

Eric Henry, CEO
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January 6, 2026

The Honorable Representative Roger Williams
Chair, Committee on Small Business
2336 Rayburn HOB
Washington, DC 20515

The Honorable Nydia Velazquez
Ranking Member, Committee on Small Business
2302 Rayburn HOB
Washington, DC 20515

RE: January 7 Hearing on Small Businesses

Dear Chair Williams, Ranking Member Velázquez, and Members of the Committee,

My name is Eric Henry, and I am President of TS Designs, a T-shirt manufacturer producing high quality printed apparel in Burlington, North Carolina. I am proud to say that every step of our supply chain, what we call “dirt to shirt” is based entirely in the United States, including cotton sourced exclusively from American farmers.

Starting around July of 2025, our business experienced a crash worse than anything I have seen in my career. Both suppliers and clients we work with have significantly cut back or gone out of business altogether. At the same time, North Carolina cotton farmers are projected to lose approximately \$80 million this year. U.S. cotton farmers will lose roughly \$0.30 per pound on every pound of cotton harvested in 2025, marking the third consecutive year of losses.

Our entire domestic supply chain is fragile. Once we lose cotton farmers or apparel manufacturing capacity, it will be extremely difficult, if not impossible to rebuild it.

There are multiple factors contributing to this crisis, but one that can be addressed immediately is the ongoing tariff chaos, which is creating extreme uncertainty in the market. Supply chains take time and stability to develop. Constantly changing tariffs by executive orders create market disruption rather than investment confidence.

In 2024, after months of research, we made the decision to purchase what we believed to be best in class equipment, manufactured exclusively in Spain, to strengthen our apparel manufacturing operations here in the United States. At that time, we had secured a federal grant to support the purchase as part of an effort to bolster American made T-shirt manufacturing and bring a competitive advantage to the global market.

Earlier this year, the promised federal support was withdrawn. Despite this setback, we chose to move forward with the investment. Shortly thereafter, the federal government announced a 15% tariff on Spanish goods. To avoid additional costs, we were forced to fly the equipment in immediately to meet the tariff deadline, significantly increasing the total cost of the investment. My wife and I personally wrote the check to cover that tariff.

Policies like these are actively harming American manufacturing and American jobs.

Sincerely,

Eric Henry | CEO, TS Designs
Certified B Corporation
336-675-6266 | eric@tsdesigns.com