

**DEFENSE INDUSTRIAL BASE ASSESSMENT OF THE U.S. FOOTWEAR INDUSTRY****SCOPE OF ASSESSMENT**

The U.S. Department of Commerce, Bureau of Industry and Security (BIS), Office of Technology Evaluation (OTE), is conducting a survey and assessment of the health and competitiveness of the U.S. textile, apparel, and footwear industry. The assessment, requested by the U.S. Congress, updates a similar BIS/OTE assessment conducted for Congress in 2003. This survey will cover topics including employment, production, competitors and customers, supply chain, financial information, research & development, effectiveness of the Berry Amendment, and future industrial challenges. The resulting aggregate data and subsequent analysis will allow industry representatives and government policy officials to monitor trends, benchmark industry performance, and raise awareness of potential issues of concern.

**RESPONSE TO THIS SURVEY IS REQUIRED BY LAW**

A response to this survey is required by law (50 U.S.C. App. Sec. 2155). Failure to respond can result in a maximum fine of \$10,000, imprisonment of up to one year, or both. Information furnished herewith is deemed confidential and will not be published or disclosed except in accordance with Section 705 of the Defense Production Act of 1950, as amended (50 U.S.C App. Sec. 2155). Section 705 prohibits the publication or disclosure of this information unless the President determines that its withholding is contrary to the national defense. Information will not be shared with any non-government entity, other than in aggregate form. The information will be protected pursuant to the appropriate exemptions from disclosure under the Freedom of Information Act (FOIA), should it be the subject of a FOIA request.

Notwithstanding any other provision of law, no person is required to respond to nor shall a person be subject to a penalty for failure to comply with a collection of information subject to the requirements of the Paperwork Reduction Act unless that collection of information displays a currently valid OMB Control Number.

**BURDEN ESTIMATE AND REQUEST FOR COMMENT**

Public reporting burden for this collection of information is estimated to average 12 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information to BIS Information Collection Officer, Room 6883, Bureau of Industry and Security, U.S. Department of Commerce, Washington, D.C. 20230, and to the Office of Management and Budget, Paperwork Reduction Project (OMB Control No. 0694-0119), Washington, D.C. 20503.

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**

**TABLE OF CONTENTS**

I	<a href="#">General Instructions</a>
II	<a href="#">Definitions</a>
III	<a href="#">Respondent Profile</a>
1a	<a href="#">Organization Information</a>
1b	<a href="#">Organization Information (cont'd)</a>
2	<a href="#">Mergers, Acquisitions, Divestitures, and Joint Ventures</a>
3a	<a href="#">U.S. Government Interactions</a>
3b	<a href="#">Berry and Kissell Amendments</a>
4a	<a href="#">Products and Services</a>
4b	<a href="#">Products and Service List</a>
5	<a href="#">Supply Chain Network and Machinery/Equipment</a>
6	<a href="#">Production Capabilities</a>
7	<a href="#">Sales</a>
8	<a href="#">Financials</a>
9	<a href="#">Capital Expenditure</a>
10a	<a href="#">Research &amp; Development</a>
10b	<a href="#">Research &amp; Development (cont'd)</a>
11a	<a href="#">Workforce</a>
11b	<a href="#">Workforce (cont'd)</a>
12a	<a href="#">Customers</a>
12b	<a href="#">Competitors</a>
13a	<a href="#">Competitive Factors</a>
13b	<a href="#">Competitive Factors (cont'd)</a>
14	<a href="#">Cyber Security</a>
15	<a href="#">Challenges and Outreach</a>
16	<a href="#">Certification</a>

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**

**Section I: GENERAL INSTRUCTIONS**

Your organization is required to complete this survey of the U.S. footwear industry using an Excel template, which can be downloaded from the BIS website: <http://bis.doc.gov/footwearstudy>

- A. If you are not able to download the survey document, at your request BIS staff will e-mail the Excel survey template directly to you.
- For your convenience, a PDF version of the survey and required drop-down content is available on the BIS website to aid internal data collection. DO NOT SUBMIT the PDF version of the survey as your response to BIS. Should this occur, your organization will be required to resubmit the survey in the requested Excel format.

Respond to every question. Surveys that are not fully completed will be returned for completion. Use the comment boxes to provide any information to supplement responses provided in the survey form. Make sure to record a complete answer in the cell provided, even if the cell does not appear to expand to fit all the information.

- B. **DO NOT CUT AND PASTE RESPONSES WITHIN THIS SURVEY.** Survey inputs should be completed by typing in responses or by use of a drop-down menu. The use of cut and paste can corrupt the survey template. If your survey response is corrupted as a result of cut and paste responses, a new survey will be sent to your organization for immediate completion.

- C. **Do not disclose any classified information in this survey form.**

- D. Estimates are often acceptable (and in some sections encouraged), but in sections that do not explicitly allow estimates you must contact BIS survey support staff before including estimates.

- E. Upon completion of the survey, final review, and certification on the final page, **transmit the survey via e-mail to:** [footwear@bis.doc.gov](mailto:footwear@bis.doc.gov)

- F. Questions related to this Excel survey should be directed to Stamen Borisson, Weston Dravenstadt, Elizabeth Oakes, or Emily Festa at [footwear@bis.doc.gov](mailto:footwear@bis.doc.gov) (E-mail is the preferred method of contact).

You may also speak with a member of the BIS survey support staff by calling (202) 482-XXXX

For questions related to the overall scope of this Defense Industrial Base assessment, contact:

- G. Brad Botwin, Director, Industrial Studies  
Office of Technology Evaluation, Room 1093  
U.S. Department of Commerce  
1401 Constitution Avenue, NW  
Washington, DC 20230

DO NOT submit completed surveys to Mr. Botwin's postal or e-mail address; all surveys must be submitted electronically to [footwear@bis.doc.gov](mailto:footwear@bis.doc.gov)

**Section II: Definitions**

Term	Definition
Applied Research	Systematic study to gain knowledge or understanding necessary to determine the means by which a recognized and specific need may be met. This activity includes work leading to the production of useful materials, devices and systems or methods, including design development and improvement of prototypes and new processes.
Basic Research	Systematic, scientific study directed toward greater knowledge or understanding of the fundamental aspects of phenomena and of observable facts.
Berry Amendment	The Berry Amendment (USC, Title 10, Section 2533a), requires the Department of Defense to buy textile, clothing and footwear products made with 100% U.S. fibers, yarns, and fabrics that are cut, sewn, and assembled in the United States. It also applies to DOD procurement of food, hand tools and measuring tools. The Berry Amendment ensures that critical U.S. military needs are not dependent on goods provided by foreign countries — thus mitigating a potentially serious national security issue.
CAGE Code	The Commercial and Government Entity Code, or CAGE Code, is a unique identifier assigned to suppliers to various government or defense agencies, as well as to government agencies themselves and also various organizations.
Cloud Storage	A service model in which data is maintained, managed, and backed up remotely and made available to users over a network.
Commercially Sensitive Information (CSI)	Privileged or proprietary information which, if compromised through alteration, corruption, loss, misuse, or unauthorized disclosure, could cause serious harm to the organization owning it. This includes customer/client information, financial information and records, human resources information, intellectual property information, internal communications, manufacturing and production line information, patent and trademark information, research and development information, regulatory/compliance information, and supplier/supply chain information.
Customer	An entity to which an organization directly delivers the product or service that the facility produces. A customer may be another company or another facility owned by the same parent organization. The customer may be the end user for the item but often will be an intermediate link in the supply chain, adding additional value before transferring the item to yet another customer.
External Storage	External storage is all addressable data storage that is not currently in your company's networks main storage or memory.
Full Time Equivalent (FTE) Employees	Employees who work for 40 hours in a normal work week. Convert part-time employees into "full-time equivalents" by taking their work hours as a fraction of 40 hours.
Kissell Amendment	The Kissell Amendment (6 USC 453b) is a law which seeks to expand the provisions of the Berry Amendment to Department of Homeland Security procurement for textiles, clothing, and footwear for the Coast Guard and the Transportation Security Administration (TSA). <a href="https://www.dhs.gov/publication/homeland-security-acquisition-regulation-deviations">https://www.dhs.gov/publication/homeland-security-acquisition-regulation-deviations</a>
Mandatory Source	for supplies and services from or through the sources and publications listed below in descending order of priority, 1) Supplies. (i) Agency inventories; (ii) Excess from other agencies (see Subpart 8.1); (iii) Federal Prison Industries, Inc. (see Subpart 8.6); (iv) Supplies which are on the Procurement List maintained by the Committee for Purchase From People Who Are Blind or Severely Disabled (see Subpart 8.7); (v) Wholesale supply sources, such as stock programs of the General Services Administration (GSA) (see 41 CFR 101-26.3), the Defense Logistics Agency (see 41 CFR 101-26.6), the Department of Veterans Affairs (see 41 CFR 101-26.704), and military inventory control points; (vi) Mandatory Federal Supply Schedules (see Subpart 8.4); (vii) Optional use Federal Supply Schedules (see Subpart 8.4); and (viii) Commercial sources (including educational and nonprofit institutions).
Manufacturing	For the purposes of this study manufacturing is defined as the production of components (heels, soles, uppers, etc.) used to create footwear and the assembly of components into finished footwear.
North American Industry Classification System (NAICS) Code	North American Industry Classification System (NAICS) codes identify the category of product(s) or service(s) provided by your organization. Find NAICS codes at <a href="http://www.census.gov/epcd/www/naics.html">http://www.census.gov/epcd/www/naics.html</a>
Product/Process Development	Conceptualization and development of a product prior to the production of the product for customers.
Reshoring	The practice of transferring a business operation that was moved overseas back to the country from which it was originally relocated.
Single Source	An organization that is designated as the only accepted source for the supply of parts, components, materials, or services even though other sources with equivalent technical know-how and production capability may exist.
Sole Source	An organization that is the only source for the supply of parts, components, materials, or services. No alternative U.S. or non-U.S. based suppliers exist other than the current supplier.
Supplier	An entity from which your organization obtains inputs. A supplier may be another firm with which you have a contractual relationship, or it may be another facility owned by the same parent organization. The inputs may be goods or services.
United States	The "United States" or "U.S." includes the 50 states, Puerto Rico, the District of Columbia, the island of Guam, the Trust Territories, and the U.S. Virgin Islands.
Utilization Rate	The fraction of an organization's potential output that is actually being used in current production, where potential output is based on a 7 day-a-week, 3x8-hour shift production schedule.

**Section III: Respondent Profile**

Select your organization's footwear operations' capabilities:			
Does your organization...		In the U.S.	Outside of the U.S.
A.	1	...manufacture footwear?	Yes/No
	2	...design footwear?	
	3	...conduct research & development (R&D) for footwear?	

**EXEMPTION FROM SURVEY**

If you selected "No" to the manufacture statement in section A above, your organization may be exempt from completing this U.S. Department of Commerce survey. If you think your organization may be exempt, contact BIS survey staff at (202) 482-xxxx or footwear@bis.doc.gov

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**

**Section 1a: Organization Information**

Provide the following information for your organization:					
A.	Organization Name				
	Street Address				
	City				
	State				
	Zip Code				
	Website				
	Phone Number				
Provide the following information for your parent organization(s), if applicable:					
B.		Parent Organization 1		Parent Organization 2	
	Organization Name				
	Street Address				
	City				
	State/Province				
	Country				
	Postal Code/Zip Code				
C. Is your organization publicly traded or privately held?		Public/Private	If your organization is publicly traded, identify its stock ticker symbol.		
D. Indicate if your organization qualifies as any of the following types of business:					
D.	1	A small business enterprise (as defined by the Small Business Administration)*	Yes/No		
	2	8(a) Firm (as defined by the Small Business Administration)			
	3	A historically underutilized business zone (HUBZone)			
	4	A minority-owned business			
	5	A woman-owned business			
	6	A veteran-owned or service-disabled veteran-owned business			
*To learn more about Small Business Size Standards, see: <a href="https://www.sba.gov/contracting/getting-started-contractor/make-sure-you-meet-sba-size-standards/table-small-business-size-standards">https://www.sba.gov/contracting/getting-started-contractor/make-sure-you-meet-sba-size-standards/table-small-business-size-standards</a>					
E. Is manufacturing footwear your organization's primary line of business?			Yes/No		
If not, what is your primary line of business?			(Dropdown)		
Does your organization participate in additional lines of business? If "Yes", indicate the business lines below and provide a short description of each.			Yes/No/N/A		
E.	Business Line (s)		Description of Business Line(s)		
	1	(Dropdown)			
	2				
	3				
	4				
	5				
Comments:					
F. Point of Contact regarding this survey:					
	Name	Title	Phone Number	E-mail Address	State
Comments:					
<b>BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act</b>					

<---- Dropdown (Business Lines)	
Academic institution	
Distribution/brokerage/reseller/retail	
Holding company	
Inspection and quality control	
Information technology (software, hardware, installation)	
Integration (product, systems integration)	
Maintenance/aftermarket/repair/refurbishing services	
Manufacturing (including assembly)	
Manufacturing systems development and management	
Material finishing (machining, coating, plating, heat treating, etc.)	
Material preparation (casting, forming, molding, forging, etc.)	
Product and design engineering (tooling, new processes, etc.)	
Professional services (legal, accounting, consulting, etc.)	
Raw materials provider	
Research and development	
Testing/evaluation/validation	
Other	

**Section 1b: Organization Information**

**FACILITIES**

A.	1	How many total footwear manufacturing facilities does your organization currently operate?	
	2	How many <b>U.S.</b> footwear manufacturing facilities?	
	3	How many <b>Non-U.S.</b> footwear manufacturing facilities?	

Identify the locations of each of your footwear manufacturing facilities currently operating **IN the U.S.**, the number of employees, the primary footwear line for each facility, and whether the products are manufactured for the U.S. Armed Forces.

	Facility Name	Street Address	City	State	Number of FTEs	Primary Footwear Line	Defense-related
B.	US -1					Rubber and Plastic Footwear Manufacturer	Yes/No/Not Sure
	US -2					House Slipper Manufacturer	
	US -3					Men's Footwear (except Athletic) Manufacturer	
	US -4					Women's Footwear (except Athletic) Manufacturer	
	US -5					Other Footwear Manufacturer (including Athletic Shoes)	
	US -6					Multiple footwear categories	
	US -7					Other (specify in comments)	
	US -8						
	US -9						
	US -10						
Comments:							

Identify the locations of your organization's top five **Non-U.S.** footwear manufacturing facilities (based on production volume) and the primary footwear line for each facility.

	Facility Name	Street Address	City	Country	Primary Footwear Line
C.	Non-US -1				Rubber and Plastic Footwear Manufacturer
	Non-US -2				House Slipper Manufacturer
	Non-US -3				Men's Footwear (except Athletic) Manufacturer
	Non-US -4				Women's Footwear (except Athletic) Manufacturer
	Non-US -5				Other Footwear Manufacturer (including Athletic Shoes)
Comments:					

Multiple Footwear Categories  
Other (specify in comments)

Please provide the following identification codes (see definitions), as applicable, to your organization's footwear manufacturing facilities.

D.	CAGE Code(s) (if applicable)		NAICS (6-digit) Code(s)	
			Find NAICS codes at:	
			<a href="http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2012">http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2012</a>	

Comments:

**Section 2: Mergers, Acquisitions, Divestitures, and Joint Ventures**

Mergers, Acquisitions, Divestitures						
How many mergers, acquisitions, and divestitures has your organization had since 2012? <input type="text"/>						
Identify and describe your organization's ten most recent mergers, acquisitions, and divestitures, if applicable.						
	Organization Name	Type of Activity	Country	Year	Primary Objective	Description
A. 1.		Merger				
2.		Acquisition				
3.		Divestiture				
4.						
5.						
6.						
7.						
8.						
9.						
10.						
Joint Ventures						
How many joint ventures does your organization currently participate in? <input type="text"/>						
Identify your organization's current joint venture relationships, including public/private R&D partnerships. Select the primary purpose of the joint venture and provide a description.						
	Organization/Entity Name	Country	Year Initiated	Primary Purpose of Relationship	Description	
B. 1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
Comments: <input type="text"/>						
<b>BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act</b>						

- <---- Primary Objective Dropdown
- Access to government contracts
  - Access to intellectual property
  - Bankruptcy restructuring
  - Broaden customer base
  - Develop new capabilities
  - Overcome market entry barrier/Geopolitical
  - R&D access/coordination
  - Reduce Costs
  - Tax-related
  - Vertical integration
  - Other objective/purpose (Explain)

- <---- Primary Purpose Dropdown
- Access to financial resources
  - Access to suppliers
  - Access to technological resources
  - Broaden Customer Base
  - Creation of new technologies
  - Improved access to foreign markets
  - Improved access to U.S. markets
  - Product improvements
  - Reduced costs
  - Reduced lead times
  - Risk sharing
  - Other



**Section 3a: Participation in U.S. Government Programs**

Has your organization manufactured footwear for any U.S. Government agency (including non-defense and under Berry and Kissell Amendment provisions) at any point during 2012 through 2016?		Yes/No	
<b>If no, skip to Section 4a.</b>			
If yes, indicate all U.S. Government departments and agencies your organization has supported or currently supports, directly or indirectly, during 2012 through 2016. Estimate the percentage of your total footwear-related sales that supported each agency. Percentages will only total 100% if all of your organization's sales are to U.S. Government agencies.			
Agency Name	Type of Support	Estimated Percent of Your Organization's Total Sales Attributable to USG Agency	
(Number entry only)			
A. U.S. Air Force	Direct		
U.S. Army	Indirect		
U.S. Marine Corps	Both		
U.S. Navy	None		
U.S. Coast Guard (USCG)	Unknown		
Defense Logistics Agency (DLA)			
Department of Homeland Security (DHS) - other than USCG			
U.S. Postal Service (USPS)			
Other Department/Agency	(Write-in)		
Other Department/Agency	(Write-in)		
Other Department/Agency	(Write-in)		
Indicate whether the following factors affect your organization's interest in U.S. Government business.			
Factor	Reduce Interest in USG Business	May Cause Organization to Stop Producing for USG	Explain
Administrative Burden	Yes/No/Not Applicable	Yes/No/Not Applicable	(Write-in)
Slow Payment			
B. Small Production Lots			
Insufficient Profit Margin			
Infrequent Orders			
Intellectual Property Protection			
One-off orders			
Demand Volatility			
Other (Specify)			
Explain:			
Does your organization consider itself dependent on U.S. Government programs for its continued viability?		Yes/No/Not Applicable	
Explain:	(Free Text)		
How do you anticipate your overall U.S. Government business changing over the next five years (2017-2021)?		Increase/Decrease/Unchanged/Unsure	
Explain:	(Free Text)		
How does your organization learn about contract opportunities with the U.S. Government?			
Explain:	Dropdown Options: Prime Contractor/Federal Web Site/DoD Queries/Word of Mouth/Other		
Select the contract type your organization most frequently uses to do business with the U.S. Government.		(Select from List)	
Explain:	(Free Text)		
Has your organization witnessed an increase or decrease in any of the listed contract types during 2012 through 2016?			
Contract Type	Type of Change	Additional Comments	
D. Best Value	Large Increase	(Free Text)	
Fixed Price	Increase	(Free Text)	
Lowest Price Technically Acceptable	No Change	(Free Text)	
Incentive	Decrease	(Free Text)	
Cost Reimbursement	Large Decrease	(Free Text)	
Time and Materials		(Free Text)	
Others		(Free Text)	
Specify Other:	(Free Text)		
Comments:			

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**

<-----Contract Types Dropdown
Lowest Price Technically Acceptable (LPTA)
Best Value
Fixed Price
Incentive
Cost Reimbursement
Time and Materials
Other
Not Applicable

**Section 3b: Berry and Kissell Amendments**

The Berry Amendment (10 USC 2533a) requires the U.S. Department of Defense (DoD) to buy textile, clothing and footwear products wholly manufactured in the United States and made from 100% U.S.-origin materials.

The Kissell Amendment (6 USC 453b) is a law which seeks to expand the provisions of the Berry Amendment to Department of Homeland Security procurement for textiles, clothing, and footwear for the U.S. Coast Guard and the Transportation Security Administration (TSA).

A.	1	Does your organization currently produce defense-related footwear items that are Berry Amendment compliant?	Yes/No
		Explain:	
	2	Does the Berry Amendment have a positive impact on your organization's business?	Yes/No/Unsure/Not Applicable
		Explain:	
	3	How does your organization learn about opportunities to produce Berry-compliant goods for the U.S. Department of Defense?	Select from List
		Explain:	
	4	Does your organization consider Berry Amendment noncompliance to be a problem within the U.S. footwear industry?	Yes/No/Unsure/Not Applicable
		Explain:	
	5	Does your organization consider Berry Amendment noncompliance to be a problem within the Department of Defense?	Yes/No/Unsure/Not Applicable
		Explain:	
	6	During 2012 through 2016, have you reported an instance of suspected violation of the Berry Amendment?	Yes/No/Unsure/Not Applicable
		Explain:	
7	If yes, was this issue resolved?	Yes/No/Unsure/Not Applicable	
	Explain:		
8	During 2012 through 2016, has your organization been the subject of a Berry Amendment compliance audit, investigation, or verification?	Yes/No/Unsure/Not Applicable	
	Explain:		
9	If so, which government agency conducted the audit, investigation, or verification?		
	Specify Agency:		
10	Do you know who to contact within the U.S. Government for Berry Amendment-related issues?	Yes/No/Not Applicable	
	Explain:		
11	Has your organization been offered or taken part in any Berry Amendment compliance training conducted by the U.S. Department of Defense or other U.S. Government Agency?	Yes/No/Not Applicable	
	Date of training and Agency:		
12	Has your organization been offered or accepted any Government Furnished Equipment (GFE) in support of its Berry Amendment-compliant production?	Yes/No/Not Applicable	
	Describe:		

- |  |
|--|
| <-----Dropdown                                 |
| Government website (like FedBizOps.gov)        |
| Industry (non-government) website              |
| Personal contacts within Department of Defense |
| Personal contacts within Industry              |
| Other (identify below)                         |
| Not Applicable                                 |

Select the responses that best reflect your organization's views regarding the impact of the Berry Amendment.			
	<b>Action</b>	<b>Impact on your Organization</b>	<b>Impact on the U.S. Footwear Industry</b>
B.	1	Leaving the provisions of the Berry Amendment unchanged	Very Positive
	2	Expanding the number of USG agencies subject to the Berry Amendment	Somewhat Positive
	3	Expanding the number of product groups subject to the Berry Amendment	No Effect
	4	Reducing the number of product groups subject to the Berry Amendment	Somewhat Negative
	5	Allowing for more Berry Amendment exemptions or reducing the percentage of the product that must be 100% U.S.-origin	Very Negative
	6	Repealing/removing the Berry Amendment in its entirety	
	Explain:		

- |                   |
|-------------------|
| <-----Dropdown    |
| Very Positive     |
| Somewhat Positive |
| No Effect         |
| Somewhat Negative |
| Very Negative     |

C.	1	Have you every used or worked under the provisions of the Kissell Amendment?	Yes/No/Not Applicable
	Select the responses that best reflect your organization's views regarding the impact of the Kissell Amendment.		
		<b>Action</b>	<b>Impact on your Organization</b>
	2	Leaving the provisions of the Berry Amendment unchanged	
3	Expanding the number of USG agencies subject to the Kissell Amendment		
	Explain:		

Comments:

**Section 4a: Products and Services**

Identify the footwear products your organization currently **manufactures and/or designs in the U.S.**

For the purpose of this survey, footwear products and services have been divided into five general categories, as detailed below.

Indicate which general category is your primary business line, and specify each category in which your organization has manufacturing and/or design capabilities.

Part	Product and Service Category	Primary Business Line	Manufacture	Design
<b>Footwear</b>				
A	<a href="#">Rubber and Plastic Footwear</a>	Yes/No	Yes/No	Yes/No
B	<a href="#">House Slipper</a>	Yes/No	Yes/No	Yes/No
C	<a href="#">Men's Footwear (except Athletic)</a>	Yes/No	Yes/No	Yes/No
D	<a href="#">Women's Footwear (except Athletic)</a>	Yes/No	Yes/No	Yes/No
E	<a href="#">Other Footwear (including Athletic Shoes)</a>	Yes/No	Yes/No	Yes/No
Comments:				

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**

**Section 4b: Product and Service List**

Identify all of the footwear products your organization manufactures and/or designs below. Indicate whether any product is Berry Amendment compliant (100% U.S. origin materials). For each product/service area selected, write a brief description of the specific items your organization manufactures and/or designs.

Note: The Berry Amendment (10 USC 2533a) requires the U.S. Department of Defense (DoD) to buy textile, clothing and footwear products wholly manufactured in the United States and made from 100% U.S.-origin materials.

<b>A: Rubber and Plastic Footwear</b>				
	Manufacture	Design	100% U.S. Origin	Product/Service Description
A1 - Arctics, rubber or rubber soled fabric	Yes	Yes	Yes	
A2 - Boots, plastics, rubber or rubber soled fabric	No	No	No	
A3 - Canvas shoes, rubber soled	Not Applicable	Not Applicable	Unknown	
A4 - Footholds, rubber				
A5 - Footwear, rubber or rubber soled fabric				
A6 - Gaiters, rubber or rubber soled fabric				
A7 - Galoshes, plastics, rubber or rubber soled fabric				
A8 - Overshoes, plastics, rubber or rubber soled fabric				
A9 - Pacs, rubber or rubber soled fabric				
A10 - Sandals, rubber				
A11 - Shoes, plastics soles molded to fabric uppers				
A12 - Shoes, rubber or rubber soled fabric uppers				
A13 - Shower sandals or slippers, rubber				
A14 - Other				
A15 - Other				
<b>B: House Slipper</b>				
	Manufacture	Design	100% U.S. Origin	Product/Service Description
B1 - House Slippers	Yes	Yes	Yes	
B2 - Slipper Socks	No	No	No	
B3 - Other	Not Applicable	Not Applicable	Unknown	
B4 - Other				
<b>C: Men's Footwear (except Athletic)</b>				
	Manufacture	Design	100% U.S. Origin	Product/Service Description
C1 - Boots, dress and casual: men's	Yes	Yes	Yes	
C2 - Casual shoes, men's except athletic and rubber footwear	No	No	No	
C3 - Dress shoes, men's	Not Applicable	Not Applicable	Unknown	
C4 - Footwear, men's except house slippers, athletic, and vulcanized				
C5 - Footwear, men's leather or vinyl with molded or vulcanized soles				
C6 - Leather footwear, men's (except athletic, slippers)				
C7 - Orthopedic shoes, men's except extension shoes				
C8 - Shoes, men's except house slippers, athletic, rubber, and extension				
C9 - Work shoes, men's				
C10 - Other				
C11 - Other				
C12 - Other				
<b>D: Women's Footwear (except Athletic)</b>				
	Manufacture	Design	100% U.S. Origin	Product/Service Description
D1 - Boots, dress and casual (except plastics, rubber)	Yes	Yes	Yes	
D2 - Casual shoes (except athletic, rubber, plastics)	No	No	No	
D3 - Dress shoes	Not Applicable	Not Applicable	Unknown	
D4 - Footwear, women's (except house slippers, athletic, orthopedic extension, plastics, rubber)				
D5 - Footwear, women's leather or vinyl upper with rubber or plastics soles				
D6 - Leather footwear (except athletic, slippers)				
D7 - Orthopedic shoes (except extension shoes)				
D8 - Pumps				
D9 - Sandals, (except rubber, plastics)				
D10 - Shoes, women's (except house slippers, athletic, orthopedic extension, plastic, rubber)				
D11 - Other				
D12 - Other				
<b>E: Other Footwear</b>				
	Manufacture	Design	100% U.S. Origin	Product/Service Description
E1 - Athletic shoes, except rubber	Yes	Yes	Yes	
E2 - Ballet Slippers	No	No	No	
E3 - Children's Footwear	Not Applicable	Not Applicable	Unknown	
E4 - Moccasins				
E5 - Orthopedic shoes, children's				
E6 - Sandals, children's: except rubber				
E7 - Other				
E8 - Other				
E9 - Other				
E10 - Other				
Comments:				

**Section 5: Supply Chain Network**

Identify your organization's key product, material, and service suppliers for footwear operations. For each supplier name, indicate the product, material, and/or service, the location of the supplier, and whether the supplier is single or sole source.

Note: A single source is an organization designated as the only accepted source for the supply of parts, components, materials, or services even though other sources with equivalent technical know-how and production capability may exist. A sole source is an organization that is the only source for the supply of parts, components, materials, or services. No alternative U.S. or non-U.S. based suppliers exist other than the current supplier.

Note: Include internal/same organization suppliers.

	Supplier Name	Product/Material/Service	City	State	Country	Single or Sole Source?
Ex.	Sara's Engine Works	Truck engines	Huntsville	AL	USA	Single Source
A. 1						Sole Source
2						Both
3						Neither
4						
5						
6						
7						
8						
9						
10						
Comments:						

B.	1	Have you experienced any U.S.-specific supply chain sourcing issues since 2012?	Yes/No
	Explain:		
	2	Have you experienced any non-U.S.-specific supply chain sourcing issues since 2012?	Yes/No
	Explain:		
	3	Are you dependent on foreign sources for any products, services, or materials?	Yes/No
	Explain:		

**Machinery and Equipment**

Identify your organization's key machinery and equipment suppliers for footwear operations. For each supplier name, indicate the type of machinery and/or equipment supplied, location of the supplier, and whether the supplier is single or sole source (see definitions).

Note: Include internal/same organization machinery/equipment and service suppliers.

	Supplier Name	Machinery/Equipment	City	State	Country	Single or Sole Source?
C. 1						Single Source
2						Sole Source
3						Both
4						Neither
5						
Comments:						

D.	1	Have you experienced any machinery/equipment sourcing issues since 2012?	Yes/No		
	Explain:				
	2	Are you dependent on foreign sourcing for your machinery/equipment?	Yes/No		
	Explain:				
	3	Has your organization had trouble obtaining parts or service (including software) for U.S. or non-U.S. manufacturing equipment?	<b>U.S.</b>	<b>Non-U.S.</b>	
			<b>Parts</b>	Yes/No/Not Applicable	Yes/No/Not Applicable
			<b>Services</b>	Yes/No/Not Applicable	Yes/No/Not Applicable
	Explain:				
	4	Do you have any other problematic issues in terms of footwear manufacturing machinery and/or equipment?	Yes/No		
	Explain:				
Comments:					

**Section 6: Production Capabilities**

Estimate your organization's U.S. footwear production output (in finished pairs) for each of the years 2012-2016. Provide full-year estimates for 2016.

		2012	2013	2014	2015	2016
A.	1	Units: Total Finished Pairs Manufactured				
	2	Pairs manufactured in the U.S. with 100% U.S. materials (as a % of A1)				
	3	Pairs manufactured or assembled in the U.S. with at least some imported materials and/or components (as a % of A1)				
	Total of 2 and 3 (must equal 100%)		0%	0%	0%	0%
4	Berry Amendment-related pairs manufactured for the U.S. Department of Defense (DoD) or the U.S. Armed Forces (as a % of A1)					
Comments:						

**Estimate** this organization's average annual footwear manufacturing **utilization rate** for each of the years 2012-2016, as a percentage of maximum production possible under a 7 day-per-week, 24-hour-per-day operation.

Note: a 100% utilization rate equals full operation with no downtime beyond that necessary for maintenance

Examples: Assuming little maintenance downtime, one 8-hour shift, 5 days per week is approximately 25% capacity utilization; two 8-hour shifts, 7 days per week is approximately 65% capacity utilization.

		2012	2013	2014	2015	2016
B.	1	Estimate how many 8-hour production shifts per day your organization typically operates? Record shifts shorter or longer than 8 hours as a fraction of an 8-hour shift. (ex: 12-hour shift = 1.5)				
	2	Estimate how many 8-hour production shifts per day COULD your organization operate? Record shifts shorter or longer than 8 hours as a fraction of an 8-hour shift. (ex: 12-hour shift = 1.5)				
	3	Estimate the number of weeks it would take to raise production from current levels to 100% capacity utilization: If you already operate at 100% capacity utilization, respond with a "0".				(1-52 weeks, 1+ year)
	Comments:					

C.	1	If this organization were no longer able to purchase products, materials, or services from your current suppliers, given current inventory levels, for how many weeks could you maintain normal operations?				
	2	How confident are you that this organization could obtain on a timely basis the material necessary to rapidly ramp up production in the event of a national emergency?				Very Confident/Somewhat Confident/Not Confident/Unsure
Explain:						

Identify which of the factors below would limit this organizations's ability to raise its footwear manufacturing utilization rate to 100% (maximum current capacity) to meet a surge in demand.

Factor		Yes/No	Explanation
1	Equipment Capacity	Yes/No	
2	Availability of Additional Equipment		
3	Manufacturing Space		
4	Availability of Workforce		
5	Cost of Workforce		
6	Quality Control		
7	Availability of input materials		
8	Other (specify in explanation)		
Comments:			

Comments:

**Section 7: Sales**

For years 2012-2016 provide your organization's footwear-related U.S. and non-U.S. sales information. Provide full-year estimates for 2016.

Note: "U.S." means U.S. domestic sales; "Non-U.S." means export sales from U.S. locations. Government sales include both direct and indirect sales to government customers. All sales with government end uses should be reported as government sales.

In Part A, indicate your organization's total footwear-related sales in U.S. dollars.  
 In Part B, indicate your organization's total sales from finished pairs manufactured in the U.S.  
 In Part C, indicated your organization's total sales from imported finished pairs.  
 In Part D, indicate your organization's total sales to the U.S. Federal, State, and Local Government. Also include non-U.S. Government sales.  
 In Part E, indicate your organization's Berry Amendment-related total sales.

Source of Sales Data:		(Corporate/Whole Organization/Division Level/Facility/Plant Level)									
Reporting Schedule:		(Fiscal Year/Calendar Year)									
<b>Record in \$ Thousands, e.g. \$12,000.00 = survey input \$12</b>											
		2012		2013		2014		2015		2016	
		U.S.	Non-U.S.	U.S.	Non-U.S.	U.S.	Non-U.S.	U.S.	Non-U.S.	U.S.	Non-U.S.
A	Total Footwear-Related Sales, all Customers (in \$)										
Lines B-D need not sum to 100%. Estimates are acceptable.											
B	Total Sales from Finished Pairs Manufactured in the U.S. (as a % of A)										
C	Total Sales from Imported Finished Pairs (as a % of A)										
D	Total Government Sales (as a % of A)										
E	Total Berry Amendment-Related Sales to the the U.S. Department of Defense (DoD) or the U.S. Armed Forces (as a % of A)										
Comments:											

Data Confirmation
<b>Total Listed 2016 Sales</b>
None

**Section 8: Financials**

Provide the following Income Statement and Balance Sheet financial line items for your organization for years 2012-2016 below. Furnish full-year estimates for 2016.

Note: This section applies to both publicly and privately held organizations.

Source of Income Statement Items:	(Corporate/Whole Organization/Division Level/Facility/Plant Level)				
Reporting Schedule:	(Fiscal Year/Calendar Year)				
Income Statement (Select Line Items)	<b>Record \$ in Thousands, e.g. \$12,000.00 = survey input of \$12</b>				
	2012	2013	2014	2015	2016
A. Net Sales (and other revenue)					
B. Cost of Goods Sold					
C. Total Operating Income (Loss)					
D. Earnings Before Interest and Taxes					
E. Net Income					
Source of Balance Sheet Items:	(Corporate/Whole Organization/Division Level/Facility/Plant Level)				
Reporting Schedule:	(Fiscal Year/Calendar Year)				
Balance Sheet (Select Line Items)	<b>Record \$ in Thousands, e.g. \$12,000.00 = survey input of \$12</b>				
	2012	2013	2014	2015	2016
A. Cash					
B. Inventories					
C. Total Current Assets					
D. Total Assets					
E. Total Current Liabilities					
F. Total Liabilities					
G. Retained Earnings					
H. Total Owner's Equity					

Note: Total Assets must equal Total Liabilities plus Total Owner's Equity

Comments:	
-----------	--



**Section 9: Capital Expenditures**

Record your organization's total capital expenditures and footwear-related capital expenditures corresponding to the select categories below. Provide figures for years 2012-2016 with estimates for 2016.

Source of Capital Expenditure Data:		(Corporate/Whole Organization/Division Level/Facility/Plant Level)				
Capital Expenditure Reporting Schedule:		(Fiscal Year/Calendar Year)				
Capital Expenditure Category		<b>Record \$ in Thousands, e.g. \$12,000.00 = survey input of \$12</b>				
		2012	2013	2014	2015	2016
A.	Total Capital Expenditures					
	1 Machinery, Equipment, and Vehicles [as a % of A]					
	2 IT, Computers, Software [as a % of A]					
	3 Land, Buildings, and Leasehold Improvements [as a % of A]					
	4 Other (specify)					
	5 Other (specify)					
	Lines 1 through 5 must total 100%	0%	0%	0%	0%	0%
6 Footwear-related Capital Expenditures [as a % of A]						
B.	From 2012-2016, were your organization's footwear-related capital expenditures adversely impacted by reductions in U.S. Government defense spending?			Yes/No/Not Sure/Not Applicable		
	If yes, explain:					
Rank your organization's top 3 anticipated footwear-related capital expenditure priorities for 2017-2021 and provide a brief description.						
Priority		Rank	Description			
C.	1	Replace old machinery and equipment				
	2	Improve productivity				
	3	Expand capacity				
	4	Add new capability				
	5	Upgrade technology				
	6	Meet specific customer requirements				
	7	Comply with environmental regulations				
	8	Comply with safety regulations				
	9	Other (specify)				
Comments:						

Data Confirmation
<b>Total 2016 Capital Expenditures</b>
None

**Section 10a: Research & Development**

A. Does your organization conduct footwear-related research and development (R&D)? Yes/No If No, proceed to Section 11.

In Question B, record this organizations's total dollar R&D expenditures, footwear-related R&D expenditures and type of R&D expenditures for each of the years 2012 to 2016. Provide full-year estimates for 2016.

In Question C, identify this organization's R&D funding sources, for years 2012-2016, by percent of total R&D dollars sourced. Provide full-year estimates for 2016.

\* Defense-related footwear R&D expenditures refer to R&D related to products or applications related to the U.S. Department of Defense (DoD) or the U.S. Armed Forces.

		Source of R&D Data:	(Corporate/Whole Organization/Division Level/Facility/Plant Level)					
		Reporting Schedule:	(Fiscal Year/Calendar Year)					
		<b>Record \$ in Thousands, e.g. \$12,000.00 = survey input of \$12</b>						
			2012	2013	2014	2015	2016	
B.	1	Total R&D Expenditures						<i>Data Confirmation</i>
	2	Basic Research (as a % of B1)						<b>Total 2015 R&amp;D Expenditures</b>
	3	Applied Research (as a % of B1)						None
	4	Product/Process Development (as a % of B1)						
	Total of 2, 3, and 4 (must equal 100%)			0%	0%	0%	0%	0%
	5	Total footwear-related R&D Expenditures (as a % of B1)						
6	Defense-related footwear R&D Expenditures (as a % of B1)							
		<b>Record \$ in Thousands, e.g. \$12,000.00 = survey input of \$12</b>						
			2012	2013	2014	2015	2016	
C.	1	Total R&D Funding Sources						
	2	Internal/Self-Funded/IRAD (as a % of C1)						
	3	Total U.S. Department of Defense (DoD)						
	4	Other Federal Government (as a % of C1)						
	5	Total State and Local Government (as a % of C1)						
	6	Universities - Public and Private (as a % of C1)						
	7	U.S. Industry, Venture Capital, Non-Profit (as a % of C1)						
	8	Non-U.S. Investors (as a % of C1)						
	9	Other (specify here)						
Lines 2 through 9 must total 100%			0%	0%	0%	0%	0%	
Comments:								

**Section 10b: Research & Development (continued)**

Identify your organization's top footwear-related R&D priorities for years 2017-2021 and provide a brief explanation.			
A.	Priority		Description
	1		Innovation in production process Increase production capacity
	2		Development of new materials Reduce manpower cost
	3		Expand range of products Reduce the consumption of energy
	4		Improve the quality of product Reduce consumption of materials
	5	Other (specify here)	Increase flexibility of production Reduce environmental impact
Identify the key factors driving your organization's investment in footwear-related R&D and explain how these factors shape R&D projects.			
B.	Factor		-Yes/No- Explain
	Cost reduction		Yes
	Customer requirements		No
	Industry roadmap		Not Applicable
	Need for competitive advantage		
	New product development		
	Other	(specify here)	
	Other	(specify here)	
C.	Since 2012, have your organization's footwear-related R&D expenditures been adversely impacted by reductions in U.S. Government defense spending?		Yes/No/Not Applicable
	Explain:		
Comments:			
<b>BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act</b>			

**Section 11a: Workforce**

Record the total number of full time equivalent (FTE) employees for all your U.S.-based operations for the 2012-2016 period. Then record the total number of footwear-related employees for the 2012-2016 period. Estimate the percentage of these employees that perform the occupations indicated in part A, lines a-j. Provide full-year estimates for 2016.

Note: FTE employees are employees who work for 40 hours in a normal work week. Convert part-time employees into "full-time equivalents" by taking their work hours as a fraction of 40 hours.

Source of Workforce Data:		(Corporate/Whole Organization/Division Level/Facility/Plant Level)				
Reporting Schedule:		(Fiscal Year/Calendar Year)				
		2012	2013	2014	2015	2016
A	1 Total Full Time Equivalent (FTE) Employees					
	2 Footwear-related Full Time Equivalent (FTE) Employees					
	a Administrative, Management, & Legal Staff [as a % of A1]					
	b Designers [as a % of A1]					
	c Engineers, Scientists, and R&D Staff [as a % of A1]					
	d Facility & Maintenance Staff [as a % of A1]					
	e Information Technology Professionals [as a % of A1]					
	f Marketing & Sales [as a % of A1]					
	g Production Line Workers [as a % of A1]					
	h Testing Operators, Quality Control, and Support Technicians [as a % of A1]					
	i Other (specify here)					
	j Other (specify here)					
	<b>Lines a through j must total 100%</b>		<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

Does your organization have difficulty hiring and/or retaining any types of employees for your footwear-related operations? If yes, identify which occupations, type of difficulty, and provide an explanation.

Yes/No

Occupation	Difficulty	Explanation
Administrative, Management, & Legal Staff	(Hiring/Retaining/Both/Neither)	
Designers		
Engineers, Scientists, and R&D Staff		
Facility & Maintenance Staff		
Information Technology Professionals		
Marketing & Sales		
Production Line Workers		
Testing Operators, Quality Control, and Support Technicians		
Other (specify here)		
Other (specify here)		
Other (specify here)		
Other (specify here)		

List the biggest skills gaps in the labor market for your organization's footwear-related operations. Then elaborate upon the specific skill sets in each category chosen.

C.	Dropdown	Explain:	
	Dropdown	Explain:	
	Dropdown	Explain:	
Comments:			

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**

- <----Dropdown:
- Administrative, Management, & Legal
  - Design
  - Engineers, Scientists, and R&D
  - Facility and Maintenance
  - Information Technology
  - Marketing & Sales
  - Production Line
  - Testing Operator, Quality Control, and Support
  - Other

**Section 11: Workforce (cont'd)**

D.	1 Estimate the number of open positions you have currently have for your footwear operations.																														
		<table border="1"> <thead> <tr> <th>Category</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>a Administrative, Management, &amp; Legal Staff</td> <td></td> </tr> <tr> <td>b Designers</td> <td></td> </tr> <tr> <td>c Engineers, Scientists, and R&amp;D Staff</td> <td></td> </tr> <tr> <td>d Facility &amp; Maintenance Staff</td> <td></td> </tr> <tr> <td>e Information &amp; Technology Professionals</td> <td></td> </tr> <tr> <td>f Marketing &amp; Sales</td> <td></td> </tr> <tr> <td>g Production Line Workers</td> <td></td> </tr> <tr> <td>h Testing Operators, Quality Control, and Support Technicians</td> <td></td> </tr> </tbody> </table>	Category	Number	a Administrative, Management, & Legal Staff		b Designers		c Engineers, Scientists, and R&D Staff		d Facility & Maintenance Staff		e Information & Technology Professionals		f Marketing & Sales		g Production Line Workers		h Testing Operators, Quality Control, and Support Technicians												
	Category	Number																													
	a Administrative, Management, & Legal Staff																														
	b Designers																														
	c Engineers, Scientists, and R&D Staff																														
	d Facility & Maintenance Staff																														
	e Information & Technology Professionals																														
	f Marketing & Sales																														
	g Production Line Workers																														
h Testing Operators, Quality Control, and Support Technicians																															
Comments:																															
2 Estimate how long (on average) the positions have been open. (Record in number of weeks.)																															
Comments:																															
3 Estimate your employee turnover rate for footwear operations.																															
Comments:																															
4 Is the turnover higher in any particular category of employees?																															
If yes, which category?																															
Comments:																															
E.	1 Since 2012, has the average age of your footwear-related workforce increased, decreased, or remained about the same?																														
	Comments:																														
	2 How concerned is your organization about your current footwear-related workforce retiring in the near future?																														
	Comments:																														
	3 Estimate the percentage of your footwear-related workforce you are expecting to retire before 2022.																														
Comments:																															
4 Do you anticipate difficulties in finding/recruiting younger workers to fill these vacancies?																															
If yes, explain:																															
F.	1 Does your organization work with academic institutions (e.g., high schools, community colleges, local trade schools, universities, etc.) on workforce development and/or training?																														
	Comments:																														
	2 Indicate if your organization participates in/sponsors any of the identified workforce development programs.																														
		<table border="1"> <thead> <tr> <th>Program</th> <th>Yes/No</th> <th>Explanation</th> </tr> </thead> <tbody> <tr> <td>Apprenticeship</td> <td>Yes/No</td> <td></td> </tr> <tr> <td>Detail/Rotation</td> <td></td> <td></td> </tr> <tr> <td>Certification</td> <td></td> <td></td> </tr> <tr> <td>Internship</td> <td></td> <td></td> </tr> <tr> <td>On-the-job Training</td> <td></td> <td></td> </tr> <tr> <td>Reimbursement</td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> </tbody> </table>	Program	Yes/No	Explanation	Apprenticeship	Yes/No		Detail/Rotation			Certification			Internship			On-the-job Training			Reimbursement			Other:							
	Program	Yes/No	Explanation																												
	Apprenticeship	Yes/No																													
	Detail/Rotation																														
	Certification																														
	Internship																														
	On-the-job Training																														
Reimbursement																															
Other:																															
Comments:																															
Rank and explain the key workforce issues you anticipate between 2017-2021.																															
	<table border="1"> <thead> <tr> <th>Issue</th> <th>-Yes/No-</th> <th>Explanation</th> </tr> </thead> <tbody> <tr> <td>Finding skilled/qualified workers</td> <td></td> <td></td> </tr> <tr> <td>Finding experienced workers</td> <td></td> <td></td> </tr> <tr> <td>Attracting workers to location</td> <td></td> <td></td> </tr> <tr> <td>Significant portion of workforce retiring</td> <td></td> <td></td> </tr> <tr> <td>Quality of workforce</td> <td></td> <td></td> </tr> <tr> <td>Employee turnover</td> <td></td> <td></td> </tr> <tr> <td>Transfer of knowledge</td> <td></td> <td></td> </tr> <tr> <td>Other (specify here)</td> <td></td> <td></td> </tr> <tr> <td>Other (specify here)</td> <td></td> <td></td> </tr> </tbody> </table>	Issue	-Yes/No-	Explanation	Finding skilled/qualified workers			Finding experienced workers			Attracting workers to location			Significant portion of workforce retiring			Quality of workforce			Employee turnover			Transfer of knowledge			Other (specify here)			Other (specify here)		
Issue	-Yes/No-	Explanation																													
Finding skilled/qualified workers																															
Finding experienced workers																															
Attracting workers to location																															
Significant portion of workforce retiring																															
Quality of workforce																															
Employee turnover																															
Transfer of knowledge																															
Other (specify here)																															
Other (specify here)																															
Comments:																															

<--- Drop Down
Administrative, Management, & Legal Staff
Designers
Engineers, Scientists, and R&D Staff
Facility & Maintenance Staff
Information & Technology Professionals
Marketing & Sales
Production Line Workers
Testing Operators, Quality Control, and Support Technicians

**Section 12a: Customers**

Identify your organization's top 5 U.S. and top 5 non-U.S. footwear-related direct customers by sales. A direct customer is the immediate entity to which you sell your products/services. Customers can include other business units/divisions within your parent organization. Indicate the type of customer and their location.

Top U.S.-Based Customers				
		Estimated total number of U.S.-based footwear-related customers between 2012-2016:		
	Customer Name	Type of Customer	Customer City	Customer State
A.	1.	Commercial		
	2.	Government Defense		
	3.	Government Non-Defense		
	4.	Other		
	5.			

Top Non-U.S.-Based Customers				
		Estimated total number of non-U.S.-based footwear-related customers between 2012-2016:		
	Customer Name	Type of Customer	Customer City	Customer Country
B.	1.	Commercial		
	2.	Government Defense		
	3.	Government Non-Defense		
	4.	Other		
	5.			

Factors			
Since 2012 has your organization decided not to pursue any footwear-related business opportunities due to any of the following factors?			Yes/No
Factors	Yes/No	Explain	
Production run too small			
Insufficient order frequency			
Insufficient dollar value of job			
Insufficient dollar value of recurring business opportunity			
Complexity of job			
Customer credit rating			
Additional work not needed			
Other	(specify here)		

Comments:

Section 12b: Competitors

Identify your organization's leading U.S. and non-U.S. competitors in the manufacture of footwear and select their primary competitive attribute.

Top U.S. Competitors				
	Competitor Name	State	Primary Competitive Attribute	Explain
1				
2				
3				
4				
5				

  

Top Non-U.S. Competitors				
	Competitor Name	Country	Primary Competitive Attribute	Explain
1				
2				
3				
4				
5				

A.

Comments:

Identify and rank the top five competitive advantages and disadvantages your organization's U.S.-based footwear manufacturing operations possess as they relate to foreign competition.

Top U.S. competitive advantages and disadvantages				
	Advantage	Disadvantage	Explain	
US-1				
US-2				
US-3				
US-4				
US-5				
US-6	Other	(specify here)		

B.

Comments:

Top Non-U.S. competitive advantages and disadvantages

Identify and rank the top five competitive advantages and disadvantages non-U.S.-based footwear manufacturers possess as they relate to your footwear-related business.

	Advantage	Disadvantage	Explain	
Non-US-1				
Non-US-2				
Non-US-3				
Non-US-4				
Non-US-5				
Non-US-6	Other	(specify here)		

Comments:

BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act

<-----Dropdown options

- Price
- Quality
- Delivery Time
- Reliability
- Financing
- Range of Capabilities
- Receipt of Government Subsid
- Productivity
- Innovation
- Other

<-----Drop-down options

- Labor Costs
- Environmental Compliance Costs
- Material Costs
- Equipment Costs
- Building Space Costs
- R&D Costs
- Supply of Skilled Workers
- Export Controls
- Overall Finished Products
- Quality
- Performance
- Lead Time
- Reduced Process Variability
- Reduced Cost
- Safety Requirements
- Increased Yield
- Design
- Productivity
- Energy Costs
- Innovation
- Tariffs
- Trade Barriers
- Other

**Section 13a: Competitive Factors**

Select the actions your organization has taken between 2012-2016 and will take between 2017-2021 to improve its competitiveness. If "Other", please specify.

Action		2012-2016	2017-2021	Explain:
A.	a. Automation/Lean Manufacturing	Yes/No	Yes/No	
	b. Business Restructuring			
	c. Capacity/Property, Plant and Equipment Investment			
	d. Cost Reduction/Efficiency			
	e. Customer Service/Quality Control			
	f. Innovation/R&D, Design			
	g. Marketing Improvements			
	h. Staff Adjustments			
	i. Training/Certifications			
	j. Other (specify)			
	k. Other (specify)			
	l. Other (specify)			
Comments:				

  

B.	1	What is the most significant change in footwear operations that is expected at your organization between 2017-2021?	(Dropdown)				
		Explain:					
2		Do you expect the competitive prospects of your organization's U.S. footwear-related operations (both defense-related and commercial) to improve or decline between 2017-2021?	<table border="1"> <thead> <tr> <th>Defense-Related</th> <th>Commercial</th> </tr> </thead> <tbody> <tr> <td>Improve/Decline/Remain the Same/Not Applicable</td> <td>Improve/Decline/Remain the Same/Not Applicable</td> </tr> </tbody> </table>	Defense-Related	Commercial	Improve/Decline/Remain the Same/Not Applicable	Improve/Decline/Remain the Same/Not Applicable
	Defense-Related		Commercial				
Improve/Decline/Remain the Same/Not Applicable	Improve/Decline/Remain the Same/Not Applicable						
	Explain:						

  

C.	1	Are you aware of an increase in reshoring activities to the U.S. for the manufacturing of footwear?	Yes/No/Unsure/Not Applicable
		Explain:	
2	If yes, what are the driving factors? Select all that apply.)		
	Yes/No	Proximity to market	Yes/No Lower energy costs
	Yes/No	Product/process innovations	Yes/No Local/state/federal incentives
	Yes/No	Increased process efficiency	Yes/No Customer requirements
	Yes/No	Automation	Yes/No Dollar exchange rate
	Yes/No	Better production quality	Yes/No Domestic legal procedures
3		If yes, what actions has your organization undertaken to benefit from this reshoring trend?	
		Explain:	
4		If yes, what actions would your organization like to take to benefit from this reshoring trend?	
		Explain:	
Comments:			

- <----- Dropdown
- Increase production activity
- Decrease production activity
- Diversify Product Line
- Consolidate Product Line
- Cease Operations
- No Significant Change



**Section 13b: Competitive Factors (cont'd)**

D.	Does your organization belong to any formal or informal government or industry footwear related information sharing or related groups?			Yes/No/Not Applicable
	If yes, list the name and type of group(s) your organization participates in and provide a brief description of activities.			
		Group Name	Type of Group	Description of Activities
	1			
	2			
	3			
	4			
	5			
	6			
	7			
	8			
9				
10				
Comments:				

E.	Indicate whether the following regulations/provisions have had or may have an impact on your organization's competitiveness.				
			Current Impact	Anticipated Future Impact	Explain:
	1	Federal minimum wage requirements	Dropdown	Dropdown	
	2	State-level minimum wage requirements			
	3	Local minimum wage requirements			
	4	Overtime threshold laws and/or provisions			
	5	Affordable Healthcare Act			
	6	Sick leave benefits			
	7	Family and Medical Leave Act (FMLA) provisions			
	8	Federal environmental regulations			
	9	State-level environmental regulations			
	10	Occupational Safety and Health Agency (OSHA) regulations			
	11	Other (specify)			
12	Other (specify)				
Comments:					

<----Dropdown
Positive
Negative
No Effect
Unsure

**Section 14: Cyber Security**

Are you familiar with DFARS 252.204-7009, Limitations on the Use or Disclosure of Third-Party Contractor Reported Cyber Incident Information? <a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/252204.htm">http://www.acq.osd.mil/dpap/dars/dfars/html/current/252204.htm</a>		Yes/No	
Explain:			
A. Is the computer or computer network that houses your organization's Commercially Sensitive Information (CSI)* connected to the Internet, either directly or via an intermediary network or server?		Yes/No	
*This includes customer/client information, financial information and records, human resources information, intellectual property information, internal communications, manufacturing and production line information, patent and trademark information, research and development information, regulatory/compliance information, and supplier/supply chain information.			
Explain:			
B.	1 Who is responsible for administering your internal computer network(s)?	Dropdown	
	2 Who is responsible for administering your external computer network(s)?	Dropdown	
C. Does your organization have defined, structured methods for actively protecting Commercially Sensitive Information (see definitions)?		Yes/No	
Explain:			
D. Since 2012, have recent cyber incidents across the marketplace caused your organization to increase its information security budget?		Yes/No	
Explain:			
E.	1 Estimate the percentage of your organization's Commercially Sensitive Information that is stored with:	External Cloud Service Providers	(% Entry Only)
		External Data Storage Providers	(% Entry Only)
	2 Does your organization restrict or prohibit your external cloud service or external data storage provider(s) from storing Commercially Sensitive Information outside of the U.S.?	External Cloud Service Providers	Limit/Prohibit/No
		External Data Storage Providers	Limit/Prohibit/No
Explain:			
Using the drop-down lists and free-text entries below, indicate the type(s) and severity of any cybersecurity events that have occurred at this organization since 2012.			
Event		Impact Level	Explanation
(Choose from Drop-Down)		Severe/Moderate/Low/None	(Free text)
(Choose from Drop-Down)		Severe/Moderate/Low/None	
F.	(Choose from Drop-Down)	Severe/Moderate/Low/None	
	(Choose from Drop-Down)	Severe/Moderate/Low/None	
	(Choose from Drop-Down)	Severe/Moderate/Low/None	
	Other Cybersecurity Event	(Free Text)	Severe/Moderate/Low/None
	Other Cybersecurity Event	(Free Text)	Severe/Moderate/Low/None
	Other Cybersecurity Event	(Free Text)	Severe/Moderate/Low/None
Note: The FBI encourages recipients to report information concerning suspicious or criminal activity to their local FBI field office or the FBI's 24/7 Cyber Watch (CyWatch). Field office contacts can be identified at <a href="http://www.fbi.gov/contact-us/field">http://www.fbi.gov/contact-us/field</a> . CyWatch can be contacted by phone at 855-292-3937 or e-mail at <a href="mailto:CyWatch@ic.fbi.gov">CyWatch@ic.fbi.gov</a> . When available, each report submitted should include the date, time, location, type of activity, number of people, and type of equipment used for the activity, the name of the submitting company or organization, and a designated point of contact.			
Comments:			

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**

- <---- Dropdown
- Internal IT Department
  - Internal IT department and external U.S. service provider
  - Internal IT Department and external non-U.S. service provider
  - Only U.S. external service provider
  - Only non-U.S. external service provider
  - Both U.S. and non-U.S. service providers
  - N/A

- <----Dropdown
- User idle time and lost productivity because of downtime or systems performance delays
  - Disruption to normal operations because of system availability problems
  - Damage or theft of IT assets and infrastructure
  - Incurred cost of damage assessment and remediation
  - Business interruption
  - Exfiltration of CSI data
  - Theft of personnel information
  - Damage to software and/or source code
  - Theft of software and/or source code
  - Damage to company production capabilities or systems
  - Destruction of information asset
  - Reputation loss, market share, and brand damages
  - Ransomware Attack
  - Other

**Section 15: Challenges and Outreach**

Select the issues that have or are expected to impact your organization.

In column A, select only the issues that adversely affect your organization.

In column B, rank your top five issues (one being the most important) by selecting numbers one through five, using each rank exactly once.

In column C, provide an explanation for the selected issues.

Type of Issue	A	B	C
	Adversely Affect	Rank Top 5	Explanation
Aging equipment, facilities, or infrastructure	Yes/No		
Aging workforce			
Competition - domestic			
Competition - foreign			
Counterfeit parts			
Cyber security			
Environmental regulations/remediation - domestic			
Environmental regulations/remediation - foreign			
Export controls/ITAR & EAR			
Government acquisition process			
Government purchasing volatility			
A. Government regulatory burden			
Healthcare costs			
Health and safety regulations			
Intellectual property/patent infringement			
Labor availability/costs			
Material input availability			
Obsolescence			
Pension costs			
Proximity to customers			
Proximity to suppliers			
Qualifications/certifications			
Quality of material inputs			
R&D costs			
Reduction in commercial demand			
Reduction in USG demand			
Taxes			
Worker/skills retention			
Other (specify here)			
Other (specify here)			
Other (specify here)			

**Outreach**

There are many federal and state government programs and services available to assist your organization to better compete in the global marketplace. If your organization would like information regarding these government programs, select the specific areas of interest below. The U.S. Commerce Department will follow-up with your organization regarding your selections.

	Yes/No	Product Design	Yes/No
Continuous Improvement/Lean Manufacturing			
Cyber Security		Prototyping	
Design for Assembly		Quality Management and Control	
Design for Manufacturability		Research and Development (R&D) Assistance and Partnership	
B. Energy and Environmentally Conscious Manufacturing		Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) contracts	
Export Assistance		Supply Chain Optimization	
Export Licensing (ITAR/EAR)		Technology Acceleration	
Government Procurement Guidelines		Vendor/Material Sourcing	
Market Expansion/Business Growth		Other (specify here)	
Other (specify here)		Other (specify here)	

Comments:

[Previous Page](#)

[Return to Table of Contents](#)

**Section 16: Certification**

The undersigned certifies that the information herein supplied in response to this questionnaire is complete and correct to the best of his/her knowledge. It is a criminal offense to willfully make a false statement or representation to any department or agency of the United States Government as to any matter within its jurisdiction (18 U.S.C.A. 1001 (1984 & SUPP. 1197)).

Once this survey is complete, submit it via e-mail to: [footwear@bis.doc.gov](mailto:footwear@bis.doc.gov). Be sure to retain a copy for your records and to facilitate any necessary edits or clarifications.

Organization Name	
Organization's Internet Address	
Name of Authorizing Official	
Title of Authorizing Official	
E-mail Address	
Phone Number and Extension	
Date Certified	

In the box below, provide any additional comments or any other information you wish to include regarding this survey assessment.

How many hours did it take to complete this survey?	
---	--

**BUSINESS CONFIDENTIAL - Per Section 705(d) of the Defense Production Act**