

Fiscal Year 2021 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 Commerce for Economic Development, who oversees the Economic Development Administration (EDA).

Key Findings of this Report²

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 outcomes, EDA compares average sales, average employment, and average productivity³ at these intervals of all firms that completed the program in a particular year (known as the “base year”) and provided complete

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.

data to EDA. FY 2019 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 114 firms that completed the program in FY 2019; of these, 65 firms provided complete data across all metrics.

- From certification to program completion, the 65 firms providing complete data reported that average sales had increased by 50 percent, average employment had increased by 2 percent, and average productivity had increased by 46 percent.
- From certification to one year after completing the program, the 65 firms providing complete data reported that average sales had increased by 85 percent, average employment had increased by 17 percent, and average productivity had increased by 57 percent.
- From certification to two years after completing the program, the 65 firms providing complete data reported that average sales had increased by 63 percent, average employment had increased by 10 percent, and average productivity had increased by 48 percent.
- From program completion to one year after completing the program, the 65 firms providing complete data reported that average sales had increased by 23 percent, average employment had increased by 15 percent, and average productivity had increased by 8 percent.
- From program completion to two years after completing the program, the 65 firms providing complete data reported average sales had increased by 9 percent, average employment had increased by 8 percent, and average productivity had increased by 1 percent.
- Despite entering the program in a distressed state, 104 of the 114 firms that completed the program in FY 2019 continued to be in operation at the end of FY 2021. Of the 65 firms that completed the program in FY 2019 and submitted complete data to EDA, all were in operation at the end of FY 2021.

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 2021 shows that, on average:

- From certification to program completion, firms reported that average sales had increased by 30 percent, average employment had decreased by 4 percent, and average productivity had increased by 35 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 8 percent, average employment had increased by 17 percent, and average productivity had decreased by 8 percent. Average sales increased 10 of the 12 years analyzed. Average employment increased 9 of the 12 years analyzed. Average productivity increased at 6 of the 12 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 18 percent, and average productivity had decreased by 6 percent. Average sales increased 9

of the 12 years analyzed. Average employment increased 9 of the 12 years analyzed.
Average productivity increased 9 of the 12 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 2021 report notable.

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 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 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 2021 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, 2021, 538 active firms with combined sales of \$10 billion and a workforce of 31,830 were participating in the TAAF program. In FY 2021, TAACs provided technical assistance to 209 firms in preparing petitions, 139 firms in preparing APs, and 407 firms in implementing projects within their APs. Meanwhile, EDA certified 117 petitions and approved 97 APs.

In FY 2021, EDA’s average processing time for petitions was 28 days (from acceptance) and the average processing time for APs was 50 days (from receipt); both are under the statutorily required approval deadlines.

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.⁴ Second, as of June 30, 2022, assistance could not be provided to new firms under the TAAF program.⁵ After that date, assistance could only be provided to firms that had previously submitted a petition under the TAAF program.⁶ 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, 2022.

⁴ Public Law 114-27, § 406(a).

⁵ Public Law 114-27, § 406(a)(7)(A).

⁶ Public Law 114-27, § 406(a)(7)(B).

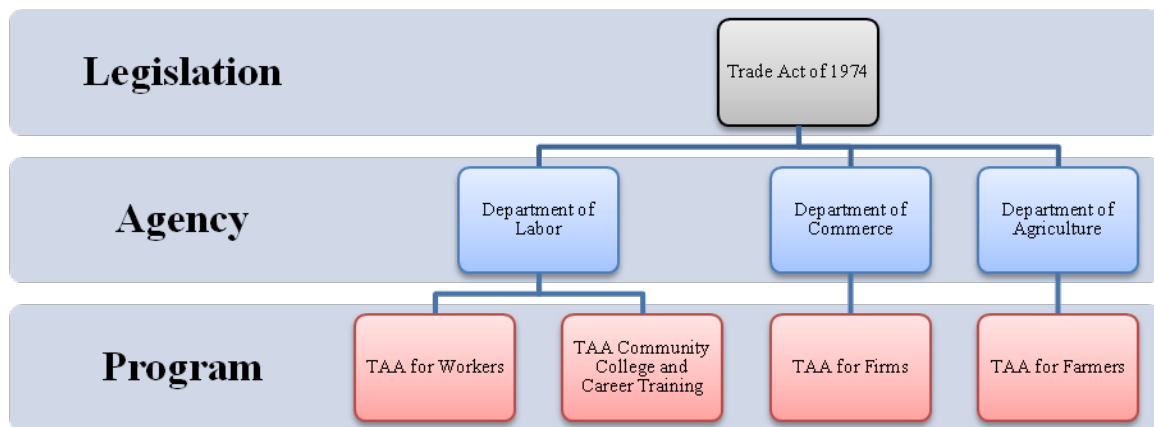
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Program Description

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.

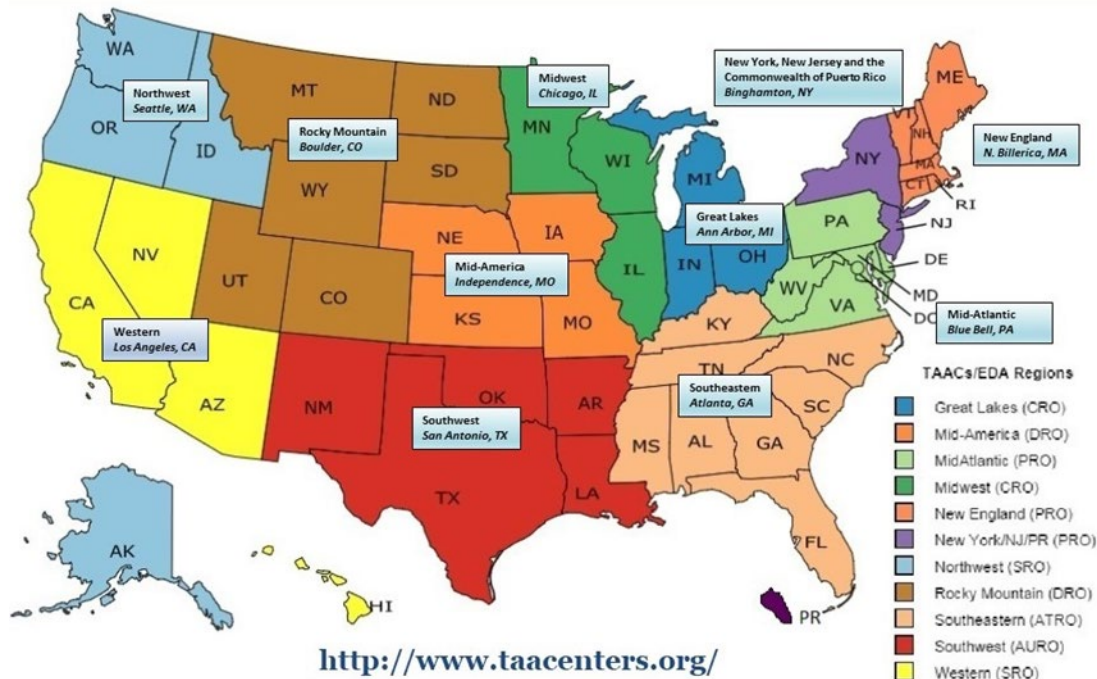
The program supports the development of business recovery plans, commonly referred to as “Adjustment Proposals” or “APs,” under Section 252 of the Trade Act, and provides matching funds to implement projects outlined in the APs. These projects may cover a range of functional areas to improve a firm’s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

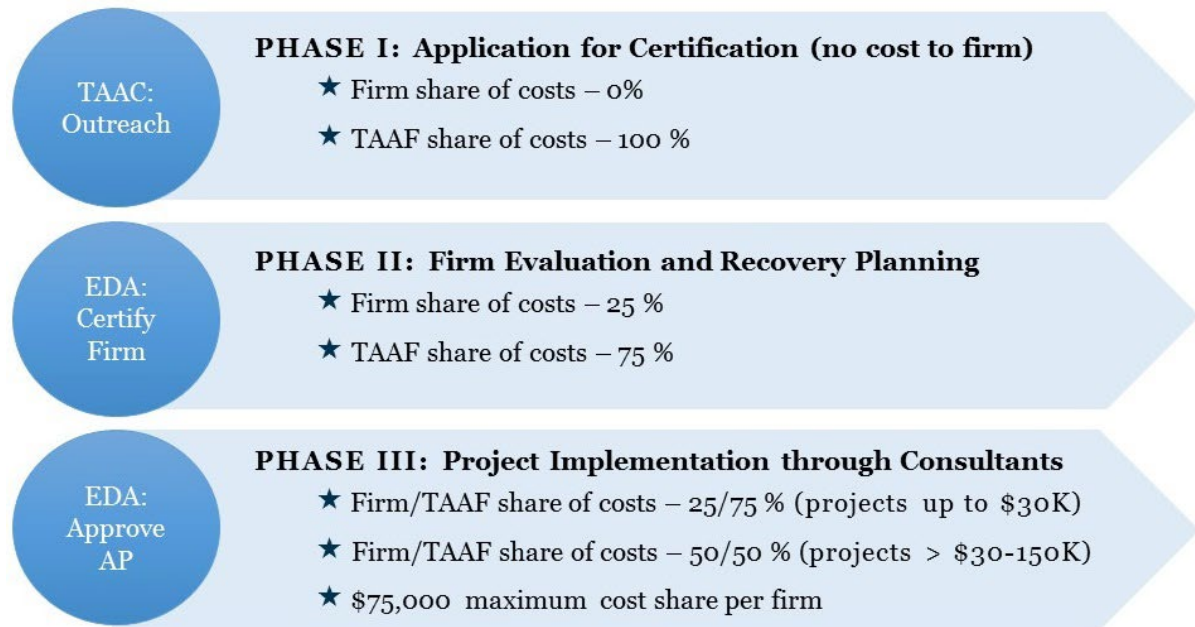
Exhibit 2: TAACs and their Service Areas⁷



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

⁷ 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 months preceding the most recent 12-month period for which data are available;⁸ 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. 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.

⁸ 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.

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 2019 (the base year for this report), 114 firms completed the program, with 65 of those firms providing the complete data sets necessary for the analysis in this report. This 57 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 2021, the TAACs received 1,178 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	132
Mid-America	166
MidAtlantic	29
Midwest	28
New England	32
New York, New Jersey, and Puerto Rico	75
Northwest	129
Rocky Mountain	73
Southeastern	30
Southwest	57
Western	427
Total	1,178

- (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 is 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 2021, EDA filed (accepted for investigation) 111 petitions and certified 117 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 2021 and just three petitions were withdrawn in FY 2021.

EDA’s average processing time for petitions, from filing (acceptance) to certification, was 28 days.

Exhibit 5: Petitions Filed (Accepted), and Certified by TAAC/State: FY 2021

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	13	17
IN	6	6
MI	4	6
OH	3	5
Mid-America	19	18
IA	4	5
KS	9	8
MO	5	4
NE	1	1
MidAtlantic	7	8
DC	0	0
DE	0	0
MD	0	0
PA	4	5
VA	3	3
WV	0	0
Midwest	14	15
IL	10	11
MN	1	1
WI	3	3
New England	15	16
CT	6	6

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
MA	4	4
ME	1	2
NH	0	0
RI	3	3
VT	1	1
New York, New Jersey, and Puerto Rico	14	13
NJ	3	3
NY	11	10
PR	0	0
Northwest	6	6
AK	1	1
ID	0	0
OR	2	2
WA	3	3
Rocky Mountain	9	9
CO	4	4
MT	0	0
ND	1	1
SD	1	1
UT	2	2
WY	1	1
Southeastern	8	8
AL	1	1
FL	2	2
GA	3	3
KY	0	0
MS	0	0
NC	1	2
SC	1	0
TN	0	0
Southwest	4	4
AR	0	0
LA	1	1
NM	0	0
OK	2	2
TX	1	1
Western	2	3
AZ	0	0
CA	2	3
HI	0	0

TAAC/State	Petitions Filed (Accepted)	Petitions Certified
NV	0	0
Total	111	117

(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 2021

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
Great Lakes	13	17
IN	6	6
1	2	2
2	1	1
3	1	1
4	2	2
MI	4	6
2	4	4
3	0	1
10	0	1
OH	3	5
1	1	1
8	0	1
10	1	1
12	0	1
14	1	1
Mid-America	19	18
IA	4	5
1	3	3
4	1	2
KS	9	8
3	3	2
4	6	6
MO	5	4
1	1	1
2	2	1
5	1	1
7	1	1
NE	1	1
2	1	1
MidAtlantic	7	8

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
DC	0	0
DE	0	0
MD	0	0
PA	4	5
7	0	1
9	2	2
11	1	1
13	1	1
VA	3	3
2	1	1
5	1	1
9	1	1
WV	0	0
Midwest	14	15
IL	10	11
1	1	1
6	2	2
10	1	1
11	2	2
14	4	5
MN	1	1
4	1	1
WI	3	3
1	1	1
3	1	1
8	1	1
New England	15	16
CT	6	6
1	1	1
3	2	2
5	3	3
MA	4	4
3	3	3
4	1	1
ME	1	2
2	1	2
RI	3	3
1	1	1
2	2	2
VT	1	1
1	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
New York, New Jersey, and Puerto Rico	14	13
NJ	3	3
4	1	1
7	1	1
11	1	1
NY	11	10
14	1	1
20	1	1
22	3	3
23	2	2
24	1	0
25	1	1
26	2	2
PR	0	0
Northwest	6	6
AK	1	1
At-Large	1	1
ID	0	0
OR	2	2
3	1	1
5	1	1
WA	3	3
1	1	1
8	1	1
9	1	1
Rocky Mountain	9	9
CO	4	4
1	2	2
3	2	2
MT	0	0
ND	1	1
At-Large	1	1
SD	1	1
At-Large	1	1
UT	2	2
1	1	1
2	1	1
WY	1	1
At-Large	1	1

TAAC/State Congressional District	Petitions Filed (Accepted)	Petitions Certified
Southeastern	8	8
AL	1	1
2	1	1
FL	2	2
10	1	1
20	1	1
GA	3	3
7	2	2
11	1	1
KY	0	0
MS	0	0
NC	1	2
11	0	1
12	1	1
SC	1	0
3	1	0
TN	0	0
Southwest	4	4
AR	0	0
LA	1	1
1	1	1
OK	2	2
1	1	1
5	1	1
TX	1	1
33	1	1
Western	3	3
AZ	0	0
CA	3	3
17	1	0
30	0	1
43	2	2
HI	0	0
NV	0	0
Total	111	117

(6) Of the number of petitions filed, the number of firms that entered the program and received benefits.⁹

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 2021). Firms have two years from certification to prepare an AP.

In FY 2021, of the 111 petitions accepted and 117 petitions certified by EDA, 79 firms met this definition of entering the program and receiving benefits. Many of the remaining firms received benefits during FY 2022, especially those that were accepted (pending certification) near the end of FY 2021.

Exhibit 7: Petitions Certified that had an APs Approved in the same FY: FY 2021

TAAC	No. of Firms Receiving Benefits (Certified and Approved AP in FY 2021)
Great Lakes	11
Mid-America	12
MidAtlantic	3
Midwest	13
New England	11
New York, New Jersey, and Puerto Rico	9
Northwest	2
Rocky Mountain	9
Southeastern	7
Southwest	2
Western	0
Total	79

⁹ EDA defines “entering the program” as receiving a certification.

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

In FY 2021, 212 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.

Exhibit 8: Petition Assistance Activity: FY 2021

TAAC	Petition Assistance
Great Lakes	37
Mid-America	14
MidAtlantic	33
Midwest	34
New England	13
New York, New Jersey, and Puerto Rico	26
Northwest	16
Rocky Mountain	10
Southeastern	14
Southwest	5
Western	10
Total	212

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

In FY 2021, 140 firms received assistance in developing APs. Additionally, 406 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 2021

TAAC	AP Development Assistance
Great Lakes	23
Mid-America	19
MidAtlantic	13
Midwest	15

TAAC	AP Development Assistance
New England	15
New York, New Jersey, and Puerto Rico	22
Northwest	8
Rocky Mountain	11
Southeastern	8
Southwest	3
Western	3
Total	140

Exhibit 10: AP Implementation Activity: FY 2021

TAAC	AP Implementation Assistance
Great Lakes	52
Mid-America	37
MidAtlantic	34
Midwest	49
New England	46
New York, New Jersey, and Puerto Rico	43
Northwest	28
Rocky Mountain	46
Southeastern	28
Southwest	36
Western	7
Total	406

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

In FY 2021, EDA approved 97 APs (i.e., business recovery plans). In addition, EDA amended 3 existing APs. While EDA did not deny any APs in FY 2021, 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 50 days, which is below the statutory requirement of 60 days.

Exhibit 11: New APs Approved by TAAC/State: FY 2021

TAAC/State	No. of APs Approved
Great Lakes	17
IN	3
MI	8
OH	6
Mid-America	12
IA	3
KS	4
MO	4
NE	1
MidAtlantic	3
DC	0
DE	0
MD	0
PA	1
VA	2
WV	0
Midwest	13
IL	10
MN	0
WI	3
New England	15
CT	7
MA	1
ME	2
NH	0
RI	3
VT	2
New York, New Jersey, and Puerto Rico	14
NJ	4
NY	10
PR	0
Northwest	3
AK	0
ID	0
OR	1
WA	2

TAAC/State	No. of APs Approved
Rocky Mountain	10
CO	5
MT	0
ND	1
SD	1
UT	2
WY	1
Southeastern	8
AL	1
FL	2
GA	3
KY	0
MS	0
NC	2
SC	0
TN	0
Southwest	2
AR	0
LA	1
NM	0
OK	1
TX	0
Western	0
AZ	0
CA	0
HI	0
NV	0
Total	97

(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 2021 by TAAC (Region)

TAAC	Average No. of Months Firms Received Benefits Under TAAF program by TAAC
Great Lakes	62
Mid-America	36
MidAtlantic	140
Midwest	60
New England	45
New York, New Jersey, and Puerto Rico	28
Northwest	59
Rocky Mountain	65
Southeastern	48
Southwest	60
Western	54
Average for All TAACs	60

(11) Sales, employment, and productivity at each firm participating in the TAAF program at the time of certification.¹⁰

As of September 30, 2021, 538 active firms with combined sales of \$10.1 billion and a workforce of 31,830 (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 2021 by TAAC and State:

TAAC/State	No. of Active Firms in FY 2021	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
Great Lakes	59	\$683,571,645	3,683	\$185,602
IN	15	\$201,748,223	1,069	\$188,726
MI	24	\$280,686,616	1,469	\$191,073
OH	20	\$201,136,806	1,145	\$175,665
Mid-America	79	\$1,331,032,194	6,980	\$190,692
IA	19	\$223,273,445	1,235	\$180,788

¹⁰ Ibid. Footnote 3.

TAAC/State	No. of Active Firms in FY 2021	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
KS	21	\$321,960,630	1,487	\$216,517
MO	29	\$212,579,663	1,387	\$153,266
NE	10	\$573,218,456	2,871	\$199,658
MidAtlantic	87	\$881,135,229	5,477	\$160,879
DC	0	\$0	0	\$0
DE	0	\$0	0	\$0
MD	3	\$5,570,482	65	\$85,700
PA	74	\$751,730,406	4,091	\$183,752
VA	9	\$44,093,573	453	\$97,337
WV	1	\$79,740,768	868	\$91,867
Midwest	50	\$816,991,266	3,640	\$224,448
IL	37	\$663,419,246	2,959	\$224,204
MN	4	\$15,576,496	166	\$93,834
WI	9	\$137,995,524	515	\$267,952
New England	59	\$352,056,598	1,805	\$195,045
CT	14	\$161,425,756	625	\$258,281
MA	18	\$35,993,138	279	\$129,008
ME	9	\$55,466,147	378	\$146,736
NH	3	\$29,234,718	109	\$268,208
RI	12	\$60,562,874	359	\$168,699
VT	3	\$9,373,965	55	\$170,436
New York, New Jersey, and Puerto Rico	48	\$188,724,413	1,087	\$173,620
NJ	8	\$41,621,376	197	\$211,276
NY	40	\$147,103,037	890	\$165,284
PR	0	\$0	0	\$0
Northwest	30	\$108,798,554	656	\$165,851
AK	0	\$0	0	\$0
ID	0	\$0	0	\$0
OR	7	\$16,767,581	140	\$119,768
WA	23	\$92,030,973	516	\$178,355
Rocky Mountain	46	\$5,137,961,795	4,445	\$1,155,897
CO	21	\$149,922,540	895	\$167,511
MT	4	\$10,432,855	89	\$117,223
ND	4	\$58,992,575	256	\$230,440
SD	4	\$4,660,302,094	2,048	\$2,275,538
UT	9	\$164,307,484	847	\$193,988
WY	4	\$94,004,247	310	\$303,240
Southeastern	32	\$186,181,897	1,210	\$153,869
AL	3	\$46,824,198	233	\$200,962

TAAC/State	No. of Active Firms in FY 2021	Total Sales at Certification	Total Employment at Certification	Average Productivity at Certification
FL	2	\$20,808,613	132	\$157,641
GA	13	\$47,628,333	345	\$138,053
KY	1	\$15,268,528	98	\$155,801
MS	0	\$0	0	\$0
NC	12	\$52,788,091	364	\$145,022
SC	1	\$2,864,134	38	\$75,372
TN	0	\$0	0	\$0
Southwest	38	\$306,713,563	2,324	\$131,977
AR	3	\$73,032,847	309	\$236,352
LA	12	\$96,982,163	395	\$245,524
NM	2	\$5,759,197	85	\$67,755
OK	7	\$90,658,059	1,204	\$75,297
TX	14	\$40,281,297	331	\$121,696
Western	10	\$77,313,569	523	\$147,827
AZ	0	\$0	0	\$0
CA	10	\$77,313,569	523	\$147,827
HI	0	\$0	0	\$0
NV	0	\$0	0	\$0
Total	538	\$10,070,480,723	31,830	\$316,383

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.



(12) Sales, employment, and productivity at each firm upon completion of the program and each year for the two-year period following completion.¹¹

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 outcomes,

¹¹ Firms have completed the program when they have completed implementation of the TAAF-supported projects that the firm chose to pursue.

EDA compares average sales, average employment, and average productivity¹² 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 2019. EDA received data for all 114 firms that completed the program in FY 2019, of which 65 firms provided complete data across all metrics.

- From certification to program completion, the 65 firms providing complete data reported that average sales had increased by 50 percent, average employment had increased by 2 percent, and average productivity had increased by 46 percent.
- From certification to one year after completing the program, the 65 firms providing complete data reported that average sales had increased by 85 percent, average employment had increased by 17 percent, and average productivity had increased by 57 percent.
- From certification to two years after completing the program, the 65 firms providing complete data reported that average sales had increased by 63 percent, average employment had increased by 10 percent, and average productivity had increased by 48 percent.
- From program completion to one year after completing the program, the 65 firms providing complete data reported that average sales had increased by 23 percent, average employment had increased by 15 percent, and average productivity had increased by 8 percent.
- From program completion to two years after completing the program, the 65 firms providing complete data reported average sales had increased by 9 percent, average employment had increased by 8 percent, and average productivity had increased by 1 percent.
- Despite entering the program in a distressed state, 104 of the 114 firms that completed the program in FY 2019 continued to be in operation at the end of FY 2021. Of the 65 firms that completed the program in FY 2019 and submitted complete data to EDA, all were in operation at the end of FY 2021.

¹² 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.*¹³

Measurement Range	Average Sales	Average Employment	Average Productivity
Certification to Completion			
Certification	\$23,141,168	127	\$182,214
Completion	\$34,670,404	130	\$266,695
Percent Change (+/-)	50%	2%	46%
Measurement Range	Average Sales	Average Employment	Average Productivity
Certification to One Year Post Completion			
Certification	\$23,141,168	127	\$182,214
1st Year Post Completion	\$42,720,910	149	\$286,718
Percent Change (+/-)	85%	17%	57%
Measurement Range	Average Sales	Average Employment	Average Productivity
Certification to Two Years Post Completion			
Certification	\$23,141,168	127	\$182,214
2 nd Year Post Completion	\$37,708,981	140	\$269,350
Percent Change (+/-)	63%	10%	48%
Measurement Range	Average Sales	Average Employment	Average Productivity
Completion to One Year Post Completion			
Completion	\$34,670,404	130	\$266,695
1st Year Post Completion	\$42,720,910	149	\$286,718
Percent Change (+/-)	23%	15%	8%
Measurement Range	Average Sales	Average Employment	Average Productivity
Completion to Two Years Post Completion			
Completion	\$34,670,404	130	\$266,695
2nd Year Post Completion	\$37,708,981	140	\$269,350
Percent Change (+/-)	9%	8%	1%

¹³ 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 2021 shows that, on average:

- From certification to program completion, firms reported that average sales had increased by 30 percent, average employment had decreased by 4 percent, and average productivity had increased by 35 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 8 percent, average employment had increased by 17 percent, and average productivity had decreased by 8 percent. Average sales increased 10 of the 12 years analyzed. Average employment increased 9 of the 12 years analyzed. Average productivity increased at 6 of the 12 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 18 percent, and average productivity had decreased by 6 percent. Average sales increased 9 of the 12 years analyzed. Average employment increased 9 of the 12 years analyzed. Average productivity increased 9 of the 12 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 TAAF-assisted firms 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 - 2021.*¹⁴

Certification to Program Completion		Average Sales	Average Employment	Average Productivity
Certification		\$173,258,153	1,054	\$164,382
Completion		\$225,812,642	1,015	\$222,476
Percent Change (+/-)		30%	-4%	35%
Certification to One Year Post Program Completion		Average Sales	Average Employment	Average Productivity
Certification		\$173,258,153	1,054	\$164,382
1st Year Post Completion		\$243,624,859	1,188	\$205,071
Percent Change (+/-)		41%	13%	25%
Certification to Two Years Post Program Completion		Average Sales	Average Employment	Average Productivity
Certification		\$173,258,153	1,054	\$164,382

¹⁴ All reported numbers are rounded.

2nd Year Post Completion	\$250,347,810	1,194	\$209,672
Percent Change (+/-)	44%	13%	28%
Program Completion to One Year Post Completion	Average Sales	Average Employment	Average Productivity
Completion	\$225,812,642	1,015	\$222,476
1st Year Post Completion	\$243,624,859	1,188	\$205,071
Percent Change (+/-)	8%	17%	-8%
No. of Years Measure Increased	10 of 12	9 of 12	6 of 12
Program Completion to Two Years Post Completion	Average Sales	Average Employment	Average Productivity
Completion	\$225,812,642	1,015	\$222,476
2 nd Year Post Completion	\$250,347,810	1,194	\$209,672
Percent Change (+/-)	11%	18%	-6%
No. of Years Measure Increased	9 of 12	9 of 12	9 of 12

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	45	18	0	63
Employment Certification to Completion	32	29	2	63
Productivity Certification to Completion	39	24	0	63
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	41	22	0	63
Employment Certification to One Year Post Completion	30	29	4	63
Productivity Certification to One Year Post Completion	63	0	0	63
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	40	23	0	63

Employment Certification to Two Years Post Completion	31	31	1	63
Productivity Certification to Two Years Post Completion	63	0	0	63
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	34	27	2	63
Employment at One Year Post Completion	27	27	9	63
Productivity at One Year Post Completion	63	0	0	63
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	29	32	2	63
Employment at Two Years Post Completion	28	27	8	63
Productivity at Two Years After Completion	63	0	0	63

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 FY 2019 (as of 9/30/2019)	Sales - 1st-Year Post Completion (as of 9/30/2020)	Sales - 2nd-Year Post Completion (as of 9/30/2021)	Employment at Certification	Employment at Completion FY 2019 (as of 9/30/2019)	Employment - 1st-Year Post Completion (as of 9/30/2020)	Employment - 2nd-Year Post Completion (as of 9/30/2021)	Productivity (Sales/Employment) at Certification	Productivity (Sales/Employment) at Completion FY 2019 (as of 9/30/2019)	Productivity (Sales/Employment) - 1st-Year Post Completion (as of 9/30/2020)	Productivity (Sales/Employment) - 2nd-Year Post Completion (as of 9/30/2021)
GLTAAC-CMP21-001	\$651,488	\$1,000,000	\$1,020,000	\$1,331,150	14	24	38	35	\$46,535	\$41,667	\$26,842	\$38,033
GLTAAC-CMP21-002	\$513,210	\$327,071	\$361,000	\$300,499	5	6	7	7	\$102,642	\$54,512	\$51,571	\$42,928
GLTAAC-CMP21-003	\$2,612,229	\$5,795,982	\$4,971,321	\$4,835,000	35	54	61	48	\$74,635	\$107,333	\$81,497	\$100,729
GLTAAC-CMP21-004	\$2,244,507	\$2,900,000	\$2,156,473	\$1,794,717	26	25	16	16	\$86,327	\$116,000	\$134,780	\$112,170
GLTAAC-CMP21-005	\$67,185,374	\$62,000,000	\$59,000,000	\$49,500,000	603	517	485	430	\$111,419	\$119,923	\$121,649	\$115,116
GLTAAC-CMP21-006	\$1,995,844	\$2,049,000	\$2,400,000	\$1,827,000	17	15	18	15	\$117,403	\$136,600	\$133,333	\$121,800
MamTAAC-CMP21-001	\$304,355	\$381,400	\$260,000	\$230,000	8	7	2	3	\$38,044	\$54,486	\$130,000	\$76,667
MamTAAC-CMP21-002	\$4,777,690	\$8,374,238	\$6,100,000	\$6,023,040	66	89	62	87	\$72,389	\$94,093	\$98,387	\$69,230
MamTAAC-CMP21-003	\$10,685,687	\$10,000,000	\$11,393,208	\$6,564,184	99	105	87	67	\$107,936	\$95,238	\$130,956	\$97,973
MamTAAC-CMP21-004	\$3,050,483	\$1,000,000	\$1,250,000	\$1,640,823	25	8	7	6	\$122,019	\$125,000	\$178,571	\$273,471
MamTAAC-CMP21-005	\$2,028,257	\$2,830,402	\$2,981,182	\$3,500,000	23	22	23	28	\$88,185	\$128,655	\$129,617	\$125,000
MamTAAC-CMP21-006	\$31,685,601	\$44,299,382	\$50,000,000	\$48,000,000	295	289	300	337	\$107,409	\$153,285	\$166,667	\$142,433
MamTAAC-CMP21-007	\$4,344,299	\$5,946,000	\$6,000,000	\$6,200,000	20	30	30	34	\$217,215	\$198,200	\$200,000	\$182,353
MamTAAC-CMP21-008	\$16,490,486	\$15,000,000	\$16,000,000	\$15,000,000	79	72	77	78	\$208,740	\$208,333	\$207,792	\$192,308
MamTAAC-CMP21-009	\$1,799,730	\$1,500,000	\$1,311,422	\$1,300,000	8	7	7	6	\$224,966	\$214,286	\$187,346	\$216,667
MamTAAC-CMP21-010	\$9,307,104	\$8,216,857	\$7,596,180	\$8,150,000	61	31	28	34	\$152,575	\$265,060	\$271,292	\$239,706
MamTAAC-CMP21-011	\$9,839,934	\$11,000,000	\$10,052,011	\$13,224,823	29	28	27	28	\$339,308	\$392,857	\$372,297	\$472,315

TAAC/Firm ID	Sales at Certification	Sales at Completion FY 2019 (as of 9/30/2019)	Sales - 1st-Year Post Completion (as of 9/30/2020)	Sales - 2nd-Year Post Completion (as of 9/30/2021)	Employment at Certification	Employment at Completion FY 2019 (as of 9/30/2019)	Employment - 1st-Year Post Completion (as of 9/30/2020)	Employment - 2nd-Year Post Completion (as of 9/30/2021)	Productivity (Sales/Employment) at Certification	Productivity (/Employment) at Completion FY 2019 (as of 9/30/2019)	Productivity (Sales/Employment) - 1st-Year Post Completion (as of 9/30/2020)	Productivity (Sales/Employment) - 2nd-Year Post Completion (as of 9/30/2021)
MamTAAC-CMP21-012	\$20,366,295	\$23,700,000	\$19,268,886	\$30,494,956	48	48	42	118	\$424,298	\$493,750	\$458,783	\$258,432
MamTAAC-CMP21-013	\$29,532,253	\$41,000,000	\$54,942,000	\$54,500,000	146	78	59	63	\$202,276	\$525,641	\$931,220	\$865,079
MATAAC-CMP21-001	\$3,067,343	\$3,985,051	\$4,297,752	\$5,561,575	26	22	28	32	\$117,975	\$181,139	\$153,491	\$173,799
MATAAC-CMP21-002	\$11,120,669	\$15,118,000	\$11,745,282	\$11,886,142	85	83	82	74	\$130,831	\$182,145	\$143,235	\$160,624
MATAAC-CMP21-003	\$29,153,315	\$45,000,000	\$46,000,000	\$49,000,000	202	191	185	178	\$144,323	\$235,602	\$248,649	\$275,281
MATAAC-CMP21-004	\$11,990,302	\$13,259,926	\$10,668,399	\$11,959,634	55	55	56	56	\$218,005	\$241,090	\$190,507	\$213,565
MWTAAC-CMP21-001	\$3,559,706	\$575,000	\$5,500,000	\$300,000	42	47	46	48	\$84,755	\$12,234	\$119,565	\$6,250
MWTAAC-CMP21-002	\$90,883	\$135,000	\$188,000	\$114,426	3	5	6	6	\$30,294	\$27,000	\$31,333	\$19,071
MWTAAC-CMP21-003	\$131,705	\$100,000	\$100,000	\$100,000	2	3	3	3	\$65,853	\$33,333	\$33,333	\$33,333
MWTAAC-CMP21-004	\$1,807,057	\$2,800,000	\$3,500,000	\$3,500,000	48	35	38	38	\$37,647	\$80,000	\$92,105	\$92,105
MWTAAC-CMP21-005	\$2,336,682	\$3,500,000	\$3,739,942	\$3,600,000	47	43	42	45	\$49,717	\$81,395	\$89,046	\$80,000
MWTAAC-CMP21-006	\$7,474,820	\$8,495,000	\$8,200,000	\$7,800,000	91	101	100	85	\$82,141	\$84,109	\$82,000	\$91,765
MWTAAC-CMP21-007	\$4,175,261	\$4,999,967	\$5,025,444	\$5,025,444	36	39	41	41	\$115,979	\$128,204	\$122,572	\$122,572
MWTAAC-CMP21-008	\$12,000,000	\$10,660,972	\$8,470,160	\$8,645,732	102	81	70	70	\$117,647	\$131,617	\$121,002	\$123,510
MWTAAC-CMP21-009	\$2,341,455	\$1,000,000	\$950,000	\$700,000	12	7	7	5	\$195,121	\$142,857	\$135,714	\$140,000
MWTAAC-CMP21-010	\$5,388,000	\$5,450,000	\$5,100,000	\$5,250,000	39	38	38	38	\$138,154	\$143,421	\$134,211	\$138,158
MWTAAC-CMP21-011	\$2,491,096	\$3,165,000	\$3,505,575	\$3,343,806	20	22	23	21	\$124,555	\$143,864	\$152,416	\$159,229
MWTAAC-CMP21-012	\$3,546,000	\$3,320,000	\$4,700,000	\$4,000,000	26	21	23	22	\$136,385	\$158,095	\$204,348	\$181,818
MWTAAC-CMP21-013	\$9,480,215	\$10,500,000	\$10,500,000	\$9,500,000	43	60	60	55	\$220,470	\$175,000	\$175,000	\$172,727
MWTAAC-CMP21-014	\$14,352,000	\$20,956,872	\$23,000,000	\$20,784,667	96	119	122	74	\$149,500	\$176,108	\$188,525	\$280,874
MWTAAC-CMP21-015	\$16,582,311	\$13,800,000	\$13,436,000	\$16,500,000	82	69	75	75	\$202,223	\$200,000	\$179,147	\$220,000
MWTAAC-CMP21-016	\$2,586,000	\$3,100,000	\$3,250,000	\$3,250,000	13	15	21	21	\$198,923	\$206,667	\$154,762	\$154,762
NETAAC-CMP21-001	\$2,360,610	\$2,650,000	\$2,800,000	\$3,974,611	15	21	25	32	\$157,374	\$126,190	\$112,000	\$124,207

TAAC/Firm ID	Sales at Certification	Sales at Completion FY 2019 (as of 9/30/2019)	Sales - 1st-Year Post Completion (as of 9/30/2020)	Sales - 2nd-Year Post Completion (as of 9/30/2021)	Employment at Certification	Employment at Completion FY 2019 (as of 9/30/2019)	Employment - 1st-Year Post Completion (as of 9/30/2020)	Employment - 2nd-Year Post Completion (as of 9/30/2021)	Productivity (Sales/Employment) at Certification	Productivity (Sales/Employment) at Completion FY 2019 (as of 9/30/2019)	Productivity (Sales/Employment) - 1st-Year Post Completion (as of 9/30/2020)	Productivity (Sales/Employment) - 2nd-Year Post Completion (as of 9/30/2021)
NETAAC-CMP21-002	\$10,244,626	\$8,777,748	\$10,267,000	\$14,256,000	75	68	73	80	\$136,595	\$129,085	\$140,644	\$178,200
NETAAC-CMP21-003	\$1,466,489	\$2,288,199	\$2,013,538	\$3,041,221	18	16	17	17	\$81,472	\$143,012	\$118,443	\$178,895
NETAAC-CMP21-004	\$5,461,267	\$6,102,519	\$4,993,694	\$6,282,190	39	41	39	42	\$140,032	\$148,842	\$128,043	\$149,576
NETAAC-CMP21-005	\$26,055,764	\$28,132,742	\$18,608,002	\$16,280,175	127	177	164	161	\$205,163	\$158,942	\$113,463	\$101,119
NETAAC-CMP21-006	\$2,729,983	\$4,088,706	\$3,496,089	\$4,751,531	21	19	19	21	\$129,999	\$215,195	\$184,005	\$226,263
NETAAC-CMP21-007	\$18,421,511	\$19,670,493	\$19,283,010	\$20,346,292	85	80	82	72	\$216,724	\$245,881	\$235,159	\$282,587
NYNJPRTAAC-CMP21-001	\$94,117	\$125,716	\$41,112	\$91,224	1	2	2	2	\$94,117	\$62,858	\$20,556	\$45,612
NYNJPRTAAC-CMP21-002	\$5,071,383	\$4,526,308	\$4,858,249	\$4,303,108	40	41	40	37	\$126,785	\$110,398	\$121,456	\$116,300
NYNJPRTAAC-CMP21-003	\$2,078,975	\$1,696,132	\$2,000,000	\$3,395,000	16	14	10	13	\$129,936	\$121,152	\$200,000	\$261,154
NYNJPRTAAC-CMP21-004	\$12,823,283	\$17,917,647	\$21,560,000	\$15,057,985	90	118	106	87	\$142,481	\$151,844	\$203,396	\$173,080
NYNJPRTAAC-CMP21-005	\$861,193	\$890,000	\$1,600,000	\$2,000,000	1	3	3	3	\$861,193	\$296,667	\$533,333	\$666,667
NYNJPRTAAC-CMP21-006	\$7,638,184	\$13,479,829	\$13,302,232	\$13,456,908	38	40	35	39	\$201,005	\$336,996	\$380,064	\$345,049
RMTAAC-CMP21-001	\$13,576,392	\$6,250,000	\$7,800,000	\$7,900,000	85	108	105	103	\$159,722	\$57,870	\$74,286	\$76,699
RMTAAC-CMP21-002	\$5,741,183	\$11,217,135	\$8,129,859	\$9,014,247	47	130	75	80	\$122,153	\$86,286	\$108,398	\$112,678
RMTAAC-CMP21-003	\$2,469,594	\$6,800,000	\$5,500,000	\$7,134,107	14	55	46	67	\$176,400	\$123,636	\$119,565	\$106,479
RMTAAC-CMP21-004	\$1,546,270	\$1,548,000	\$1,658,000	\$1,272,679	16	11	13	12	\$96,642	\$140,727	\$127,538	\$106,057
RMTAAC-CMP21-005	\$3,376,380	\$7,206,000	\$7,573,400	\$5,780,258	35	47	49	48	\$96,468	\$153,319	\$154,559	\$120,422
RMTAAC-CMP21-006	\$1,923,004	\$2,749,513	\$3,038,060	\$2,300,934	11	13	14	13	\$174,819	\$211,501	\$217,004	\$176,995
RMTAAC-CMP21-007	\$14,225,077	\$9,983,427	\$11,818,652	\$13,338,658	42	46	49	46	\$338,692	\$217,031	\$241,197	\$289,971
RMTAAC-CMP21-008	\$440,694,286	\$610,000,000	\$569,701,000	\$608,932,000	2,506	2,700	2,439	2,395	\$175,856	\$225,926	\$233,580	\$254,251
RMTAAC-CMP21-009	\$34,290,000	\$140,000,000	\$400,000,000	\$427,137,000	131	580	1,300	1,610	\$261,756	\$241,379	\$307,692	\$265,302
RMTAAC-CMP21-010	\$78,345,000	\$100,000,000	\$85,542,000	\$80,000,000	193	224	193	102	\$405,933	\$446,429	\$443,223	\$784,314
RMTAAC-CMP21-011	\$447,256,778	\$827,500,000	\$1,139,500,000	\$750,000,000	1,946	1,384	2,293	1,565	\$229,834	\$597,905	\$496,947	\$479,233

TAAC/Firm ID	Sales at Certification	Sales at Completion FY 2019 (as of 9/30/2019)	Sales - 1st-Year Post Completion (as of 9/30/2020)	Sales - 2nd-Year Post Completion (as of 9/30/2021)	Employment at Certification	Employment at Completion FY 2019 (as of 9/30/2019)	Employment - 1st-Year Post Completion (as of 9/30/2020)	Employment - 2nd-Year Post Completion (as of 9/30/2021)	Productivity (Sales/Employment) at Certification	Productivity (Sales/Employment) at Completion FY 2019 (as of 9/30/2019)	Productivity (Sales/Employment) - 1st-Year Post Completion (as of 9/30/2020)	Productivity (Sales/Employment) - 2nd-Year Post Completion (as of 9/30/2021)
WTAAC-CMP21-001	\$273,970	\$235,000	\$335,005	\$500,000	3	7	7	7	\$91,323	\$33,571	\$47,858	\$71,429
WTAAC-CMP21-002	\$2,060,955	\$2,500,000	\$2,500,000	\$5,300,000	9	18	19	28	\$228,995	\$138,889	\$131,579	\$189,286
Total Average	\$23,141,168	\$34,670,404	\$42,720,910	\$37,708,981	127	130	149	140	\$182,214	\$266,695	\$286,718	\$269,350

(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, 2021, 538 active firms with combined sales of \$10.1 billion and a workforce of 31,830 were participating in the TAAF program. Of the 65 firms that completed the program in FY 2019 and provided complete data on their post-completion performance, all were in operation at the end of FY 2021.

Despite entering the program in a distressed state, 104 of the 114 firms that completed the program in FY 2019 continued to be in operation at the end of FY 2021.

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

Financial assistance is not provided directly to firms. In FY 2021, firms received \$7.4 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 \$3.8 million to match \$7.4 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 2021

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 2021, 28 of the 92 firms that exited the program did so prior to completing all projects in their business recovery plans (AP); Seven of these firms 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 (achieved desired results) – 1
- Business or Financial decision after completing part of the AP – 1
- Business or Financial decision to exit prior to completing any AP projects – 2
- Firms out of business – 3
- Firms sold – 4
- Five-year time limit expired before completing all projects – 17

(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 2021¹⁵

TAAC	Personnel (including Fringe Benefits)	Contracts (Federal Share)	Travel	Equipment and Supplies	Other	Indirect Costs	Total TAAC Expenditures
Great Lakes	\$807,934	\$697,578	\$16,849	\$6,307	\$19,253	\$296,942	\$1,844,863
Mid-America	\$295,412	\$456,856	\$3,175	\$1,386	\$130,034	\$217,587	\$1,104,450
MidAtlantic	\$631,872	\$256,311	\$1,576	\$5,072	\$101,667	\$0	\$996,498
Midwest	\$495,460	\$464,209	\$3,549	\$10,594	\$129,337	\$0	\$1,103,149
New England	\$415,058	\$740,159	\$5,257	\$17,478	\$69,194	\$0	\$1,247,146
New York, New Jersey, and Puerto Rico	\$441,702	\$218,511	\$0	\$3,597	\$39,324	\$88,824	\$791,958
Northwest	\$682,516	\$163,737	\$1,484	\$6,204	\$182,743	\$0	\$1,036,684
Rocky Mountain	\$640,667	\$380,716	\$0	\$0	\$50,936	\$168,941	\$1,241,260
Southeastern	\$322,024	\$456,191	\$354	\$1,134	\$0	\$130,124	\$909,827
Southwest	\$322,339	\$112,921	\$11,097	\$14,831	\$1,755	\$96,847	\$559,790
Western	\$335,498	\$85,078	\$339	\$5,583	\$32,983	\$66,594	\$526,075
Total	\$5,390,482	\$4,032,267	\$43,680	\$72,186	\$757,226	\$1,065,859	\$11,361,700

¹⁵ All reported numbers are rounded.

(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 2021, TAACs expended \$7.4 million to provide technical assistance to firms in preparing petitions and developing and implementing APs.

Exhibit 18: TAAC Expenditures to Provide Technical Assistance: FY 2021

TAAC	Total TAAC Expenditures¹⁶
Great Lakes	\$1,192,042
Mid-America	\$600,862
MidAtlantic	\$921,943
Midwest	\$714,228
New England	\$974,321
New York, New Jersey, and Puerto Rico	\$408,294
Northwest	\$693,296
Rocky Mountain	\$913,086
Southeastern	\$591,545
Southwest	\$234,706
Western	\$196,702
Total	\$7,441,025

¹⁶ All reported numbers are rounded.



I. Conclusion

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 outcomes, EDA compares average sales, average employment, and average productivity¹⁷ 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 report provides the following key impact findings about U.S. firms that completed the TAAF Program in FY 2019 (the baseline year for this FY 2021 report, which measures impacts out to two years following program completion):

- From certification to program completion, the 65 firms providing complete data reported that average sales had increased by 50 percent, average employment had increased by 2 percent, and average productivity had increased by 46 percent.
- From certification to one year after completing the program, the 65 firms providing complete data reported that average sales had increased by 85 percent, average employment had increased by 17 percent, and average productivity had increased by 57 percent.
- From certification to two years after completing the program, the 65 firms providing complete data reported that average sales had increased by 63 percent, average employment had increased by 10 percent, and average productivity had increased by 48 percent.
- From program completion to one year after completing the program, the 65 firms providing complete data reported that average sales had increased by 23 percent, average employment had increased by 15 percent, and average productivity had increased by 8 percent.
- From program completion to two years after completing the program, the 65 firms providing complete data reported average sales had increased by 9 percent, average employment had increased by 8 percent, and average productivity had increased by 1 percent.

¹⁷ 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.

- Despite entering the program in a distressed state, 104 of the 114 firms that completed the program in FY 2019 continued to be in operation at the end of FY 2021. Of the 65 firms that completed the program in FY 2019 and submitted complete data to EDA, all were in operation at the end of FY 2021.

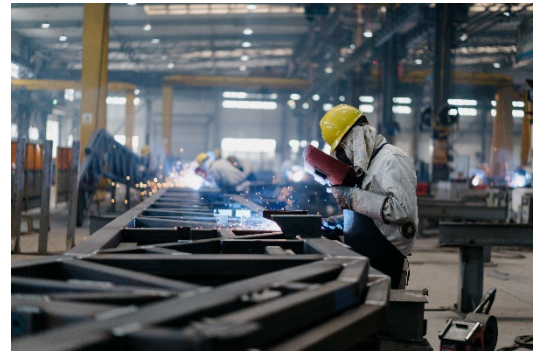
To provide some recent historical context for these results, an analysis of the total average sales and employment data collected from FY 2010 to FY 2021 shows that, on average:

- From certification to program completion, firms reported that average sales had increased by 30 percent, average employment had decreased by 4 percent, and average productivity had increased by 35 percent.
- From program completion to one year after completing the program, firms reported that average sales had increased by 8 percent, average employment had increased by 17 percent, and average productivity had decreased by 8 percent. Average sales increased 10 of the 12 years analyzed. Average employment increased 9 of the 12 years analyzed. Average productivity increased at 6 of the 12 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 18 percent, and average productivity had decreased by 6 percent. Average sales increased 9 of the 12 years analyzed. Average employment increased 9 of the 12 years analyzed. Average productivity increased 9 of the 12 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 2021 report notable.

Finally, 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. Second, as of June 30, 2022, assistance could not be provided to new firms under the TAAF program. After that date, assistance could only be provided to firms that had previously submitted a petition under the TAAF program. The cumulative effect of these changes to the TAAF program are 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, 2022.

II. Examples of How the TAAF 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.

Great Lakes Trade Adjustment Center (GLTAAC)

An **Indiana** woman-owned small custom injection molding firm qualified for the TAAF program after suffering double-digit drops in sales and employment, primarily due to imports from Mexico and China. Following the approval of its recovery plan in 2016, the firm completed six Adjustment Proposal (AP) business recovery projects over the next three and a half years. The AP projects focused on new business development, efficiency improvements, and strengthening the company's Quality Management System (QMS). The firm completed the program in late 2019, by which time it had rebuilt sales (up 29 percent), lowered its break-even point, and stabilized employment. The firm has also been able to survive the past two years during the challenges faced by businesses nationwide during the coronavirus pandemic.

An **Ohio** niche manufacturer was directly losing sales to low-cost imports from China and Taiwan, while its main customer was losing business to Japanese competitors. The firm needed to expand its product offerings and broaden its customer base. After its Adjustment Plan was approved in 2017, it undertook a series of marketing projects to do just that. The firm has completed six such TAAF projects to date – half using its local Manufacturing Extension Partnership (MEP) center. Though sales and employment numbers have not yet returned to historic levels – market diversification is a long and difficult process – the firm is profitable once again thanks to an improved sales mix. The firm is on track to complete the program early 2023.

Mid-America Trade Adjustment Assistance Center (MamTAAC)

A **Kansas** manufacturer of sheet metal fabricated products was certified into the TAAF program in 2018 and its Adjustment Proposal was approved in 2019. Through the TAAF program, MamTAAC supported seven improvement projects focusing on production software and marketing software upgrades. The firm completed the program in 2021. The firm has already experienced an increase in sales from \$12.5 to \$14.9 million and has retained 109 employees.

A **Missouri** manufacturer of wireless communication towers started working with the TAAF program in 2013 and completed the program in 2019. Through the TAAF program, MamTAAC supported the implementation of 37 improvement projects focusing on Finance, Management, Marketing and Sales, Production and Support Systems. Two years after completing the TAAF program, the firm has experienced a sales increase of \$11.8 million, a 227 percent increase, bringing its total sales to \$17 million. In addition to retaining its 30 employees, the firm also create 35 additional new jobs, a 117 percent increase.

MidAtlantic Trade Adjustment Assistance Center (MATAAC)

A **Pennsylvania** firm that manufactures precision parts to customer specifications through Computer Numerical Control (CNC) grinding, milling, and turning in a variety of materials including steel, stainless, and aluminum sought the assistance of the TAAF program when it was faced with fierce competition from abroad. At the time, the manufacturer's sales of all import-impacted articles had decreased by 33.6 percent and overall sales decreased by 43 percent. In addition, 6.8 percent of its employees were separated from employment. With the implementation of several projects including Website and Internet Marketing, IT Cybersecurity, Computer-Aided Manufacturing (CAM) and Computer-Aided Design (CAD) Support Services, and CAM Programming, the manufacturer was able to start the recovery process and increase employment by 54 percent and increase sales by 264 percent which added over \$5 million dollars to its sales figures.

A **Pennsylvania** firm that provides services in electroplating, plating, and polishing metals to the automotive, military, appliance, toy, and electronics industries was facing declines in sales of six percent and 13 percent of its workforce was displaced. With the assistance and participation in the TAAF program, the firm was able to implement Website Development and (Search Engine Optimization (SEO) projects. With these enhancements, sales increased by 85% and employment increased by over 51 percent.

Midwest Trade Adjustment Assistance Center (MWTAAC)

An **Illinois** based wire harness manufacturer for the military and commercial markets since 1980 entered the program in late 2015 after losing significant customers to offshore competitors with cheaper prices on similar goods. The firm experienced a 16 percent decrease in workers and 15 percent of sales as a result. Through the TAAF program, the MWTAAC first assisted the firm with product development and marketing enhancements to better advertise its defensible products. This was followed by quality improvements, certifications, and employee training to allow for improved production of new products. Finally, financial planning and succession planning assistance allowed the firm to position itself in the future with strong financials and competitive against imports. After successfully cost sharing nine projects over five years, the firm grew employment and increased sales by 80 percent during the last year in the program despite supply chain issues and negative effects of the pandemic. Employment increased 75 percent from the time the company entered the program through its completion of the program.

An **Illinois** based specialist in assembly and manufacturing solutions for the automotive, appliance, construction, and consumer goods industries since 1960 entered the program in late 2015 after losing several large customers to offshore competitors with cheaper prices on competing goods. The firm experienced a 42 percent decrease in workers as a result. Through the TAAF program, the MWTAAC first assisted the firm with product development, engineering, and testing to help the firm develop more defensible products. This was followed by shop floor enhancements, quality improvements and certifications along with employee training to allow for improved production of new products. Lastly, sales and marketing improvements and assistance allowed the firm to sell new products utilizing new sales channels and methods. After successfully cost sharing 12 projects over five years, the firm grew employment and increased sales by 17 percent during the last year in the program despite supply chain issues and negative effects of the pandemic on businesses nationwide.

New England Trade Adjustment Assistance Center (NETAAC)

A **Connecticut** firm specializing in sheet metal and fiberglass heat shielding/insulating products for the aircraft industry was losing business to lower priced competition from India and Singapore. Upon entering the TAAF program in 2015 its sales were down 8.74 percent. Through the TAAF program, the NETAAC first assisted the firm with AP projects including strategic business planning, an upgraded sales and marketing program, and a process improvement plan. Within one year, sales were up 19.5 percent. Upon exiting the program in the difficult year of 2020, sales were still up two percent overall.

A **New Hampshire** contract manufacturer of electromechanical devices, electrical assemblies, printed circuits, and flex circuits used in aerospace, defense, medical, and robotics sectors, entered the TAAF program in 2015. Industry downturn, along with competition from China and Mexico, led to a 13 percent loss in sales and a five percent decline in employment. Through the TAAF program, the NETAAC first assisted the firm with business recovery projects including strategic business planning, improvements in sales, marketing, upgrades to software systems, and employee training. As a result of participation in the TAAF program, within one year the firm experienced a 34 percent increase in sales and a seven percent rise in employment.

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

A **New York** manufacturer of precision micro-optics for high-resolution imaging entered the TAAF program in 2017. Through the TAAF program, the NYNJPRTAAC first assisted the firm with three business recovery projects to aid with improved manufacturing processes. Fiscal 2020 had year-end sales that were relatively steady with those at the time of certification, which in fact pleased the firm given the challenges faced by business nationwide due to the Covid-19 pandemic. Employment has grown from three at the time of certification to six. The firm credits the TAAF program as having a critical role in this recovery.

A **New York** manufacturer of a diversified portfolio of products entered the TAAF program in 2020. The firm had experienced declines in both sales and employment. Through the TAAF program, adjustment assistance was directed toward improvements in marketing and production. At certification annual sales were \$4.7 million. This year annual sales were reported at \$8.6 million. Employment at certification was 30, today's employment numbers are 38. The firm credits the TAAF program as having a critical role in this recovery.

Northwest Trade Adjustment Assistance Center (NWTAAAC)

A **Washington** industrial supplies contract manufacturer lost business to imports from China and entered the TAAF program in 2017. NWTAAAC and the firm's management developed a strategy to improve processes, develop new products, and develop marketing function. Through the TAAF program, adjustment assistance was employed for manufacturing engineering, and information systems consulting. The firm reversed declines and grew modestly. At the conclusion of five years of TAAF implementation, the firm had increased sales by eight percent, and employment by ten percent with further gains in sales, employment, and productivity projected for the coming years.

An **Oregon** electronic components contract manufacturer lost business to imports from China and Taiwan and entered the TAAF program in 2016. NWTAAAC and the firm's management

developed a strategy to improve processes and expand the market base. Through the TAAF program, adjustment assistance was employed for manufacturing engineering, information system consulting, facility design, and marketing consulting. The firm reversed losses and grew rapidly. At the conclusion of five years of TAAF implementation, the firm had increased sales by 139 percent and employment by 71 percent with further gains in sales, employment, and productivity projected for the coming years.

Rocky Mountain Trade Adjustment Assistance Center (RMTAAC)

A **Colorado** manufacturer of aircraft air temperature control systems entered the TAAF program facing stiff competition from European firms when it entered the TAAF program in 2018. Employment had dropped 14 percent, and sales were down 19 percent. The company wanted to reestablish a leading position in the market and was eager to make the necessary changes to succeed. With the help of the TAAF program, the firm's management team participated in extensive leadership training that helped them align the business along a set of common goals. The firm also utilized TAAF cost-sharing assistance to help fund the cost of developing and launching state-of-the-art new products. Since engaging with the TAAF program, the firm's employment is up four percent to 96 employees, and sales have grown by 67 percent reaching a total of \$48 million annually. The firm is on track to complete the program in 2022.

A **Utah** manufacturer specializing in plastic injection molded products entered the TAAF program after experiencing over a 25 percent decline in sales largely due to Asian import competition. TAAF program assistance allowed the firm to launch a continuous improvement program based on lean principles with the goal of maximizing the flow of products produced and reducing waste. As a result of the firm's participation in the TAAF program, productivity increased in one production line by 20 percent per day and average waste per order was reduced by 17 percent resulting in an overall cost of goods savings of over \$500,000 per year.

Southeastern Trade Adjustment Assistance Center (SETAAC)

A **Florida** multi-channel printing and marketing solutions company was certified for TAAF in 2020 after being faced with import competition. The firm's annual sales and employment had decreased by almost eight percent. In 2021, the firm completed multiple marketing projects which focused on the training the firm needed to gain in-depth knowledge for new packaging product lines and generating new customer leads. Since completing the projects, the firm has increased revenue by 32 percent and has increased employment by 25 percent.

A **Georgia** contract precision metal stamping manufacturer was certified for TAAF funding in 2018 after it was faced with increased import competition. Employment had declined by over six percent and annual sales were down by over 15 percent. The firm completed several marketing projects in 2021, automated several labor-intensive manual processes, and created a full assembly operation for a three-year contract. As a result, the firm has added 11 new employees and annual sales have increased by over \$10 million.

Southwest Trade Adjustment Assistance Center (SWTAAC)

A **Louisiana** machining firm, specializing in full-service machine manufacturing and custom fabrication, entered the TAAF program in 2017. Due to a decrease in industry demand, sales had seen a decline as a result of global competition and overseas outsourcing. Part of the business recovery plan was to develop a comprehensive marketing strategy to target new and existing

customers. The plan also included developmental training to improve production and optimize efficiencies. Since becoming involved with the TAAF program employment and sales have both seen a positive trend resulting in a 43 percent productivity increase.

A **Texas** plastics thermoforming company joined the TAAF program in 2019. With an increase in imports from China, Canada, and Mexico, a recovery plan focused on a marketing campaign was put into place to create a strong digital footprint. Reaching a more diverse audience, improving operating software, and securing various fabrication certifications for machine operators would prove to be vital to overcome the regional nature of the industry. Since engaging with the TAAF program employment has increased and sales have more than doubled leading to a 93% increase in productivity.

Western Trade Adjustment Assistance Center (WTAAC)

A **California** manufacturing metal finishing service provider entered the TAAF program after facing increased import competition from China and Malaysia. As a result of this import competition, both sales and unemployment had each decreased by 8 percent. The firm's business recovery strategy focused on continuous quality improvements, efficiency improvements, cost competitiveness, and updating its quality management certification standards and processes. As a result of participation in the TAAF program, the firm successfully implemented five quality management projects with certification and training. Since entering the TAAF program, sales increased 37 percent and productivity has improved.

A **California** manufacturer specializing in the design, testing, and marketing of a highly specialized line of arc and flame-resistant safety apparel and equipment suffered a 26 percent decline in sales and a seven percent decline in employment due import competition. The firm's Adjustment Plan allowed it to implement six projects in information technology, leadership training, and marketing with website updates. As a result of participation in the TAAF program, the firm has seen a dramatic increase in annual sales of 247 percent and a 133 percent rise in employment.