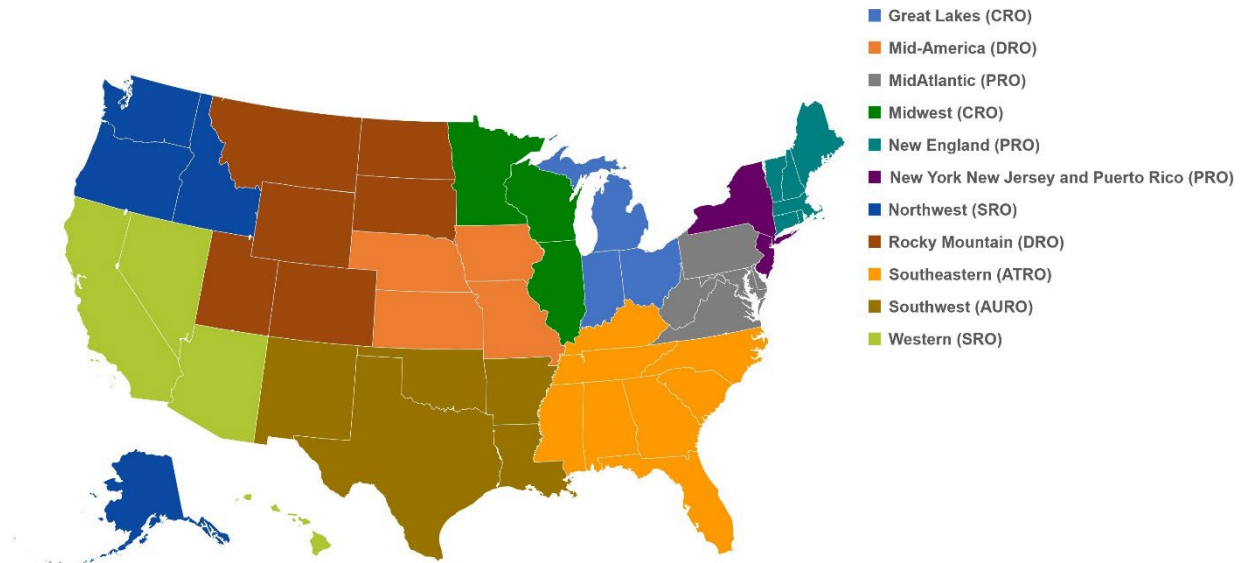
The program supports the development of business recovery plans, commonly referred to as “Adjustment Proposals” or “APs,” under Section 252 of the Trade Act, and provides matching funds to implement projects outlined in the APs. These projects may cover a range of functional areas to improve a firm’s 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 nonprofit 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 Areas¹⁰

Trade Adjustment Assistance Centers by TAAC (EDA Region)



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

¹⁰ 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.

TAAC Outreach	PHASE I: Application for Certification (no cost to firm) <ul style="list-style-type: none">❖ Firm share of costs - 0%❖ TAAF share of costs - 100%
EDA: Certify Firm	PHASE II: Firm Evaluation and Recovery Planning <ul style="list-style-type: none">❖ Firm share of costs - 25%❖ TAAF share of costs - 75%
EDA: Approve AP	PHASE III: Project Implementation through Consultants <ul style="list-style-type: none">❖ Firm/TAAF share of costs - 25/75% (projects up to \$30K)❖ Firm/TAAF share of costs - 50/50% (projects > \$30-150K)❖ \$75,000 maximum cost share per firm

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.

After receiving the petition, EDA analyzes 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 months preceding the most recent 12-month period for which data are available;¹¹ 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.

¹¹ 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.

Phase II - Recovery Planning

Certified firms work with TAAC staff to develop a customized AP for submission to EDA for approval. The TAAF program provides 75 percent of the costs to develop an AP, with the firm providing 25 percent. 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

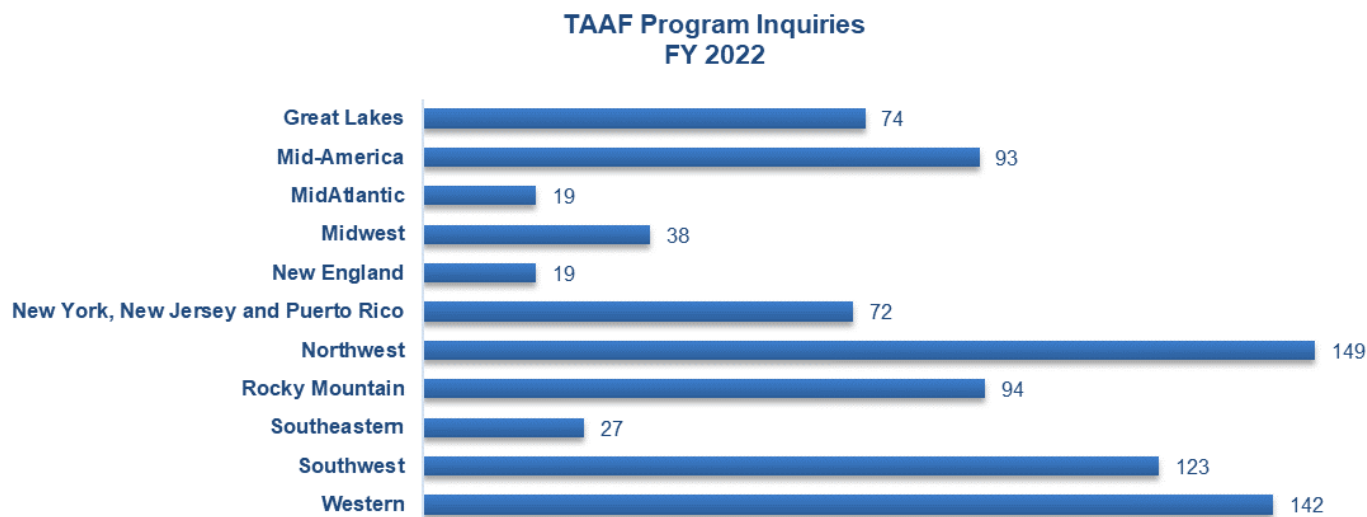
Data for This Report

For the purposes of this report, data are reported only for firms for which all data were available. Data used in this report was 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 2020 (the base year for this report), 86 firms completed the program, with 54 of those firms providing the complete data sets necessary for the analysis in this report. This 63 percent response rate is consistent with previous years, which have generally been around 58 percent.

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

In FY 2022, the TAACs received 850 inquiries about the program.

Exhibit 4: Inquiries about the TAAF program by TAAC.



(2) The number of petitions filed under Section 251.

(3) The number of petitions certified and denied by the Secretary.

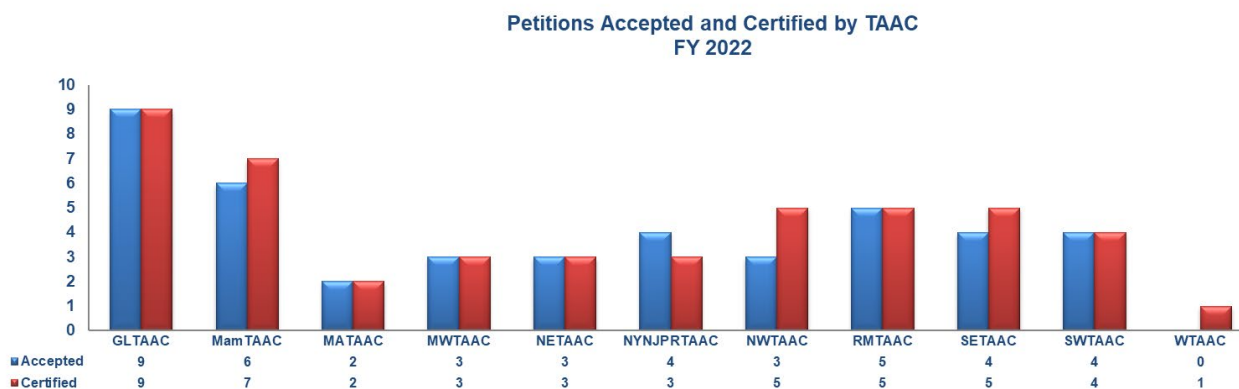
(4) The average time for processing petitions after the petitions are filed.

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 2022, EDA filed (accepted for investigation) 45 petitions and certified 47 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 2022 and just two petitions were withdrawn in FY 2022. As of July 1, 2022, EDA stopped accepting new petitions because statutory authorization to do so expired on June 30, 2022.

EDA's average processing time for petitions, from filing (acceptance) to certification, was 32 days.

Exhibit 5: Petitions Filed (Accepted), and Certified by TAAC/State: FY 2022



TAAC/State	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	9	9
IN	1	1
MI	3	3
OH	5	5
Mid-America	6	7
IA	2	1
KS	0	1
MO	2	3
NE	2	2
MidAtlantic	2	2
DC	0	0
DE	0	0
MD	0	0
PA	2	2
VA	0	0
WV	0	0
Midwest	3	3

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
IL	2	2
MN	0	0
WI	1	1
New England	3	3
CT	1	1
MA	1	1
ME	1	1
NH	0	0
RI	0	0
VT	0	0
New York, New Jersey, and Puerto Rico	4	5
NJ	0	0
NY	3	4
PR	1	1
Northwest	3	3
AK	1	1
ID	0	0
OR	0	0
WA	2	2
Rocky Mountain	5	5
CO	2	2
MT	0	0
ND	0	0
SD	1	1
UT	1	1
WY	1	1
Southeastern	4	5
AL	0	0
FL	2	2
GA	0	0
KY	0	0
MS	0	0
NC	0	0
SC	2	3
TN	0	0
Southwest	4	4
AR	0	0
LA	2	2
NM	0	0
OK	0	0

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
TX	2	2
Western	0	1
AZ	0	0
CA	0	1
HI	0	0
NV	0	0
Total	43	47

(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 2022

TAAC State Congressional District	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	9	9
IN	1	1
9	1	1
MI	3	3
5	1	1
6	1	1
13	1	1
OH	5	5
4	1	1
7	1	1
9	2	2
15	1	1
Mid-America	6	7
IA	2	1
2	1	1
4	1	0
KS	0	1
3	0	1
MO	2	3
1	1	1
2	0	1
4	1	1
NE	2	2
3	2	2

TAAC State Congressional District	Petitions Filed (Accepted)	Petitions Certified
MidAtlantic	2	2
DC	0	0
DE	0	0
MD	0	0
PA	2	2
3	1	1
14	1	1
VA	0	0
WV	0	0
Midwest	3	3
IL	2	2
10	2	2
MN	0	0
WI	1	1
7	1	1
New England	3	3
CT	1	1
5	1	1
MA	1	1
2	1	1
ME	1	1
1	1	1
RI	0	0
VT	0	0
New York, New Jersey, and Puerto Rico	4	5
NJ	0	0
NY	3	4
4	1	1
5	1	1
24	0	1
26	1	1
PR	1	1
At-Large	1	1
Northwest	3	3
AK	1	1
At-Large	1	1
ID	0	0
OR	0	0
WA	2	2

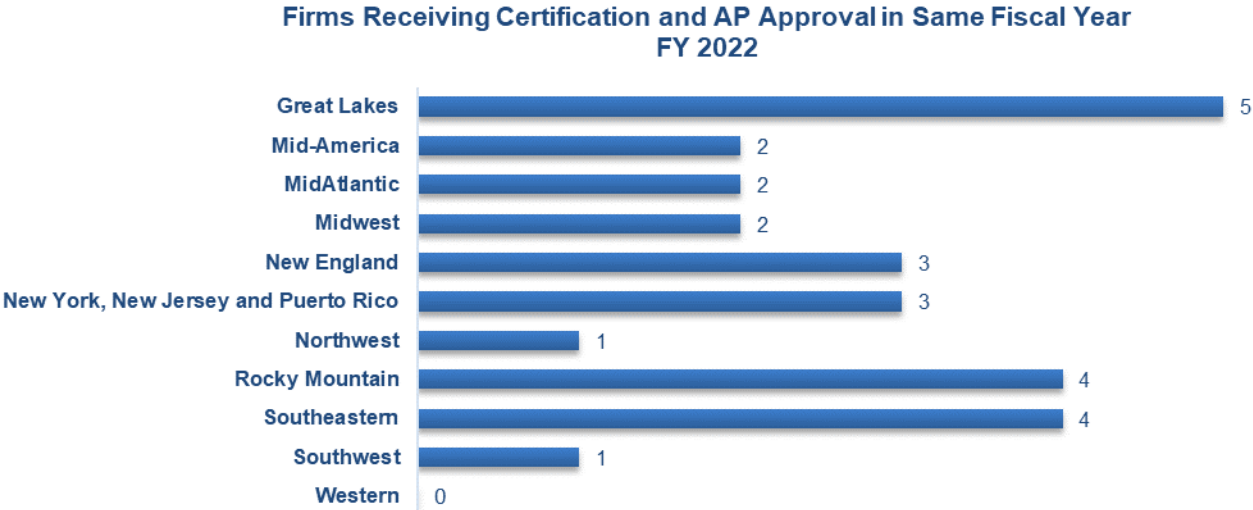
TAAC State Congressional District	Petitions Filed (Accepted)	Petitions Certified
2	1	1
7	1	1
Rocky Mountain	5	5
CO	2	2
5	1	1
7	1	1
MT	0	0
ND	0	0
SD	1	1
At-Large	1	1
UT	1	1
2	1	1
WY	1	1
At-Large	1	1
Southeastern	4	5
AL	0	0
FL	2	2
15	1	1
24	1	1
GA	0	0
KY	0	0
MS	0	0
NC	0	0
SC	2	3
3	1	2
4	1	1
TN	0	0
Southwest	4	4
AR	0	0
LA	2	2
1	2	2
OK	0	0
TX	2	2
27	1	1
34	1	1
Western	0	1
AZ	0	0
CA	0	1
19	0	1
HI	0	0
NV	0	0
Total	43	47

(6) Of the number of petitions filed, the number of firms that entered the program and received benefits.¹²

For this metric, benefits are defined as technical assistance provided to firms that were both certified and had their business recovery plan (AP) approved in the same fiscal year (FY 2022). Firms have two years from certification to prepare an AP.

In FY 2022, of the 43 petitions accepted and 47 petitions certified by EDA, 27 firms met this definition of entering the program and receiving benefits. Many of the remaining firms received benefits during FY 2022

Exhibit 7: Petitions Certified that had an APs Approved in the same FY: FY 2022



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

In FY 2022, 177 firms received assistance in preparing petitions. Firms may receive assistance in all phases of preparing petitions more than once in a single year. It is possible that petition assistance rendered may not result in the submission of a petition during that fiscal year or in a later year.

¹² EDA defines “entering the program” as receiving a certification.



Exhibit 8: Petition Assistance Activity: FY 2022



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

In FY 2022, 75 firms received assistance in developing APs. Additionally, 380 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 2022

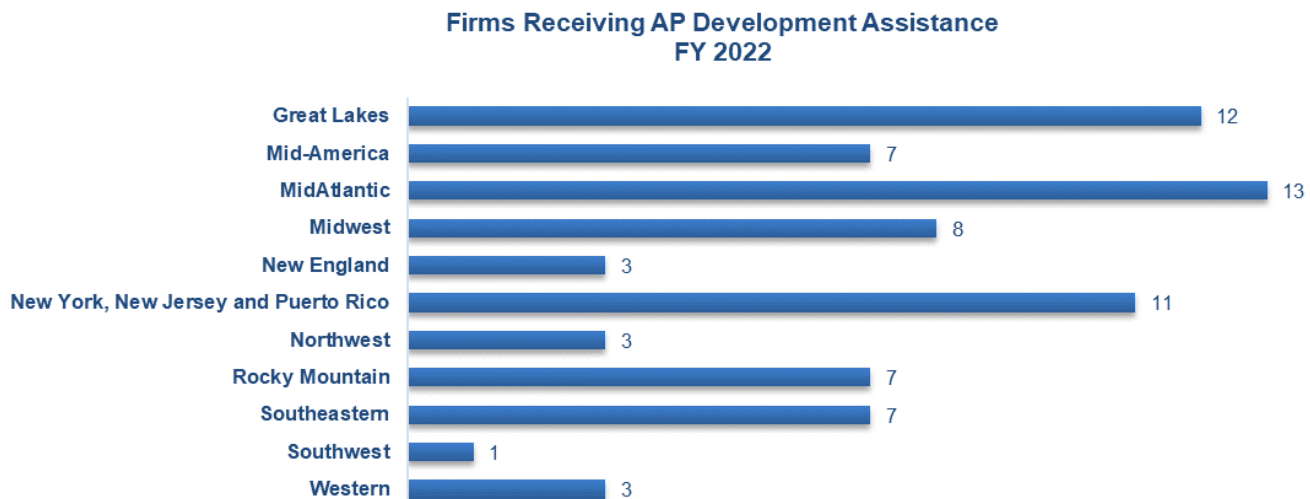
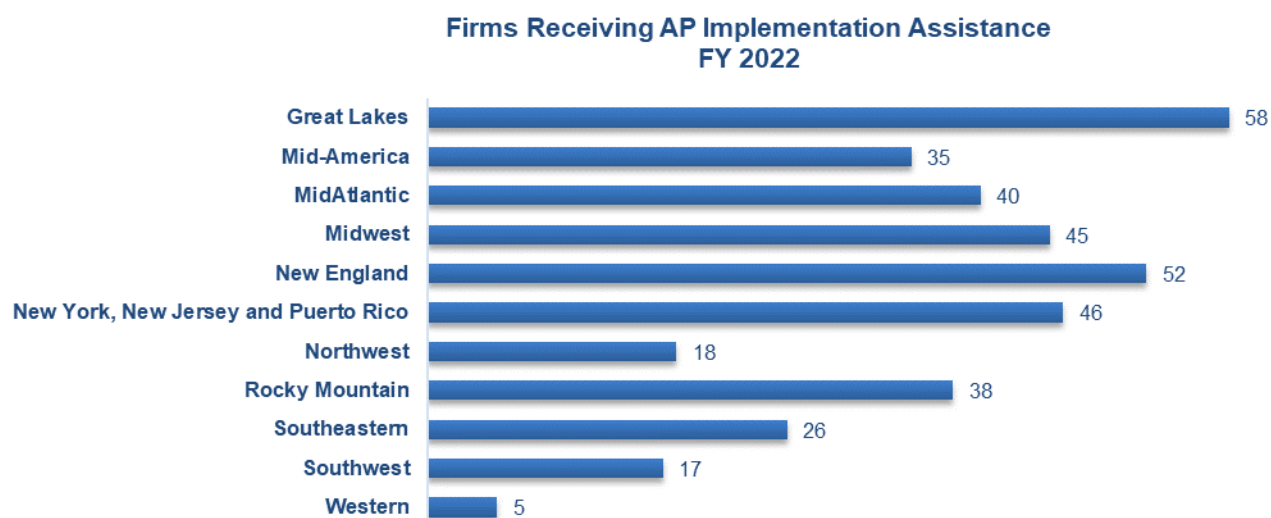


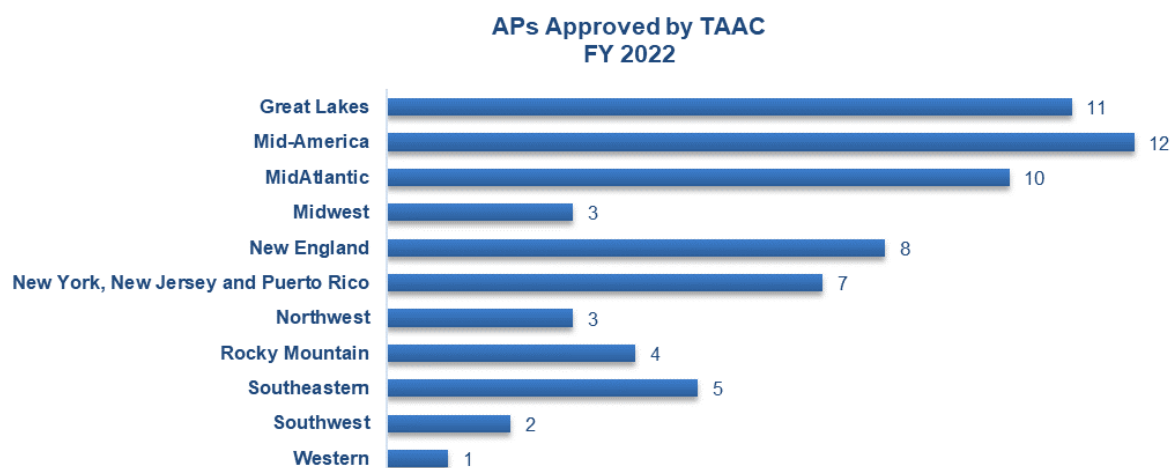
Exhibit 10: AP Implementation Activity: FY 2022



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

In FY 2022, EDA approved 66 APs (i.e., business recovery plans). In addition, EDA amended 11 existing APs. While EDA did not deny any APs in FY 2022, 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 43 days, which is below the statutory requirement of 60 days.

Exhibit 11: New APs Approved by TAAC/State: FY 2022



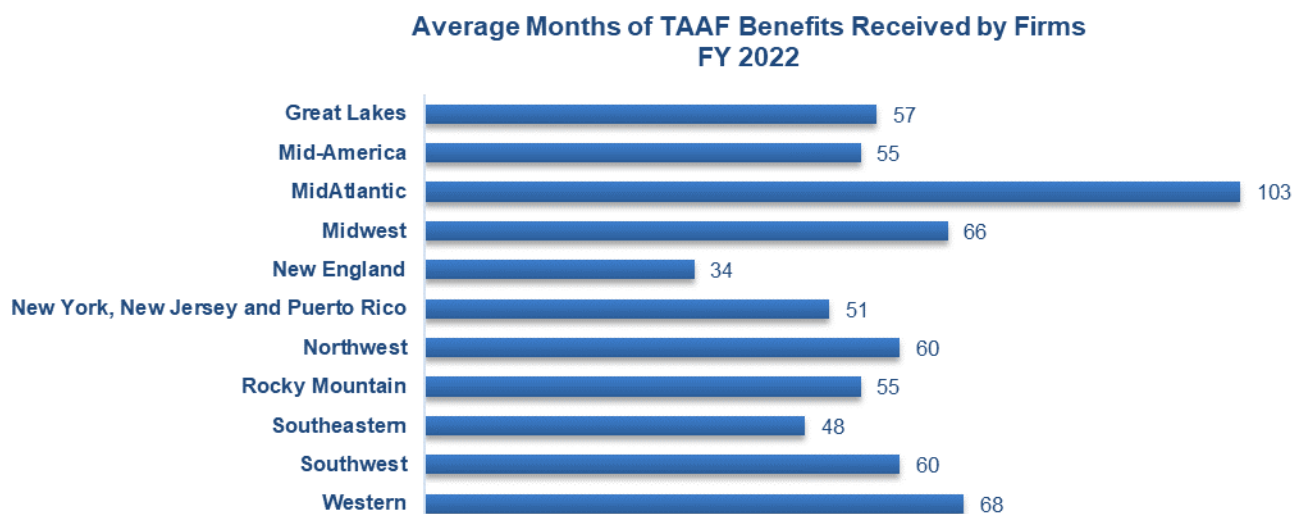
TAAC/State	No. of APs Approved
Great Lakes	11
IN	4
MI	3
OH	4
Mid-America	12
IA	3
KS	4
MO	3
NE	2
MidAtlantic	10
DC	0
DE	0
MD	1
PA	8
VA	1
WV	0
Midwest	3
IL	1
MN	0
WI	2
New England	8
CT	2
MA	5
ME	1
NH	0
RI	0
VT	0
New York, New Jersey, and Puerto Rico	7
NJ	0
NY	6
PR	1
Northwest	3
AK	0
ID	0
OR	1
WA	2
Rocky Mountain	4
CO	2
MT	0
ND	0

TAAC/State	No. of APs Approved
SD	1
UT	1
WY	0
Southeastern	5
AL	0
FL	2
GA	1
KY	0
MS	0
NC	0
SC	2
TN	0
Southwest	2
AR	0
LA	1
NM	0
OK	0
TX	1
Western	1
AZ	0
CA	1
HI	0
NV	0
Total	66

(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 60 months of benefits under the TAAF program.

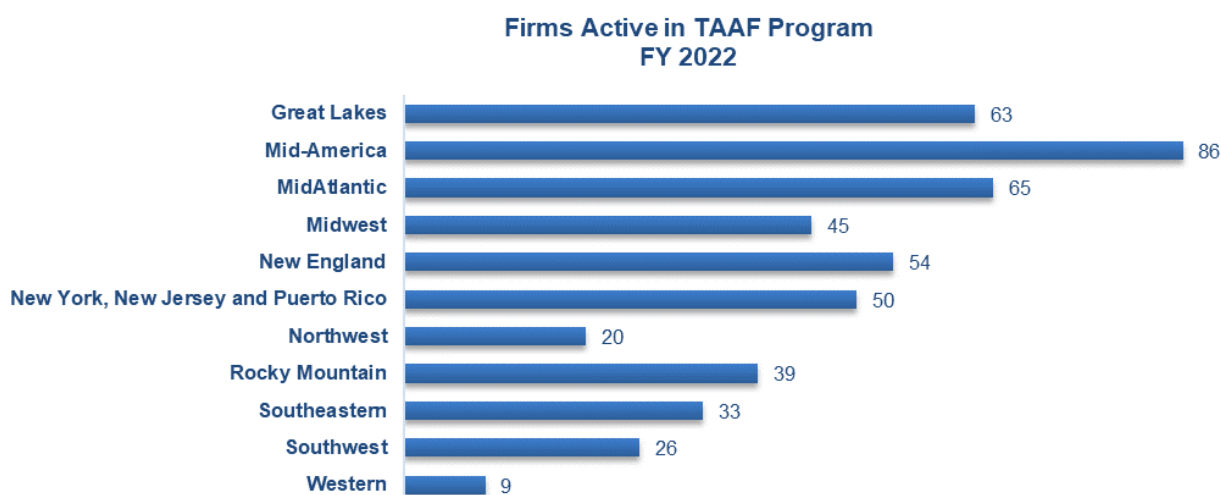
Exhibit 12: Average Duration of Benefits Received: FY 2022 by TAAC (Region)



(11) Sales, employment, and productivity at each firm participating in the TAAF program at the time of certification.¹³

As of September 30, 2022, 490 active firms with combined sales of \$9.8 billion and a workforce of 29,627 (at the time of certification) 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 2022 by TAAC and State:



¹³ Ibid. Footnote 3.

TAAC/State	No. of Active Firms in FY 2022	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
Great Lakes	63	\$740,347,670	3,972	\$186,392
IN	15	\$198,457,420	1,065	\$186,345
MI	24	\$280,099,928	1,452	\$192,906
OH	24	\$261,790,322	1,455	\$179,925
Mid-America	86	\$1,563,114,136	7,926	\$197,213
IA	20	\$365,545,645	1,753	\$208,526
KS	22	\$375,900,923	1,757	\$213,945
MO	32	\$233,405,844	1,477	\$158,027
NE	12	\$588,261,724	2,939	\$200,157
MidAtlantic	65	\$629,891,853	4,353	\$144,703
DC	0	\$0	0	\$0
DE	0	\$0	0	\$0
MD	2	\$5,181,450	55	\$94,208
PA	55	\$507,111,545	3,056	\$165,940
VA	7	\$37,858,090	374	\$101,225
WV	1	\$79,740,768	868	\$91,867
Midwest	45	\$788,638,304	3,413	\$231,069
IL	32	\$624,047,160	2,691	\$231,902
MN	3	\$13,076,444	146	\$89,565
WI	10	\$151,514,700	576	\$263,046
New England	54	\$337,863,173	1,725	\$195,863
CT	15	\$164,179,287	653	\$251,423
MA	16	\$32,882,936	273	\$120,450
ME	9	\$50,772,101	340	\$149,330
NH	3	\$29,234,718	109	\$268,208
RI	8	\$51,420,166	295	\$174,306
VT	3	\$9,373,965	55	\$170,436
New York, New Jersey, and Puerto Rico	50	\$202,328,448	1,116	\$181,298
NJ	8	\$41,621,376	197	\$211,276
NY	41	\$145,664,036	848	\$171,774
PR	1	\$15,043,036	71	\$211,874
Northwest	20	\$60,205,505	403	\$149,393
AK	0	\$0	0	\$0
ID	0	\$0	0	\$0
OR	4	\$10,211,748	94	\$108,636
WA	16	\$49,993,757	309	\$161,792
Rocky Mountain	39	\$5,007,220,599	3,867	\$1,294,859
CO	18	\$154,895,313	814	\$190,289
MT	3	\$7,188,731	80	\$89,859

TAAC/State	No. of Active Firms in FY 2022	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
ND	3	\$45,284,860	158	\$286,613
SD	5	\$4,692,522,350	2,274	\$2,063,554
UT	6	\$101,632,085	500	\$203,264
WY	4	\$5,697,260	41	\$138,958
Southeastern	33	\$208,797,668	1,394	\$149,783
AL	3	\$46,824,198	233	\$200,962
FL	4	\$31,751,677	246	\$129,072
GA	10	\$43,361,293	305	\$142,168
KY	1	\$15,268,528	98	\$155,801
MS	0	\$0	0	\$0
NC	12	\$43,205,677	329	\$131,324
SC	3	\$28,386,295	183	\$155,116
TN	0	\$0	0	\$0
Southwest	26	\$165,911,091	920	\$180,338
AR	1	\$5,972,014	25	\$238,881
LA	10	\$84,091,638	328	\$256,377
NM	1	\$785,785	26	\$30,223
OK	3	\$36,821,302	212	\$173,685
TX	11	\$38,240,352	329	\$116,232
Western	9	\$91,255,700	538	\$169,620
AZ	0	\$0	0	\$0
CA	9	\$91,255,700	538	\$169,620
HI	0	\$0	0	\$0
NV	0	\$0	0	\$0
Total	490	\$9,795,574,147	29,627	\$330,630

(12) Sales, employment, and productivity at each firm upon completion of the program and each year for the two-year period following completion.¹⁴

EDA analyzes the extent to which client firms increased their sales, employment, and productivity 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



¹⁴ Firms have completed the program when they have completed implementation of the TAAF-supported projects that the firm chose to pursue.

outcomes, EDA compares average sales, average employment, and average productivity¹⁵ 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 2020. EDA received some data for all 86 firms that completed the program in FY 2020; of these, 54 firms provided complete data across all metrics.

- From certification to program completion, the 54 firms providing complete data reported that average sales had increased by 51 percent, average employment had increased by 16 percent, and average productivity had increased by 31 percent.
- From certification to one year after completing the program, the 54 firms providing complete data reported that average sales had increased by 36 percent, average employment had increased by 9 percent, and average productivity had increased by 24 percent.
- From certification to two years after completing the program, the 54 firms providing complete data reported that average sales had increased by 58 percent, average employment had increased by 13 percent, and average productivity had increased by 39 percent.
- From program completion to one year after completing the program, the 54 firms providing complete data reported that average sales had decreased by 10 percent, average employment had decreased by 6 percent, and average productivity had decreased by 5 percent.
- From program completion to two years after completing the program, the 54 firms providing complete data reported average sales had increased by 5 percent, average employment had decreased by 2 percent, and average productivity had increased by 7 percent.
- Despite entering the program in a distressed state, 78 of the 86 firms that completed the program in FY 2020 continued to be in operation at the end of FY 2022. Of the 54 firms that completed the program in FY 2020 and submitted complete data to EDA, all were in operation at the end of FY 2022.

¹⁵ 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.

*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.*¹⁶

Measurement Range	Average Sales	Average Employment	Average Productivity
Certification to Completion			
Certification	\$5,761,873	36	\$160,052
Completion	\$8,695,442	42	\$207,034
Percent Change (+/-)	51%	17%	29%
Measurement Range	Average Sales	Average Employment	Average Productivity
Certification to One Year Post Completion			
Certification	\$5,761,873	36	\$160,052
1st Year Post Completion	\$7,817,261	40	\$195,432
Percent Change (+/-)	36%	11%	22%
Measurement Range	Average Sales	Average Employment	Average Productivity
Certification to Two Years Post Completion			
Certification	\$5,761,873	36	\$160,052
2 nd Year Post Completion	\$9,113,246	41	\$222,274
Percent Change (+/-)	58%	14%	39%
Measurement Range	Average Sales	Average Employment	Average Productivity
Completion to One Year Post Completion			
Completion	\$8,695,442	42	\$207,034
1st Year Post Completion	\$7,817,261	40	\$195,432
Percent Change (+/-)	-10%	-5%	-6%
Measurement Range	Average Sales	Average Employment	Average Productivity
Completion to Two Years Post Completion			
Completion	\$8,695,442	42	\$207,034
2nd Year Post Completion	\$9,113,246	41	\$222,274
Percent Change (+/-)	5%	-2%	7%

¹⁶ All reported numbers are rounded.

To provide some recent historical context for these results, an analysis of the total average sales and employment data collected from FY 2010 to FY 2022 shows that, on average:

- From certification to program completion, firms reported that average sales had increased by 31 percent, average employment had decreased by 7 percent, and average productivity had increased by 41 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 7 percent, average employment had increased by 21 percent, and average productivity had decreased by 11 percent. Average sales increased in 10 of the 13 years analyzed. Average employment increased 9 of the 13 years analyzed. Average productivity increased in 6 of the 13 years analyzed.
- From program completion to two years after completing the program, firms reported that average sales had increased by 11 percent, average employment had increased by 22 percent, and average productivity had decreased by 9 percent. Average sales increased in 10 of the 13 years analyzed. Average employment increased 9 of the 13 years analyzed. Average productivity increased in 10 of the 13 years analyzed.

In considering these results, it is important to recognize 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 the TAAF-assisted firms measured in this FY 2022 report notable.

Exhibit 14b: Summary of Historical 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 - 2022.¹⁷

Certification to Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$179,020,026	1,090	\$164,239
Completion	\$234,508,084	1,015	\$231,042
Percent Change (+/-)	31%	-7%	41%
Certification to One Year Post Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$179,020,026	1,090	\$164,239
1st Year Post Completion	\$251,442,120	1,228	\$204,757
Percent Change (+/-)	40%	13%	25%

¹⁷ *Ibid.* Footnote 13.

Certification to Two Years Post Program Completion	Average Sales	Average Employment	Average Productivity
Certification	\$179,020,026	1,090	\$164,239
2nd Year Post Completion	\$259,461,056	1,235	\$210,090
Percent Change (+/-)	45%	13%	28%
Program Completion to One Year Post Completion	Average Sales	Average Employment	Average Productivity
Completion	\$234,508,084	1,015	\$231,042
1st Year Post Completion	\$251,442,120	1,228	\$204,757
Percent Change (+/-)	7%	21%	-11%
No. of Years Measure Increased	10 of 13	9 of 13	6 of 13
Program Completion to Two Years Post Completion	Average Sales	Average Employment	Average Productivity
Completion	\$234,508,084	1,015	\$231,042
2nd Year Post Completion	\$259,461,056	1,235	\$210,090
Percent Change (+/-)	11%	22%	-9%
No. of Years Measure Increased	10 of 13	9 of 13	10 of 13

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

Certification to Program Completion	Number of Firms with Increase	Number of Firms with Decrease	Number of Firms with No Change	Total
Sales Certification to Completion	32	22	0	54
Employment Certification to Completion	34	17	3	54
Productivity Certification to Completion	30	24	0	54
Certification to One Year Post Program Completion	Number of Firms with Increase	Number of Firms with Decrease	Number of Firms with No Change	Total
Sales Certification to One Year Post Completion	32	22	0	54
Employment Certification to One Year Post Completion	32	17	5	54
Productivity Certification to One Year Post Completion	53	1	0	54

Certification to Two Years Post Program Completion	Number of Firms with Increase	Number of Firms with Decrease	Number of Firms with No Change	Total
Sales Certification to Two Years Post Completion	35	19	0	54
Employment Certification to Two Years Post Completion	31	14	9	54
Productivity Certification to Two Years Post Completion	52	2	0	54
Completion to One Year Post Program Completion	Number of Firms with Increase	Number of Firms with Decrease	Number of Firms with No Change	Total
Sales at One Year Post Completion	22	30	2	54
Employment at One Year Post Completion	14	28	12	54
Productivity at One Year Post Completion	53	1	0	54
Completion to Two Years Post Program Completion	Number of Firms with Increase	Number of Firms with Decrease	Number of Firms with No Change	Total
Sales at Two Years Post Completion	34	19	1	54
Employment at Two Years Post Completion	23	21	10	54
Productivity at Two Years After Completion	52	2	0	54

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

Please note: For the final row of the table in Exhibit 14d, 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 calculates total average productivity using the total average sales and total average employment at the bottom of the table (i.e., horizontal calculation of average).

TAAC/Firm ID	Sales at Certification	Sales at Completion (as of 9/30/2020)	Sales - 1st-Year Post Completion (as of 9/30/2021)	Sales - 2nd-Year Post Completion (as of 9/30/2022)	Employment at Certification	Employment at Completion FY 2020 (as of 9/30/2020)	Employment 1st-Year Post Completion (as of 9/30/2021)	Employment 2nd-Year Post Completion (as of 9/30/2022)	Productivity at Certification	Productivity at Completion FY 2020 (as of 9/30/2020)	Productivity 1st-Year Post Completion (as of 9/30/2021)	Productivity 2nd-Year Post Completion (as of 9/30/2022)
GLTAAC-CMP22-001	\$729,445	\$1,200,000	\$1,100,000	\$1,300,000	9	13	13	11	\$81,049	\$92,308	\$84,615	\$118,182
GLTAAC-CMP22-002	\$2,159,976	\$3,000,000	\$2,600,000	\$1,559,836	2	3	3	3	\$1,079,988	\$1,000,000	\$866,667	\$519,945
GLTAAC-CMP22-003	\$6,363,312	\$4,900,000	\$3,700,000	\$5,200,000	33	40	37	48	\$192,828	\$122,500	\$100,000	\$108,333
GLTAAC-CMP22-004	\$11,284,880	\$14,500,000	\$8,200,000	\$12,000,000	34	40	40	50	\$331,908	\$362,500	\$205,000	\$240,000
GLTAAC-CMP22-006	\$26,461,305	\$16,180,403	\$14,200,000	\$16,400,000	93	74	63	68	\$284,530	\$218,654	\$225,397	\$241,176
GLTAAC-CMP22-007	\$18,185,173	\$48,246,000	\$28,105,000	\$33,590,000	88	111	110	116	\$206,650	\$434,649	\$255,500	\$289,569
MamTAAC-CMP22-001	\$2,878,990	\$5,034,849	\$5,500,000	\$5,500,000	21	26	25	25	\$137,095	\$193,648	\$220,000	\$220,000
MamTAAC-CMP22-002	\$4,063,974	\$2,000,000	\$5,500,000	\$5,500,000	81	59	45	45	\$50,173	\$33,898	\$122,222	\$122,222
MamTAAC-CMP22-003	\$3,049,364	\$4,000,000	\$2,494,754	\$2,500,000	30	36	27	18	\$101,645	\$111,111	\$92,398	\$138,889
MamTAAC-CMP22-005	\$13,084,493	\$23,137,632	\$17,239,000	\$22,003,000	111	115	100	100	\$117,878	\$201,197	\$172,390	\$220,030
MamTAAC-CMP22-006	\$38,382	\$50,000	\$40,000	\$40,000	3	4	2	2	\$12,794	\$12,500	\$20,000	\$20,000
MamTAAC-CMP22-007	\$2,347,122	\$2,935,297	\$3,120,000	\$4,420,025	15	20	18	20	\$156,475	\$146,765	\$173,333	\$221,001
MamTAAC-CMP22-008	\$482,641	\$1,054,496	\$1,100,000	\$1,500,000	4	11	8	8	\$120,660	\$95,863	\$137,500	\$187,500
MamTAAC-CMP22-009	\$1,209,687	\$413,141	\$1,279,840	\$1,400,000	6	4	9	7	\$201,615	\$103,285	\$142,204	\$200,000
MamTAAC-CMP22-011	\$2,099,467	\$1,723,223	\$1,505,197	\$2,500,000	16	23	21	27	\$131,217	\$74,923	\$71,676	\$92,593
MATAAC-CMP22-002	\$9,493,214	\$13,013,490	\$15,435,538	\$22,960,670	29	30	31	37	\$327,352	\$433,783	\$497,921	\$620,559



TAAC/Firm ID	Sales at Certification	Sales at Completion (as of 9/30/2020)	Sales - 1st-Year Post Completion (as of 9/30/2021)	Sales - 2nd-Year Post Completion (as of 9/30/2022)	Employment at Certification	Employment at Completion FY 2020 (as of 9/30/2020)	Employment 1st-Year Post Completion (as of 9/30/2021)	Employment 2nd-Year Post Completion (as of 9/30/2022)	Productivity at Certification	Productivity at Completion FY 2020 (as of 9/30/2020)	Productivity 1st-Year Post Completion (as of 9/30/2021)	Productivity 2nd-Year Post Completion (as of 9/30/2022)
MWTAAC-CMP22-001	\$2,100,000	\$1,500,000	\$2,260,770	\$2,580,000	20	12	22	22	\$105,000	\$125,000	\$102,762	\$117,273
MWTAAC-CMP22-002	\$2,291,000	\$5,000,000	\$4,254,484	\$5,607,953	27	42	33	33	\$84,852	\$119,048	\$128,924	\$169,938
MWTAAC-CMP22-003	\$1,264,904	\$1,500,000	\$1,600,000	\$1,600,000	7	8	8	7	\$180,701	\$187,500	\$200,000	\$228,571
MWTAAC-CMP22-004	\$12,493,974	\$11,500,000	\$6,160,624	\$11,000,000	40	40	28	39	\$312,349	\$287,500	\$220,022	\$282,051
MWTAAC-CMP22-005	\$7,644,380	\$2,000,000	\$1,500,000	\$6,017,000	64	12	10	24	\$119,443	\$166,667	\$150,000	\$250,708
MWTAAC-CMP22-006	\$1,755,166	\$6,400,000	\$6,000,000	\$6,200,000	18	53	52	52	\$97,509	\$120,755	\$115,385	\$119,231
MWTAAC-CMP22-007	\$5,960,721	\$6,100,000	\$6,100,000	\$6,100,000	44	50	50	50	\$135,471	\$122,000	\$122,000	\$122,000
MWTAAC-CMP22-008	\$4,016,225	\$2,500,000	\$2,000,000	\$2,450,000	25	17	15	10	\$160,649	\$147,059	\$133,333	\$245,000
MWTAAC-CMP22-009	\$1,658,474	\$1,550,550	\$1,550,000	\$1,525,000	15	14	13	14	\$110,565	\$110,754	\$119,231	\$108,929
MWTAAC-CMP22-010	\$1,122,375	\$1,100,000	\$700,000	\$725,000	10	10	10	10	\$112,238	\$110,000	\$70,000	\$72,500
MWTAAC-CMP22-013	\$11,397,261	\$7,500,000	\$7,334,000	\$12,000,000	27	28	28	30	\$422,121	\$267,857	\$261,929	\$400,000
MWTAAC-CMP22-014	\$2,500,052	\$2,000,000	\$3,022,000	\$2,900,000	20	15	16	20	\$125,003	\$133,333	\$188,875	\$145,000
MWTAAC-CMP22-015	\$2,192,042	\$2,555,000	\$2,555,000	\$2,600,000	41	42	42	43	\$53,464	\$60,833	\$60,833	\$60,465
MWTAAC-CMP22-016	\$512,588	\$500,000	\$540,000	\$800,000	3	4	5	5	\$170,863	\$125,000	\$108,000	\$160,000
MWTAAC-CMP22-017	\$19,312,718	\$30,000,000	\$36,000,000	\$37,000,000	141	185	184	185	\$136,970	\$162,162	\$195,652	\$200,000
MWTAAC-CMP22-018	\$9,525,870	\$6,000,000	\$8,500,000	\$7,500,000	73	40	65	55	\$130,491	\$150,000	\$130,769	\$136,364
MWTAAC-CMP22-019	\$1,038,101	\$700,000	\$950,000	\$950,000	12	10	12	12	\$86,508	\$70,000	\$79,167	\$79,167
NETAAC-CMP22-006	\$8,509,623	\$18,239,161	\$18,047,255	\$25,277,152	34	50	59	66	\$250,283	\$364,783	\$305,886	\$382,987
NETAAC-CMP22-007	\$1,598,642	\$1,952,263	\$2,500,000	\$2,592,137	18	20	20	21	\$88,813	\$97,613	\$125,000	\$123,435
NETAAC-CMP22-009	\$1,151,226	\$1,400,000	\$1,735,112	\$1,247,636	16	19	21	16	\$71,952	\$73,684	\$82,624	\$77,977
NETAAC-CMP22-010	\$611,051	\$648,574	\$901,317	\$1,050,000	6	7	7	7	\$101,842	\$92,653	\$128,760	\$150,000
NYNJPRTAAC-CMP22-002	\$9,223,019	\$10,000,000	\$13,000,000	\$16,300,000	47	45	49	55	\$196,234	\$222,222	\$265,306	\$296,364



TAAC/Firm ID	Sales at Certification	Sales at Completion (as of 9/30/2020)	Sales - 1st-Year Post Completion (as of 9/30/2021)	Sales - 2nd-Year Post Completion (as of 9/30/2022)	Employment at Certification	Employment at Completion FY 2020 (as of 9/30/2020)	Employment 1st-Year Post Completion (as of 9/30/2021)	Employment 2nd-Year Post Completion (as of 9/30/2022)	Productivity at Certification	Productivity at Completion FY 2020 (as of 9/30/2020)	Productivity 1st-Year Post Completion (as of 9/30/2021)	Productivity 2nd-Year Post Completion (as of 9/30/2022)
NYNJPRTAAC-CMP22-003	\$2,166,788	\$4,819,849	\$4,025,555	\$5,458,124	24	30	24	25	\$90,283	\$160,662	\$167,731	\$218,325
NYNJPRTAAC-CMP22-004	\$11,545,826	\$15,523,017	\$10,021,468	\$10,950,000	78	90	30	31	\$148,023	\$172,478	\$334,049	\$353,226
RMTAAC-CMP22-001	\$6,619,102	\$14,043,793	\$10,538,712	\$9,619,975	39	84	44	39	\$169,721	\$167,188	\$239,516	\$246,666
RMTAAC-CMP22-002	\$388,236	\$198,757	\$119,000	\$136,000	6	4	3	3	\$64,706	\$49,689	\$39,667	\$45,333
RMTAAC-CMP22-003	\$2,087,862	\$2,500,000	\$1,602,111	\$2,050,738	11	10	9	11	\$189,806	\$250,000	\$178,012	\$186,431
RMTAAC-CMP22-004	\$1,678,951	\$5,391,472	\$7,598,388	\$6,924,232	13	25	35	28	\$129,150	\$215,659	\$217,097	\$247,294
RMTAAC-CMP22-005	\$23,594,107	\$21,700,000	\$17,100,000	\$22,400,000	90	77	70	101	\$262,157	\$281,818	\$244,286	\$221,782
RMTAAC-CMP22-006	\$17,880,392	\$103,000,000	\$88,754,862	\$86,140,000	223	350	345	350	\$80,181	\$294,286	\$257,260	\$246,114
RMTAAC-CMP22-007	\$2,426,292	\$4,975,204	\$6,749,891	\$15,000,000	34	48	64	70	\$71,362	\$103,650	\$105,467	\$214,286
RMTAAC-CMP22-009	\$1,270,901	\$755,000	\$830,503	\$833,000	11	7	7	10	\$115,536	\$107,857	\$118,643	\$83,300
RMTAAC-CMP22-010	\$7,307,066	\$7,434,671	\$6,075,000	\$8,036,533	41	37	34	37	\$178,221	\$200,937	\$178,676	\$217,204
RMTAAC-CMP22-011	\$6,143,608	\$9,000,000	\$11,000,000	\$13,500,000	27	75	88	72	\$227,541	\$120,000	\$125,000	\$187,500
SETAAC-CMP22-001	\$8,478,751	\$8,074,334	\$8,061,233	\$7,271,291	35	48	38	36	\$242,250	\$168,215	\$212,138	\$201,980
SETAAC-CMP22-002	\$625,779	\$477,500	\$475,503	\$525,000	5	10	7	9	\$125,156	\$47,750	\$67,929	\$58,333
SETAAC-CMP22-003	\$912,111	\$450,000	\$250,000	\$275,000	2	2	2	2	\$456,056	\$225,000	\$125,000	\$137,500
SETAAC-CMP22-004	\$6,204,515	\$9,176,205	\$10,600,000	\$10,600,000	40	38	40	40	\$155,113	\$241,479	\$265,000	\$265,000
Total Average	\$5,761,873	\$8,695,442	\$7,817,261	\$9,113,246	36	42	40	41	\$160,052	\$207,034	\$195,432	\$222,274



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

As of September 30, 2022, 490 active firms with combined sales of \$9.8 billion and a workforce of 29,627 were participating in the TAAF program. Of the 54 firms that completed the program in FY 2020 and provided complete data on their post-completion performance, all were in operation at the end of FY 2022.

Despite entering the program in a distressed state, 78 of the 86 firms that completed the program in FY 2020 continued to be in operation at the end of FY 2022.

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

Financial assistance is not provided directly to firms. In FY 2022, firms received \$8.5 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.

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

The firms represented in this report paid \$4 million to match \$8.5 million in TAAF funds towards the development and implementation of APs.

(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 2022

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

Project Classification	Sample Types of Projects
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 2022, 70 of the 118 firms that exited the program did so prior to completing all projects in their business recovery plans (AP). The five-year completion period expired for 58 firms; and 6 firms went out of business or ceased contact with the TAAC. The reasons the project or projects were not completed fall under these categories:



(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 2022¹⁸

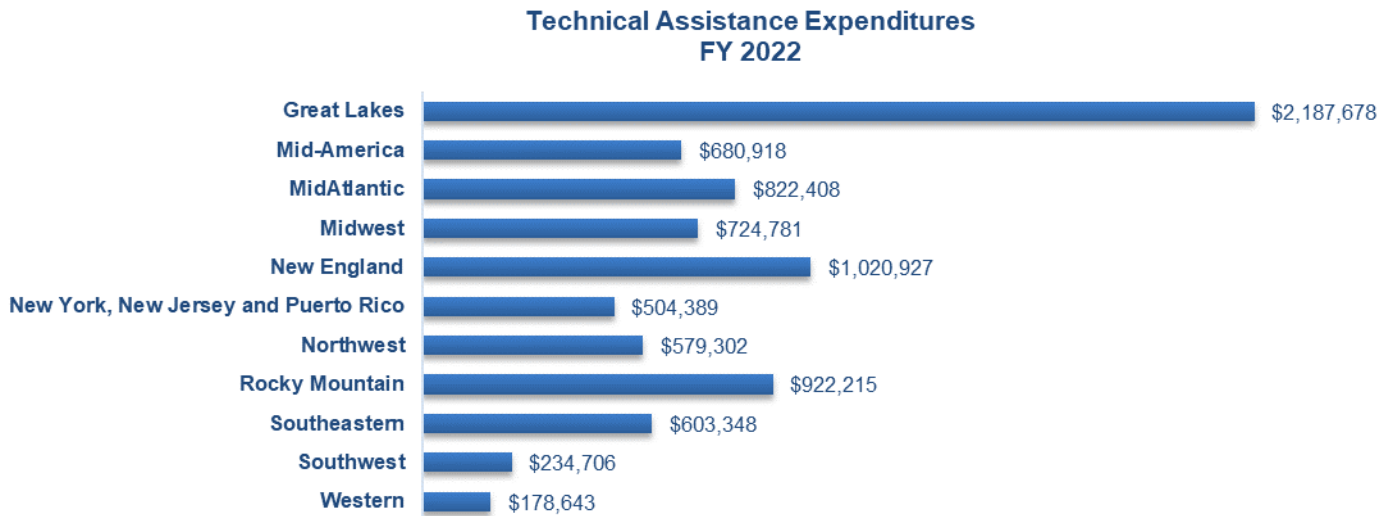
TAAC	Personnel (including Fringe Benefits)	Contracts (Federal Share)	Travel	Equipment and Supplies	Other	Indirect Costs	Total TAAC Expenditures
Great Lakes	\$744,406	\$854,200	\$18,250	\$8,262	\$16,916	\$340,564	\$1,982,598
Mid-America	\$306,782	\$527,017	\$8,794	\$5,230	\$132,258	\$208,055	\$1,188,136
MidAtlantic	\$596,721	\$266,488	\$4,054	\$17,821	\$136,642	\$0	\$1,021,726
Midwest	\$495,373	\$495,670	\$3,789	\$4,393	\$112,709	\$0	\$1,111,934
New England	\$457,789	\$819,995	\$4,791	\$13,131	\$85,742	\$0	\$1,381,448
New York, New Jersey, and Puerto Rico	\$404,210	\$340,492	\$405	\$3,886	\$27,647	\$122,282	\$898,922
Northwest	\$532,573	\$146,401	\$10,052	\$16,237	\$212,131	\$0	\$917,394
Rocky Mountain	\$656,157	\$376,768	\$0	\$0	\$57,217	\$173,110	\$1,263,252
Southeastern	\$507,084	\$344,429	\$4,809	\$5,322	\$0	\$178,859	\$1,040,503
Southwest	\$584,993	\$148,257	\$16,443	\$22,592	\$21,918	\$147,902	\$942,105
Western	\$239,406	\$136,855	\$401	\$5,088	\$37,696	\$77,894	\$497,340
Total	\$5,525,494	\$4,456,572	\$71,788	\$101,962	\$840,876	\$1,248,666	\$12,245,358

¹⁸ *Ibid.* Footnote 13.

(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 2022, TAACs expended \$8.5 million to provide technical assistance to firms in preparing petitions and developing and implementing APs.

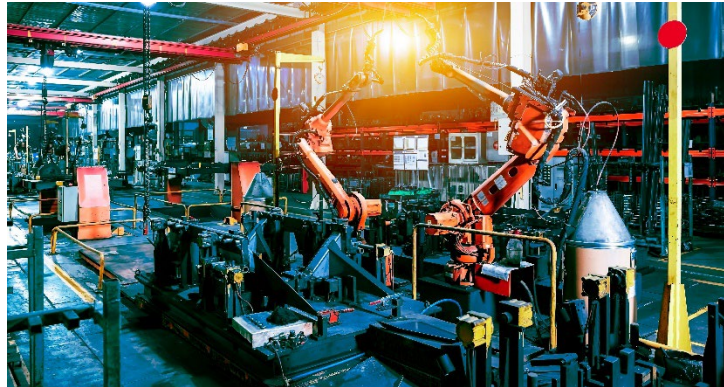
Exhibit 18: TAAC Expenditures to Provide Technical Assistance: FY 2022¹⁹



¹⁹ *Ibid.* Footnote 13.

I. Examples of How the Trade Adjustment Assistance for Firms Program is Helping U.S. Manufacturing Firms Compete Against Increasing Imports

The Economic Development Administration's (EDA) national network of 11 Trade Adjustment Assistance Centers (TAACs) work with individual firms across the country 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 firm. Firms adversely affected by import competition work with the TAACs in a public-private collaborative framework to apply to EDA for certification of eligibility for Trade Adjustment Assistance for Firms (TAAF) assistance and to prepare and implement strategies through the APs to guide their economic recovery.

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 have applied for TAAF certification have been in the manufacturing sector.

The program supports the development of business recovery plans, commonly referred to as "Adjustment Proposals" or "APs," under Section 252 of the Trade Act, and provides 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 nonprofit or university-affiliated TAACs serve import-impacted U.S. firms in all 50 States, the District of Columbia, and the Commonwealth of Puerto Rico.

Great Lakes Trade Adjustment Assistance Center

FIRM: RURAL METAL FABRICATION

Metal fabrication firm in Michigan's Upper Peninsula.

THE CHALLENGE:

The firm, one of the largest and best paying private employers in its county, was losing significant business to Chinese imports, leading to large declines in sales and employment.



THE SOLUTION:

The firm entered the TAAF program in 2018 and received technical assistance through the TAAF program from the Great Lakes Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Worker training projects; engineering talent recruitment; and establishing a structured business framework for management.
- Manufacturing process improvements.
- Market research and customer discovery; developing a sales playbook; and redesigning the company's website.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales to \$12.5 million (up 42 percent).
- Created 8 new jobs, now employing 58 workers (up 16 percent).
- Employment has stabilized and started to rebound after bottoming out during the COVID-19 pandemic.

The firm is scheduled to complete the TAAF program in 2023.

Great Lakes Trade Adjustment Assistance Center

FIRM: IRON FOUNDRY

Producer of large, finished iron castings in Ohio.

THE CHALLENGE:

Steadily rising imports from China, Canada, and Japan eroded the firm's sales across multiple customers and markets causing an additional decline in employment.



THE SOLUTION:

The firm needed to modernize its facilities to eliminate production bottlenecks, improve environmental conditions, and increase productivity. The firm entered the TAAF program in 2018. The firm received technical assistance through the TAAF program from the Great Lakes Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Improve production facilities, including by implementing new ventilation, dust collection, and air pollution systems in key portions of the plant.
- Train and provide technical support to engineering staff on new solidification software.
- Drive new sales by expanding and redesigning the firm's website.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales to \$54 million (up 55 percent).
- Created 126 new jobs, now employing 191 workers (up 52 percent).

The firm completed the TAAF program in April 2022.

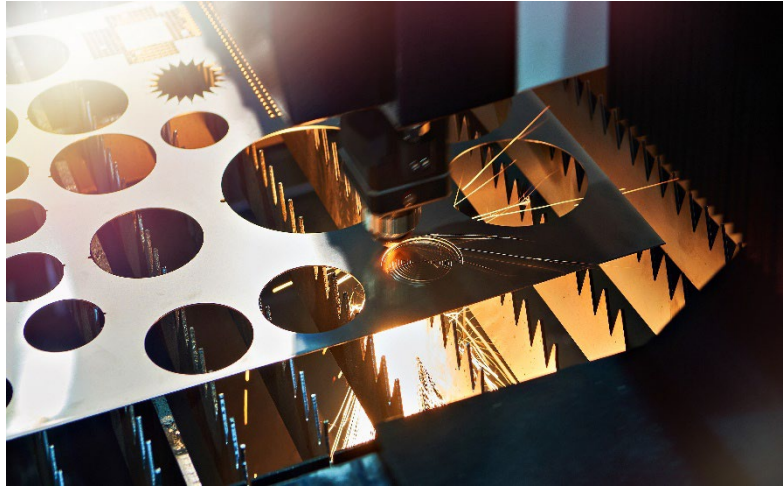
Mid-America Trade Adjustment Assistance Center

FIRM: CUSTOM METAL FABRICATION, MACHINING, WELDING, AND ASSEMBLY

Custom metal fabrication manufacturer in Kansas.

THE CHALLENGE:

Serving primarily Original Equipment Manufacturers (OEM) in the automotive industries and agricultural sectors since 1987, the firm was experiencing increasing import competition from Mexico, Canada, and China that led to a decline in sales and employment.



THE SOLUTION:

The firm entered the TAAF program in 2017 and received technical assistance from the Mid-America Trade Adjustment Assistance Center to implement 5 strategic business recovery projects:

- Computer-Aided Design (CAD) and production software upgrades.
- Production data collection.
- Bar Coding.
- Customized cost accounting software and training.
- Website design and digital marketing.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales from \$9.5 million to \$11.2 million (up 15 percent).
- Retained 66 jobs and created 18 new jobs (up 27 percent).

The firm is scheduled to complete the TAAF program in 2023.

Mid-America Trade Adjustment Assistance Center

FIRM: FABRICATED STRUCTURAL STEEL MANUFACTURER

Bridge and building structural steel manufacturer in Missouri.

THE CHALLENGE:

Serving the construction industry with bridge, structural, ornamental steel as well as elastomeric bearings and bridge components since 1944, the firm was experiencing increasing import competition from Japan, China, and Turkey.



THE SOLUTION:

The firm entered the TAAF program in 2018 and received technical assistance from the Mid-America Trade Adjustment Assistance Center to implement 13 strategic business recovery projects, including the following:

- Production software support and CEO workforce coaching.
- IT support, software upgrades and training.
- Management training and business consulting.
- Marketing and sales software support.
- Financial software support.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales from \$25.5 million to \$43.8 million (up 42 percent).
- Retained 177 jobs and created 6 new jobs (up 3.4 percent).

The firm completed the TAAF program in 2022.

MidAtlantic Trade Adjustment Assistance Center

FIRM: PRECISION PARTS MANUFACTURER

Manufacturer of precision parts to customer specifications through Computer Numerical Control (CNC) grinding, milling, and turning in a variety of metals including steel, stainless, and aluminum in Pennsylvania.

THE CHALLENGE:

The firm that manufactures precision parts to customer specifications experienced a decline in sales and employment caused by increasing import competition from foreign competitors in China.



THE SOLUTION:

The firm entered the TAAF program in 2016 and received technical assistance from the MidAtlantic Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Website and internet marketing.
- IT Cybersecurity.
- Computer-Aided Manufacturing (CAM) and CAD support services.
- CAM programming.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$5 million (up 264 percent).
- Created 12 new jobs (up 54 percent).

The firm completed the TAAF program in 2022.

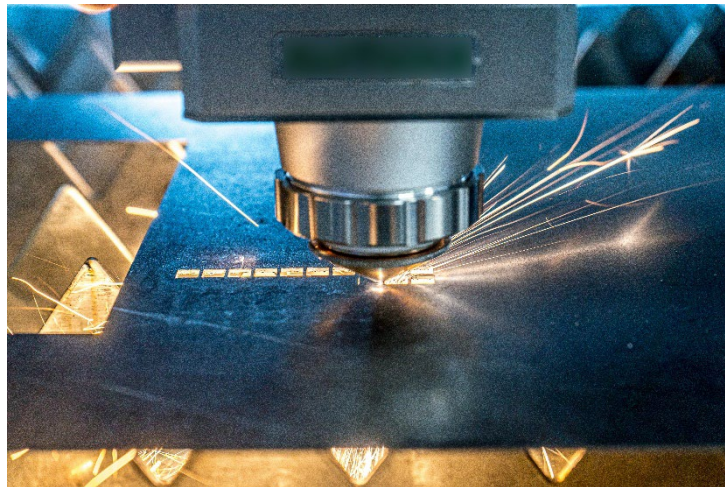
MidAtlantic Trade Adjustment Assistance Center

FIRM: ELECTROPLATING MANUFACTURER

Manufacturer that provides services in electroplating, plating, and polishing metals to the automotive, military, appliance, toy, and electronics industries in Pennsylvania.

THE CHALLENGE:

The firm experienced a decline in sales and employment caused by increasing import competition from foreign competitors in Singapore, India, and Germany.



THE SOLUTION:

The firm entered the TAAF program in 2016 and received technical assistance from the MidAtlantic Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Develop a marketing and sales strategy.
- Engage in market analysis and new process development.
- Website development and Search Engine Optimization (SEO) projects.
- Update manufacturing systems and upgrade software systems.
- Train employees on new systems.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$5.5 million (up 85 percent).
- Created 12 new jobs (up 51 percent).

The firm completed the TAAF program in 2022.

Midwest Trade Adjustment Assistance Center

FIRM: ELECTRICAL CONNECTOR MANUFACTURER

Wire harness and connector manufacturer in Illinois.

THE CHALLENGE:

The firm was losing customers to cheaper imports from Mexico and China, resulting in declines in sales and employment.

THE SOLUTION:

The firm entered the TAAF program in 2017 and completed nine projects to increase its market share, improve financial metrics, and lower manufacturing costs. The firm received technical assistance from the Midwest Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Implementation of new Customer Relationship Manager (CRM) system to improve productivity.
- Manufacturing process improvements to lower costs and increase profitability.
- Improved website and digital presence for the firm to attract new customers.
- Upgraded support systems and employee training to improve quality and employee capital.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$5 million (up 110 percent).
- Created 20 new jobs (up 100 percent).

The firm completed the TAAF program in 2022.



Midwest Trade Adjustment Assistance Center

FIRM: LUMBER MANUFACTURER

Lumber manufacturer in Wisconsin.

THE CHALLENGE:

The firm was experiencing increasing import competition from Canada and China that led to declines in sales and employment.



THE SOLUTION:

The firm entered the TAAF program in 2021 and received technical assistance from the Midwest Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Employee training to improve employee capital and increase productivity.
- Facility layout, design, and process improvements to lower costs, increase productivity, and increase manufacturing capacity.
- Upgrades to support systems, including the firm's Enterprise Resource Planning (ERP) system to improve employee productivity, track inventory, provide detailed financial metrics, and increase domestic and export customer sales.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$54.2 million (up 82 percent).
- Created 103 new jobs (up 86 percent).

The firm is scheduled to complete the TAAF program in 2026.

New England Trade Adjustment Assistance Center

FIRM: PHOTOCHEMICAL MACHINING

Manufacturer of precision photoetching of metal parts to customer specifications in Connecticut.

THE CHALLENGE:

The firm was experiencing increasing import competition from China and Mexico due to their lower labor costs and use of lower priced, inferior materials. These factors led to declines in sales and employment.



THE SOLUTION:

The firm entered the TAAF program in 2018. During their time in the program, the firm primarily focused on marketing to capitalize on its sterling customer rating and high on-time shipment rate. They also improved operational efficiency to maintain and support increased business. The firm received technical assistance from the New England Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Updated website.
- Recruited and hired sales engineer.
- Improved advertising and lead generation.
- Implemented lean manufacturing updates and training.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$2.16 million (up 70 percent).
- Created 10 new jobs (up 41 percent).

The firm completed the TAAF program in 2022.

New England Trade Adjustment Assistance Center

FIRM: SERVOMOTOR MANUFACTURER

Designer and manufacturer of servomotors in Massachusetts.

THE CHALLENGE:

The firm was experiencing increasing import competition from China and further impacts from customers moving operations offshore that led to a significant decline in sales and a decline in employment.



THE SOLUTION:

The firm entered the TAAF program in 2017. During their time in the TAAF program, the firm improved their overall marketing plan, targeted new markets, became more competitive by reducing costs and lead-time, and capitalized on its sole position in the vacuum test equipment market. The firm received technical assistance from the New England Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- International Organization for Standardization (ISO) 9001 training and certification.
- Website design.
- Updated CAD software.
- Sales and marketing program.
- Updated Management Information System (MIS) software.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$1.15 million (up 70 percent).
- Created 3 new jobs (up 16 percent).

The firm completed the TAAF program in 2022.

Trade Adjustment Assistance Center serving New York, New Jersey, and the Commonwealth of Puerto Rico

FIRM: COOLING TOWER MANUFACTURER

Cooling tower manufacturer in New Jersey.



THE CHALLENGE:

The firm was experiencing increasing import competition from Mexico, leading to declines in sales and employment.

THE SOLUTION:

The firm entered the TAAF program in 2021 and received technical assistance from the Trade Adjustment Assistance Center serving New York, New Jersey, and the Commonwealth of Puerto Rico to implement the following strategic business recovery projects:

- Development of a strategic sales program.
- Website upgrades along with SEO.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$2.8 million (up 31 percent).
- Created 8 new jobs (up 22 percent).

The firm is scheduled to complete the TAAF program in 2026.

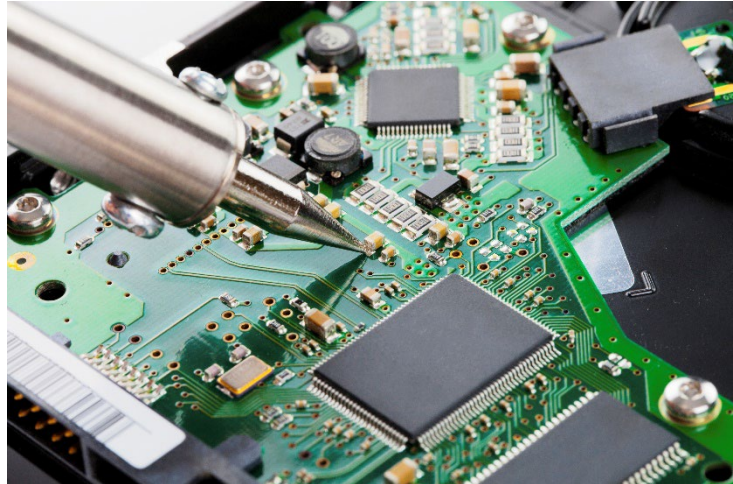
Trade Adjustment Assistance Center serving New York, New Jersey, and the Commonwealth of Puerto Rico

FIRM: OPTICS MANUFACTURER

Precision micro-optical mechanical systems and assemblies manufacturer in New York.

THE CHALLENGE:

The firm was experiencing increasing import competition from China, leading to declines in sales and employment.



THE SOLUTION:

The firm entered the TAAF program in 2018 and received technical assistance from the Trade Adjustment Assistance Center serving New York, New Jersey, and the Commonwealth of Puerto Rico to implement the following strategic business recovery projects:

- SolidWorks software and training.
- Marketing campaign and website upgrade.
- Mastercam upgrades along with employee training.
- Accounting software employee training.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$360,000 (up 57 percent).
- Created 5 new jobs (up 166 percent).

The firm is scheduled to complete the TAAF program in 2023.

Northwest Trade Adjustment Assistance Center

FIRM: INDUSTRIAL MATERIALS MANUFACTURER

Industrial materials manufacturer in Washington.

THE CHALLENGE:

The firm experienced increasing import competition from China based on price competition that led to declines in sales and employment.



THE SOLUTION:

The firm entered the TAAF program in 2017. The firm needed a strategy for process improvements and marketing improvements to expand their customer base. The firm received technical assistance from the Northwest Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Manufacturing engineering to refine new products and processes.
- Information technology consulting to support manufacturing.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by 12 percent.
- Increased employment by 35 percent.

The firm completed the TAAF program in 2022.

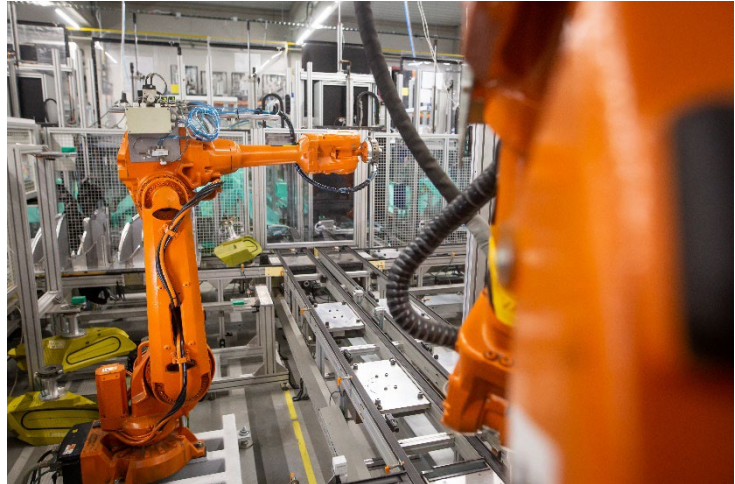
Northwest Trade Adjustment Assistance Center

FIRM: ELECTRONICS MANUFACTURER

Industrial supplies manufacturer in Washington.

THE CHALLENGE:

The firm experienced increasing import competition from China based on price competition that led to declines in sales and employment.



THE SOLUTION:

The firm entered the TAAF program in 2017. The firm needed new product development, as well as a strategy for process improvements and marketing improvements. The firm received technical assistance from the Northwest Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Manufacturing engineering to refine new products and processes.
- Marketing consulting to improve sales outcomes.
- Information technology consulting to support manufacturing.
- Quality management system compliance to maintain standards valued by customers.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by 7.5 percent.
- Increased employment by 10 percent.

The firm completed the TAAF program in 2022.

Rocky Mountain Trade Adjustment Assistance Center

FIRM: SPORTING GOODS MANUFACTURER

Manufacturer of custom skis in Colorado.



THE CHALLENGE:

The firm was experiencing increasing import competition from European and Asian countries, leading to declines in sales and employment.

THE SOLUTION:

The small company was losing business to established European ski brands and needed to get the attention of distributors and retailers to successfully launch its new product line. The firm entered the TAAF program in 2021 and received technical assistance from the Rocky Mountain Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Engagement with consultants with expertise in professional videography, sports photography, and digital marketing.
- Development of masterful marketing videos featuring the company's new products and a social media engagement campaign.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$209,000 (up 23 percent).
- Created 4 new jobs (up 44 percent).

The firm is scheduled to complete the TAAF program in 2026.

Rocky Mountain Trade Adjustment Assistance Center

FIRM: GATE SYSTEM MANUFACTURER

Manufacturer of automated gate systems in Wyoming.

THE CHALLENGE:

The firm was experiencing increasing import competition from larger corporations that source their components and sub-assemblies from Mexico and Asia, leading to declines in sales and employment.



THE SOLUTION:

This manufacturer of automated gate systems equipment used in high-end homes is considered the leading innovator in its industry. The firm entered the TAAF program in 2021 and received technical assistance from the Rocky Mountain Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Redevelopment of a dealer-focused sales and marketing strategy.
- Website development that incorporated new marketing tools and order fulfillment functionality.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$604,000 (up 40 percent).
- Created 2 new jobs (up 28 percent).

The firm is scheduled to complete the TAAF program in 2026.

Southeastern Trade Adjustment Assistance Center

FIRM: COMMERCIAL PRINTER AND PUBLISHER

Wholesale publisher of printed materials and large-scale banners in Florida.



THE CHALLENGE:

The firm experienced significant foreign competition and a loss of sales from cheaper imports from the United Kingdom and China, leading to declines in sales and employment.

THE SOLUTION:

For the firm to be successful and mitigate the negative impact of competing with cheaper imports, it focused its business recovery efforts on the automation of high-volume production lines, updating systems and actualizing their marketing plan.

The firm entered the TAAF program in 2020 and received technical assistance from the Southeastern Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Automation of high-volume lines to increase production.
- Integration of modern technologies into current, updated, systems.
- Website upgrades, including improvement of e-commerce capabilities and SEO visibility.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$2.9 million (up 19 percent).
- Created 10 new jobs (up 11 percent).

The firm is scheduled to complete the TAAF program in 2026.

Southeastern Trade Adjustment Assistance Center

FIRM: REMANUFACTURED COMPRESSORS

Manufacturer of remanufactured compressors in North Carolina.



THE CHALLENGE:

The firm faced foreign competition from Mexico and China, leading to declines in sales and employment.

THE SOLUTION:

For the firm to be successful and mitigate the negative impact of competing with imports, it focused its business recovery efforts to regain market share, improve processes, and increase sales. The firm entered the TAAF program in 2019 and received technical assistance from the Southeastern Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Technology process improvements.
- Supply chain process improvements.
- Recruitment of dedicated sales professionals.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

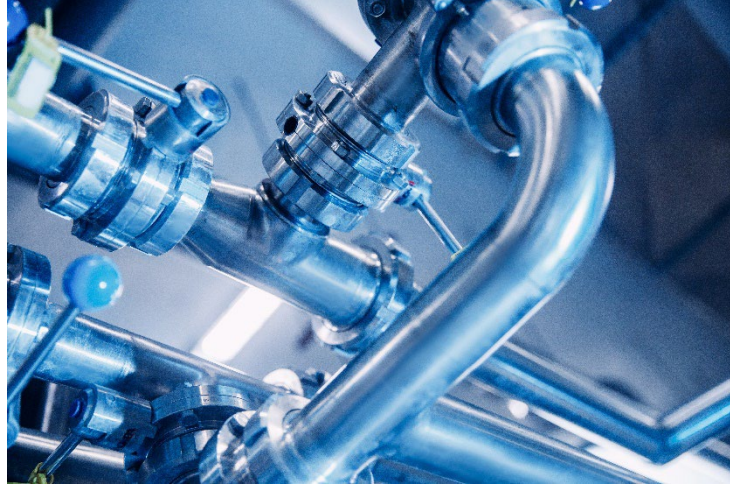
- Increased sales by \$723,100 (up 53 percent).
- Created one new job (up 6 percent).

The firm is scheduled to complete the TAAF program in 2024.

Southwest Trade Adjustment Assistance Center

FIRM: SAFETY AND CORROSION PREVENTION MANUFACTURER

Manufacturer of safety and corrosion prevention products in Louisiana.



THE CHALLENGE:

The firm faced foreign competition from lower priced products in China and Germany, leading to declines in sales and employment.

THE SOLUTION:

For the firm to be successful and mitigate the negative impact of competing with imports, it focused its business recovery efforts to revise and innovate its approach to marketing and support systems improvements. The firm entered the TAAF program in 2018 and received technical assistance from the Southwest Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- IT development.
- Software consultation.
- Marketing improvements include upgrades to website media, SEO, and content management system development.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$546,000 (up 34 percent).
- Created one new job (up 7 percent).

The firm is scheduled to complete the TAAF program in 2023.

Southwest Trade Adjustment Assistance Center

FIRM: MACHINE PRESSURE CONTROL EQUIPMENT

Machine pressure control shop in Texas.



THE CHALLENGE:

The firm faced foreign competition from China, especially lower priced machine parts, leading to declines in sales and employment.

THE SOLUTION:

For the firm to be successful and mitigate the negative impact of competing with imports, it focused its business recovery efforts to revise and innovate its approach to marketing and new product development. The firm entered the TAAF program in 2017 and received technical assistance from the Southwest Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- Creation of lead generation website.
- Development of content for industry newsletters.
- Marketing materials and website updates.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$2.3 million (up 24 percent).
- Created 7 new jobs (up 13 percent).

The firm completed the TAAF program in 2022.

Western Trade Adjustment Assistance Center

FIRM: METAL PARTS MANUFACTURER

Manufacturer of stamped and metal parts in California.

THE CHALLENGE:

The firm faced increasing foreign competition from China, particularly by cheaper imports from contract manufacturers, leading to declines in sales and employment.



THE SOLUTION:

For the firm to be successful and mitigate the negative impact of competing with imports, it focused its business recovery efforts to revise and innovate its approach to management and support systems improvements. The firm entered the TAAF program in 2017 and received technical assistance from the Western Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- ERP software upgrade and training.
- Production operations improvements.
- Quality management upgrades, certification, and training.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by \$1.5 million (up 43 percent).
- Created 3 new jobs (up 43 percent).

The firm is scheduled to complete the TAAF program in 2023.

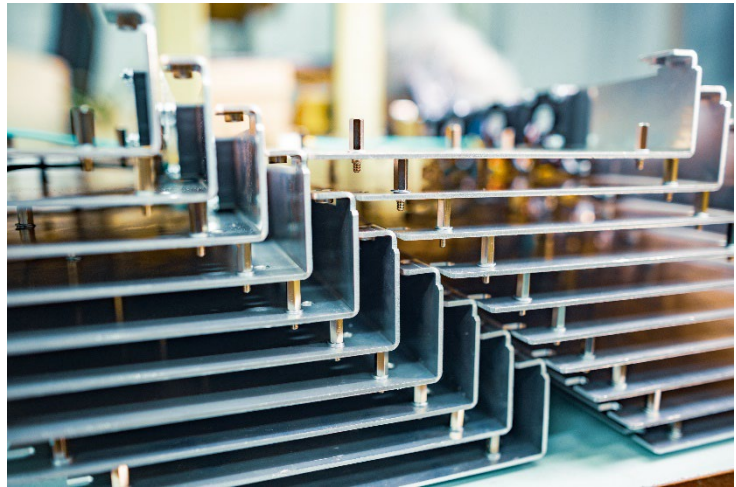
Western Trade Adjustment Assistance Center

FIRM: METAL FABRICATION MANUFACTURER

Manufacturer of engineered metal parts in California.

THE CHALLENGE:

The firm faced increasing foreign competition from Mexico leading to declines in sales and employment.



THE SOLUTION:

For the firm to be successful and mitigate the negative impact of competing with imports, it focused its recovery efforts on strategic projects to revise and innovate its approach to production and support systems improvements. The firm entered the TAAF program in 2015 and received technical assistance from the Western Trade Adjustment Assistance Center to implement the following strategic business recovery projects:

- ERP software upgrade and training.
- Production operations improvements.
- Quality management upgrades, certification, and training.

RESULTS AFTER TAAF PROGRAM ENGAGEMENT:

- Increased sales by 6 percent.
- Employment remained stable.

The firm completed the TAAF Program in 2022.