



2023

# National Executive Compensation Survey

Cascade Employers Association

[www.cascadeemployers.com](http://www.cascadeemployers.com)

503.585.4320



# 2023 National Executive Compensation Survey

*An Employer Associations of America (EAA) Sponsored Survey coordinated by HR Source in cooperation with 13 associations nationwide. This report contains data from 44 states, 22 of which have a specific breakout category.*

Published: May 2023  
Next Publication May 2024

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## Confidential Survey Report

This survey is provided with the understanding that the information will:

- remain strictly confidential
- be restricted to authorized personnel only
- not be used in collective bargaining or grievance proceedings
- protect organizational identity completely

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*The National Network of Local Workplace Solutions*

### National surveys produced by the EAA include:

- National Benefits Survey
- National Business Trends Survey
- National Executive Compensation Survey
- National IT & Engineering Compensation Survey
- National Policies & Practices Survey
- National Sales Compensation Survey
- National Wage & Salary Survey

Contact your local association (see page 2) for more information.

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## CO-SPONSORING ASSOCIATIONS

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## INTRODUCTION

The 48th annual *National Executive Compensation Survey* was conducted by HR Source in cooperation with 13 other Employer Associations of America (EAA) representing a total of 44 states. Participating associations are listed on the previous page. Questions about this report should be directed to the coordinating association, HR Source: 800-448-4584.

**Participants:** A total of 1,607 organizations participated in this year's survey. Participants contributed compensation data for 10,059 executives in the 47 positions analyzed in this report.

**Compensation data** for each position has multiple breakout categories in addition to the "all organizations" provided at the start of each job. Breakouts are shown where there are *at least* 5 organizations providing data. The breakouts are:

- **Sales Volume** (9 categories sectioned by manufacturing, non-manufacturing and all combined)
- **Employment Size** (8 categories)
- **Industry** (By major NAICS category)
- **Region** (6 categories for manufacturing and non-manufacturing – see map on page 21)
- **State** (This report contains data from 44 states, 22 of which have a specific breakout category)
- **Metropolitan Statistical Area (MSA)** (31 Metropolitan Statistical Areas represented)

### Additional Data

**Benefits and Perquisites:** In addition to cash compensation for each position, this report summarizes data for a variety of benefits and perquisites for two different categories of breakouts: manufacturing vs non-manufacturing and public vs private.

**Stock Ownership:** A unique feature of this survey is the reporting of information on stock ownership by executives, especially for privately held organizations.

**Data Effective Date:** February 1, 2023

## PARTICIPANT LIST

18 Degrees, Inc.  
417 Magazine  
7 17 Credit Union

## A

A & D Environmental Services  
A Raymond Corporate North America, Inc.  
A to Z Machine Company  
A. R. Arena Products, Inc.  
A&E Incorporated  
Aagard  
ABCO Automation Inc  
AbeTech  
Abide, Inc.  
Abilities First  
Academy of General Dentistry  
Accurate Pattern Inc  
Ace Corporate Support  
Ace Precision Machining, LLC.  
Acme Mills Company  
Active Healthcare  
ADAC Automotive  
Adams Beverages of North Carolina  
Addev Materials Converting Inc  
AdhereHealth  
Adler Planetarium  
Adrian Steel  
Advance Lifts, Inc.  
Advanced Energy Corp  
Advanced Ionics, Inc  
AeroSafe Global  
AFC Materials Group  
AFC-Holcroft, L.L.C.  
Affinity Plus Federal Credit Union  
AGRA Industries  
Agrinomix  
Agropur Inc.  
AIPSO  
AirBoss Defense Group, LLC  
Airworthy, Inc  
AI Sigl Community of Agencies  
Alexander & Baldwin  
Alexandria Extrusion Company  
All Poolside Services Inc  
All State Express  
All-Color Powder Coating, Inc  
Alliance to End Homelessness in Suburban Cook County  
Alliant Enterprises, LLC  
Allied Plastics LLC  
Allsup, LLC  
Almon Inc  
Alpha Source, Inc  
Altimate Medical Holding Inc  
Aluminum Coil Anodizing Corporation  
AMECO  
American Academy of Dermatology  
American Academy of Pediatrics  
American Academy of Periodontology  
American Academy of Physical Medicine and Rehabilitation (AAPM&R)  
American Bolt Corp  
American College of Osteopathic Family Physicians  
American Door Works & Mid-Central Door Company

American Library Association  
American Massage Therapy Association  
American Medical Technologists  
American Packaging Corp.  
American Paper & Packaging Inc.  
American Property Casualty Insurance Association  
American Savings Bank  
American Seating Company  
American Society of Neuroradiology  
American State Equipment  
American Swedish Institute  
American Transmission Company, LLC  
Americollect, Inc.  
Amerilab Technologies I  
Amherst H. Wilder Foundation  
AMPCO Metal Inc.  
Amplifier Research Corporation  
Amston Trailer Sales  
Anderson Process  
Andis  
Andrews Hooper Pavlik PLC  
Anew: Building Beyond Violence and Abuse  
Anguil Environmental Systems  
Annex Medical, Inc.  
Annex Wealth Management  
Apex International  
Aqua Finance, Inc.  
Arcadia Family of Companies  
ARKRAY  
Arlington Heights Memorial Library  
Arlington Heights Park District  
Arnold Magnetic Technologies Corp.  
Aroplax Corporation  
AROW Global  
Artful Home LLC  
ArtiFlex Manufacturing  
Asenzya  
Ashcroft, Inc.  
ASI Doors, Inc.  
ASM International  
Assemblies of God Credit Union  
Asset Marketing Services  
Assigned Counsel Incorporated  
Associated Milk Producers Inc  
ATACO Steel Products  
Audio Acoustics, Inc.  
Audio-Technica U.S., INC.  
Auria Solutions  
Aurora Specialty Textiles Group, Inc.  
Australis Aquaculture LLC  
Autumn Insurance & Benefits  
Avidity Science LLC  
AVR, Inc  
AWT Labels and Packaging  
Aztalan Engineering, Inc.  
Aztalan Engineering, Inc.

## B

Bachman's  
Badger Railing Inc.  
Bala Consulting Engineers Inc  
Balluff, Inc.  
Bank of Oak Ridge  
Banner Welder, Inc.  
Bard College at Simon's Rock

Barenbrug USA  
Barnhardt Manufacturing Company  
Bartlett Park District  
Bass Pro Shops  
Bassik Services, Inc.  
Batavia Public Library  
Batesville Products, Inc.  
Battlefield Fire Protection District  
Baudville Brands  
Bay and Bay  
Bay Corporation  
Becker Pumps Corporation  
Becker Specialty Corporation  
Beckwood Press  
Behavioral Health Network, Inc. - BHN  
Belmark inc  
Beloit Box Board Company Inc  
Benchmade Knife Company, Inc.  
Benedict Center, Inc.  
Benedictine  
Benevolent & Protective Order of Elks  
Bennett Pump Company  
Benteler Automotive Corporation  
Bentley World Packaging  
BerganKDV  
Bergari Solutions, LLC  
Berkshire County Head Start  
Berkshire Regional Planning Commission  
Bernick's Company The  
Best Upon Request Corporate, Inc.  
Bethany House Services  
Bevara Building Services  
Bevco  
Beyond Vision, Inc.  
BFAIR  
BIC Corporation  
Big Systems, LLC  
Biggby Coffee  
Billhighway  
Biotage  
Birchwood Laboratories LLC  
Bird Technologies  
Bisco, Inc.  
Bitrode Corporation  
Blast Cleaning Technologies, Inc.  
Bleeding & Clotting Disorders Institute  
BLM Technologies dba Teksetra  
Bloomington Public Library  
Blower Application Company  
Blue Cross Blue Shield of Michigan  
Blue Water Ear Nose and Throat, PA  
Bmax  
Boekel Industries Inc

## PARTICIPANT LIST

Bohn and Dawson, Inc.	Carpin Manufacturing, Inc.	City of Wyoming
Bondhus Corporation	Carrier Access Inc	City Utilities
Bouma Corporation	Cascade Die Casting Group, Inc.	CK Supply, Inc.
Boyd Biomedical	Case Systems, Inc.	Clack Corporation
BR Metal Technology	Castle & Cooke Hawaii	Clarke
Bradley Corporation	Catalyst Construction	Clasen Quality Chocolate
Brain Injury Association of Rhode Island	Catholic Cemeteries Association	Clemco Industries Corp.
Braswell Family Farms	CB Manufacturing & Sales Co., Inc - DBA American Cutting Edge	Cleveland Hearing & Speech Center
Braun Intertec Corporation	CBG Biotech Ltd., Co.	Cleveland Sight Center
Brenk Brothers Inc	CBRE Group, Inc.	CMD Corporation
Brennan Industries	CBT Company	CMD Technology Group, Inc.
Brewer Company	CCF	CMIAV
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Bridgeway	Cedarburg Light & Water Utility	COA Youth & Family Centers
Briess Industries, Inc.	Centennial, Inc	Coalition for Children, Youth & Families Inc.
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Brighton Center, Inc.	Center of Concern	CollegeSource, Inc.
Bristol Instruments, Inc.	Center on Halsted	Columbia Boiler Company of Pottstown
Brixey & Meyer Capital	Centers for Independence	Columbia Packaging Group
Broadstone Net Lease, Inc.	Centra Sota Cooperative	Columbus Instruments, LLC
Brown Gibbons Lang & Company LLC	Centre for Energy and Environment	Commerce Controls, Inc.
BRS CPAs & Advisors	CentroMotion	Commercial Trailer Leasing
Bryan Equipment Sales, Inc	Ceres Global Ag Corp	Commission on Accreditation for Health Informatics and Information Management Education
BuhlerPrince Inc	CGR	CommonBond Communities
Burch Supplies Co Inc	Chaddock	Community Blood Center of the Ozarks
Burgaflex North America	Challenge Unlimited	Community Health Care
Burke Group	Chapin Manufacturing	Community Health Programs, Inc.- CHP
Burkert Fluid Control Systems	Chapter 13 Trustee, Faye D. English	Community Park District of La Grange Park
Butzel Long	Chapter 2, Inc.	Community Smiles Dental
BuzzWord	Charlotte Bilingual Preschool	Complete HealthCare Solutions, Inc
Byer Steel, Inc.	Charlotte Center City Partners	Compliant Pharmacy Alliance Cooperative
<b>C</b>		
C & C Enterprises Sales & Distribution	Charlotte Latin School	Computech Manufacturing
C4 Welding, Inc.	Chase Plastics	Confianz Global, Inc
CABVI	Chef Craft	Connexus Credit Union
Cadillac Products Automotive Company	Chicago Communications, LLC	ConServe
Cadillac Products Packaging Company	Chicago Firefighters Credit Union	Construction Forms, Inc.
Caleffi North America Inc	Child Care Answers	Continental Properties
Calumet Memorial Park District	Children & Family Services Center	Control Concepts Inc.
Camp For All Kids	Children's Home & Aid	ControlAir LLC
Cancer Connection, Inc.	Children's Study Home	Copeland Buhl
Candor Health Education	Childress Klein Properties	COPFCU (Cincinnati Ohio Police Federal Credit Union)
Cannella Media DTC, LLC	Christianity Today International	Core Creative
Cape Fear Public Utility Authority	Ci-Dell Plastics, Inc.	Cornell Communications, Inc.
Captivate Exhibits, Inc.	Cincinnati Incorporated	Corporate Central Credit Union
Caracole	Circle, Inc.	CORRU-SEALS, Inc.
Career Start	CISA	Cortec Cop
Caring House	Citizen's First Bank	Corvac Composites LLC
Caritas Family Solutions	Citrosuco North America, Inc.	COSI
Carlson Tool & Manufacturing Corporation	City of Bolivar	Coto Technology, Inc.
Carma Laboratories	City of Fayetteville	Cott Systems
	City of Kaukauna	
	City of Nixa	

## PARTICIPANT LIST

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Countryside YMCA	DieselUSA Group	Elite Alliance		
Covenant Harbor Bible Camp	Diggers Hotline, Inc.	Elmbrook School District		
CoxHealth Foundation	Discovery World, Ltd	ElringKlinger Automotive Manufacturing Inc (Sales Office)		
Cozart Lumber & Supply	DISHER	Emerge Community Development		
Craftsman Electric	Diversified Management Group	Employee Benefits Corporation		
Crayex Corporation	Diversified Manufacturing & Assembly	Engendren Corporation		
Crayons to Computers	Dobson Home Care & Staffing Services	Engine Power Components Inc		
Creative Business Interiors	Doheny's LLC	Engineering Unlimited, Inc.		
Creative Interventions LLC	Douglas Dynamics LLC	Entrust Manufacturing Technologies, Inc.		
Crest Electronics, Inc.	Douglas-Hart Nature Center	Environmental Enterprises Inc		
Crisis Prevention Institute	Downing Displays	Epes Transport System LLC		
Crystal Flash	DriSteem	Equus Holdings		
Culp Elliott & Carpenter	DRYVE Leadership Group	Eras Senior Network, Inc.		
CURE International	DSA Systems, Inc.	ESI		
Curran, Berger & Kludt	DTE Energy	ESL Federal Credit Union		
Custer Inc	DTRIC Insurance Company, Limited	ESPEC		
Custom Wire Technologies, Inc.	Duininck Companies	Essential Industries		
CWMF Corporation	Dunwoody College of Technology	Eutectic Corporation		
Cybernet Systems Corp.	DuPagePads	Everchem LLC		
Cyberpower System	Duperon Corporation	EverThrive Illinois		
<b>D</b>				
Daikin Applied Americas, Inc.	Dura Supreme	Excelas, LLC		
Dairy Farmers of Wisconsin	Durham Exchange Club Industries Inc	Excellus BlueCross BlueShield		
Data Business Equipment, Inc.	Durr Systems, Inc.	Experitec, Inc.		
Data Recognition Corporation	Durst Image Technology US, LLC	Exploration Elementary Charter School for Science and Technology		
Daubert Industries Inc.	Dutch American Foods, Inc.	Exponential Power		
Dave Fox Remodeling, Inc.	DVL Group Inc	Exscape Designs LLC		
David J Frank Landscape Contracting	Dykema Gossett PLLC	Extension, Inc.		
DaVinci Education	Dynamic Air	<b>F</b>		
DCI, Inc.	Dynamic Sealing Technologies, Inc.	Fall Creek Farm & Nursery, Inc.		
DDRB	Dynatect Manufacturing Inc	Family Means		
de maximus Data Management Solutions, Inc.	Dynex/Rivett Inc.	Family Nurturing Center		
Decatur Public Library	<b>E</b>			
DecoPac, Inc.	E.R. Wagner Manufacturing Co.	Faradyne Motors		
Dedicated Computing LLC	EA Sween	Farmers Union Industries, LLC		
Delta Dental Plan of Missouri	Eagle Performance Plastics	Fath Properties		
Delta T Systems, Inc	East Heaven	Fayette County Health Department		
Deltrol Controls	Eastern States Exposition	Fayetteville Technical Community College		
DEMA Engineering Company	Easterseals MA	Federal Reserve Bank of Minneapolis		
Dermatology Associates of Rochester	Easterseals Midwest	Federal Tool and Engineering		
Derse	EASY AUTOMATION INC.	Feed My Starving Children		
Desert Aire LLC	Echo Health, Inc.	Ferndale Pharma Group, Inc.		
Design Specialties	Edcor	Fibreworks Composites, LLC		
Destination Ann Arbor	Education Personnel FCU	Finance Factors Family of Companies		
Detroit Employment Solutions Corporation	Educational Credential Evaluators	First National Financial Servi		
Detroit Stoker Company	EEI Global, Inc.	First State Bank & Trust		
Detroit Zoological Society	EFK Moen, LLC	FISCHER USA		
DeWys Metal Solutions aka DeWys Manufacturing	Ehlers & Associates, Inc	Fitworks Holding, LLC		
DHI Corp	EINFORMATICS	Flambeau Inc		
	Eisenhower Public Library District	Fleetwood Group Inc		

## PARTICIPANT LIST

Fleis and VandenBrink Engineering Inc.	Gladys Allen Brigham Community Center	Haag Streit USA
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Flint Cultural Center Corporation	Glenview Public Library	Hale Makua Health Services
Flourish CDC	Global Concepts Enterprise Inc	Hallite Seals
Flow-Rite Controls	Global Gauge Corp	Hallmark Building Supplies, Inc.
Flynn	Glory Global Solutions Inc.	Hamacher Resource Group, Inc
FMC	GMI Companies	Hammes Company
FOCUS Broadband (formerly Atlantic Telephone Membership Corp)	GNS America	Hand in Hand
Fomcore LLC	GNS North America	Handle It Inc
Ford Component Sales, L.L.C.	Goff's Enterprises	Harada Industry of America, Inc.
Fortifi Bank	Gold Eagle Company	Harbor Industries, Inc.
Forward Corporation - CES	Golden Corral Corp	Harbor Steel Supply Corporation
Fosber America	Good Foods Group	Harken
Fox Cities Performing Arts CTR	Good Friend, Inc.	Harter Secret & Emery LLP
Fox Communities Credit Union	Good Place Holdings	Hatco Corporation
Fox River Water Reclamation District	Goodheart-Willcox Publisher	Haviland Enterprises Inc
Fox World Travel	Goodwill Hawaii	Hawai'i Visitors & Convention Bureau
Franciscan Sisters of Perpetual Adoration	Goodwill Industries of West Michigan, Inc.	Hawaii Biotech Inc.
Frank Productions	Gordon Aluminum Industries, Inc	Hawaii Community Foundation
Franklin Cty Regl Housing & Redevel Auth	GovDocs, Inc	Hawaii Dental Service
Freestore Foodbank	GPS Education Partners, Inc.	Hawaii Employers Mutual Insurance Co. (HEMIC)
Friendly Senior Living	Grand Rapids Chair Company	Hawaii Gas
Friends of the Public Garden	Grand Rapids Community College	Hawaii Health Systems Corporation
Fristam Pumps	Grand Rapids Foam Technologies	Hawaii National Bank
FTL Labs Corp	Granger Waste Services	HAYES PERFORMANCE SYSTEMS
Fujifilm Cellular Dynamics Inc.	Granite Microsystems Inc. dba GMI Solutions	Hazekamp Meats Inc.
Fujirebio Diagnostics Inc	Great Lakes Veneer, Inc.	HBA of Greater Springfield
FUN.com	Great Lakes Water Authority	HealthPartners
Functional Training Services	Great Midwest Bank	Heartland Industries
Furlani Foods, LLC	Great Northern Corporation	HellermannTyton Corporation
<b>G</b>		
G. W. Lisk Co., Inc.	Greater Cincinnati Foundation	Helwig Carbon Products, Inc.
G3 Industries, Inc	Greater Milwaukee Foundation	HemoSonics, LLC
Galesburg Area Chamber of Commerce	Greater Springfield Senior Services, Inc	Hennepin County
Gardey Financial Advisors LLC	Grede	Hennepin Healthcare Research Institute
Garrison Dental Solutions	Greene County	Hentzen Coatings, Inc.
Gateway Region YMCA	Greenheck Fan Corporation	Heraeus Electro-Nite
Gay & Robinson, Inc.	GreenMark Equipment LLC	Herb Pharm, LLC
Gaylord Building Historic Site	Gregory's Foods, Inc.	Heritage Christian Services, Inc.
Gemini Inc.	Grover Corporation	Heritage Hemp CBD
General Housing Corporation	Grow Cedar Valley	Herker Industries
General Kinematics	Grow Food Northampton	Herzing University
General Tool Company	Grupo Antolin - North America, Inc.	HGA
Genesis Group Homes	GS Global Resources	Highland Hospital
Genevieve Swiss Industries, Inc.	GS Plastic Optics	Hills Developers
Gerber Poultry, Inc.	Guardian Water and Power	Hillside Children's Center
GHSP Inc.	Gun Lake Casino	Hilltop Companies/Hilltop Basic Resources, Inc.
Girl Scouts Western Ohio	GUY & O'NEILL, INC.	Hilltown Community Development Corp.
Girls Inc. of the Valley	<b>H</b>	
GKN Driveline-Roxboro	H.D. Hudson	Hino Motors Sales U.S.A. Inc.
	H.O Bostrom	Hipp Design + Consulting, Inc.
	HA-International	Hirotec America
		Hitchcock Center for the Environment
		HME

## PARTICIPANT LIST

HMS Mfg. Company  
 Hoffmann Brothers  
 Hogan Transportation  
 Holloway America  
 Holy Childhood  
 Homeport  
 Hooker DeJong Inc  
 Horton Inc  
 Hospice of Davidson County  
 Hospice of Southern Illinois  
 Household Utilities, Inc.  
 Housing Forward  
 HTT Inc.  
 Hudson Precision Products Company  
 Hunter Engineering Company  
 Hupy and Abraham, S.C.  
 Husco International Inc  
 HYDRAULIC MUDPUMPS. INC.  
 Hydro-Thermal Corporation

## I

IAV Automotive Engineering Inc.  
 Icare usa  
 ICE Cobotics  
 ICI Metals, Inc.  
 idc-Automatic  
 IDEAL Manufacturing  
 Illing Packaging  
 Illinois CPA Society  
 Illinois Heartland Library System  
 Illinois Library Association  
 Illinois Park & Recreation Association  
 ILSCO LLC  
 Impact Group  
 ImpactLife  
 Inalfa Roof Systems, Incorporated  
 Inclusive Housing Resources  
 INCOE Corporation  
 INDA, Assoc of the Nonwoven Fabrics Industries  
 Independent Pharmacy Coop  
 Indoff Inc.  
 Industrial Indexing Systems, Inc.  
 Ingleside Machine Co., Inc.  
 Injectec, Inc.  
 Innoseal  
 Innovairre Communications  
 InPwr Inc  
 Inside Edge Commercial Interior Services, LLC  
 InSight Youth and Family Connections, Inc.  
 Institute of Real Estate Management  
 Instrument Development Co., LLC  
 INT

Integrated Packaging Machinery  
 Intellihot  
 International Dehydrated Foods Inc.  
 International Foundation of Employee Benefit  
 Plans  
 International Thermal Systems LLC  
 Intertracor America Corp  
 IntraHealth International  
 Iowa State University Foundation  
 Island Energy Services Downstream LLC  
 Island Holdings Inc.  
 Island Insurance Company Ltd.  
 ITC Incorporated  
 Itu AbsorbTech, inc  
 ITW Evercoat  
 iWMS Americas  
 Ixonix Bank

## J

J.M. Grimstad  
 J.W. Speaker  
 Jack's Abby Brewery and Restaurant  
 Jagemann Stamping  
 James Campbell Company LLC  
 Jarvis Airfoil, Inc.  
 JDS Consulting  
 Jet Edge Waterjet Systems  
 JET Engineering, Inc  
 Jewish Family Service  
 Jireh Metal Products  
 JMN Logistics  
 Jobs Work MKE  
 Joe Wilde Company LLC  
 John Henry Foster Co. Inc.  
 John Michael Kohler Arts Center  
 Johnson & Quin  
 Johnson Health Tech North America  
 Joint Venture Hospital Laboratories  
 Jones Dairy Farm  
 Jordan Valley  
 Jorgensen Conveyors, Inc.  
 Jost International - Grand Haven, MI  
 JR Automation  
 JTB Hawaii Inc  
 JULIE, Inc.  
 June Tailor Inc

## K

K.G. Stevens Inc.  
 Kaanapali Beach Hotel  
 Kahler Automation

Kalmbach Media  
 Kamehameha Schools  
 Kapco, Inc.  
 Karl Dungs  
 Kaskaskia Valley Community Credit Union

KAT Logistics Inc.

Kauai Island Utility Cooperative

Kaysun Corporation

KDV Label, LLC

Kelle Company

Kendall Packaging Corp.

Kent Adhesive Products Co

Kepner Products Company

KI

King Juice Company Inc

King Solutions, Inc.

Kinship MKE, Inc.

KLH Industries

Knapp Manufacturing

KNF Neuberger Inc

Koeze Co.

Kolbi Pipe Marker Co.

Kolene Corporation

Kondex Corporation

Koops

Kraft Heinz Company

Krauss Maffei

Krones, Inc

Krueger Bearings

Krusinski Construction Company

KSM INDUSTRIES

KSS Architects

Kuakini Health System

Kubota Engine America

Kuhn North America, Inc.

Kurt Manufacturing

Kusel Equipment Co.

KUTOL PRODUCTS COMPANY, INC.

## L

L. E. Sauer Machine Company

L.B. White Co., LLC

La Grange Park Public Library District

Laacke & Joys

Lacks Enterprises

Laffey, Leitner & Goode LLC

Lake Shore Systems, Inc DBA Trident Maritimne  
 Systems

Lakeland Supply, Inc.

Lakeside Bottling Company

Lakeside Foods

Lakeside Manufacturing

## PARTICIPANT LIST

Lakeside Surfaces LLC,  
 Lakeview Industries, Inc.  
 Lakeview Specialty Hospital & Rehab  
 Lamplight, a W.C. Bradley Company  
 Landsman Development Corp.  
 Lannon Stone Products  
 Larson Engineering, Inc.  
 Laszeray Technology, LLC  
 LayerZero Power Systems, Inc.  
 LDV, Inc.  
 Leader Dogs for the Blind  
 Leader Paper Products, Inc.  
 LeadingAge Illinois  
 League of Minnesota Cities  
 LeChase Construction Services LLC  
 Leland Management, Inc.  
 Lerdahl Business Interiors, Inc.  
 Lester Building Systems  
 Level 10, LLC  
 LG Electronics  
 Liberty Bank for Savings  
 LiDestri Food and Drink  
 Life Link III  
 LifePath  
 LifeSecure Insurance Company  
 Liliuokalani Trust  
 LimPro Metal Fabrication  
 Linton Crystal Technologies  
 Liphatech, Inc.  
 Lippert Tile Co., Inc. dba Lippert Flooring & Tile  
 Liturgical Publications Inc  
 Liv Communities  
 LMT Onsrud  
 Lock Joint Tube Inc  
 Logical Images, Inc./DBA VisualDx  
 Lollypop Farm, Humane Society of Greater Rochester  
 Lorin Industries  
 LT Hampel Corp.  
 Lumbermen Associates Inc  
 Lumbermens  
 Lumeris  
 Lumetrics  
 Luther Manor  
 Lutheran Church Missouri Synod  
 Lutheran Social Service of Minnesota  
 Lutheran Social Services of Wisconsin & Upper Michigan, Inc.

## M

M & N Structures, Inc  
 M B Dynamics Inc  
 M-B-W, Inc.  
 M.E. Dey & Co Inc  
 Mackey Mitchell Architects, PC  
 Maco PKG  
 MacPhail Center for Music  
 MACtac  
 Madison County Government  
 Magis Advisory Group  
 Maglio Companies  
 Magna Mirrors  
 Magnetic Inspection Laboratories  
 Magnetic Products, Incorporated  
 Mallard Creek Polymers  
 Management of Transportation Services, Inc.  
 (MTS)  
 Mantaline Corporation  
 MARINI MANUFACTURING  
 Marlin Technologies, Inc  
 Marsh Electronics Inc.  
 Marshall W. Nelson & Assoc., Inc.  
 Martin Engineering Company  
 Martin Tractor  
 Mary Cariola Children's Center  
 Massman Companies  
 Master Appliance Corp.  
 Masterclock Inc.  
 Masterson Company  
 MasterTag  
 Matlab Inc  
 Matrix NDI  
 Matsuura Machinery USA  
 Mattox Plumbing, LLC  
 Mayhew Bestway  
 Maysteel Industries LLC  
 Mazak Corporation  
 McAlpin Industries Inc.  
 MCD, Inc.  
 McNally Industries, LLC  
 MCNC  
 McQuaid Jesuit  
 MDA Leadership Consulting  
 mDesign Home Decor  
 MEA  
 MEC  
 Mech-Tronics  
 Medbio LLC  
 Meister Media Worldwide  
 Members First Credit Union  
 Metal Components  
 Metal Edge International Inc  
 Metalcraft, Inc.  
 Metcut Research  
 Metropolitan Detroit Area Hospital Services, Inc.  
 Metso McCloskey USA LLC dba Lippmann Milwaukee  
 Meyer Aluminium Blanks, Inc  
 MGS Mfg. Group, Inc.  
 Michelle Kern  
 Michels Corporation  
 Michigan Association for Education of Young Children  
 Michigan Basic Property Insurance Association  
 Michigan Milk Producers Association  
 Michigan Municipal League  
 Michigan Turkey Producers LLC  
 Mid West Fabricating Co  
 Mid-Ohio Food Collective  
 Millerbernd Manufacturing  
 Milsco LLC  
 Milwaukee Area Technical College  
 Milwaukee Bearing & Machining Inc.  
 Milwaukee Brewers  
 Milwaukee Cylinder  
 Milwaukee Public Museum  
 Milwaukee Public Schools  
 MIM Software Inc  
 Minneapolis Clinic of Neurology  
 Minneapolis College of Art and Design  
 Minneapolis Glass Company  
 Minneapolis Institute of Art  
 Minnesota Air, Inc.  
 Minnesota River Area Agency on Aging, Inc.  
 Minnetonka Moccasin Company, i  
 Miro Manufacturing  
 Missouri Botanical Garden  
 Missouri Enterprise  
 Missouri State University  
 Mitotec Precision  
 MJM Industries, Inc.  
 mk North America, Inc.  
 MLG Services Corp  
 Mo-Tech Corp.  
 Modern Molding Inc.  
 Modern Process Equipment Inc.  
 Mohagen Hansen Architecture Interiors  
 Mold-Rite Plastics  
 Molded Rubber & Plastics  
 Monroe 2-Orleans BOCES  
 Montgomery County Land Reutilization Corp  
 Moraine Park Technical College  
 Morrison Products Inc  
 Mosby Building Arts, Ltd

## PARTICIPANT LIST

Mostly Serious Interactive Agency  
 Mother's Brewing Co - Springfield, MO  
 Motherboard Express Company  
 Motis, LLC  
 MPRO  
 MRMC/Flight For Life  
 MSS Solutions, LLC  
 Mt. Elliott Cemetery Association  
 Mt. Prospect Park District  
 Mueller Sports Medicine Inc  
 Multi-Bank Securities, Inc.  
 Multicircuits Inc  
 Municipal Employees' Retirement System  
 Muscatine Power and Water  
 Muth Mirror Systems

## N

Naismith Mem. Basketball Hall of Fame  
 Naperville Park District  
 Nasco Education, LLC  
 Natioinal CooperativeRx  
 National Board of Certification & Recertification  
 for Nurse Anesthetists NCRNA  
 National Bulk Equipment  
 National Cart Co.  
 National Presto Industries, Inc  
 National Psychology Training Consortium  
 National Safety Council  
 National Telephone Supply Co  
 Naviant, Inc.  
 Navigant Credit Union  
 NCSolutions  
 Near North Montessori School  
 Nederman  
 Neighborhood House  
 NEL Frequency Controls, Inc.  
 NeoCoil  
 NeoGraf Solutions LLC  
 NeoNova Network Services  
 Nesnah Ventures  
 Nestle Purina Petcare Global Resources, Inc.  
 Network180  
 Netzsch USA Holdings  
 Neu Tool and Supply  
 New England Dermatology & Laser Center  
 New Holland Brewing Company  
 New Lenox Public Library District  
 New Wave Design and Verification  
 Newport Public Library  
 Nexben, Inc.  
 Neyer Properties  
 NHK International Corporation

Nichols Paper and Supply  
 Nicolet Plastics LLC  
 NLB Corporation  
 NMG Aerospace  
 Nol-Tec Systems, Inc.  
 Nonotuck Community School  
 NonProfit Data Management (NPDM)  
 Norma Michigan, Inc.  
 Nortera Foods USA Inc.  
 North Carolina State Ports Authority  
 North Shore Water Reclamation District  
 North Suburban Library District  
 Northeast Interior Systems  
 Northeast Recycling Council, Inc.(NERC)  
 Northern Labs, Inc.  
 Northern Metal Products  
 Northern X-Ray dba NXC Imaging  
 NorthShore Care Supply  
 Northwestern Extract  
 NuAire, Inc.  
 Nuvaira, Inc.  
 NVNA and Hospice

## O

Oahu Transit Services, Inc.  
 Oak Park Public Library  
 Oakland County - Human Resources  
 Oakwood School  
 Oberlin Filter Company  
 Ocean State Credit Union  
 ODL, Inc.  
 OEC Graphics, Inc.  
 OEM Fabricators, Inc.  
 Office Evolution Corporation  
 Ogura Corporation  
 Old Missouri Bank  
 Olsen Tool & Plastics, Inc  
 Omega Design Corp  
 OMNI Technologies  
 OMT-Veyhl USA Corp.  
 Oncology Practice Solutions  
 One Community Bank  
 ONEFIRE, Inc.  
 Open Door Health Center of Illinois  
 Open Door Mission Inc.  
 Opportunities Industrialization Center Inc  
 Opportunity Partners  
 Oregon Episcopal School  
 Orion Magazine  
 Orolia USA, Inc.  
 ORYMC  
 Otto Engineering

OwnersEdge  
 Oxbo International Corporation  
 Oxygen Service Company  
 Ozark City Hall  
 Ozark Trails Council  
 Ozarks Transportation Organization

## P

Pacific Floorcare  
 Pacific Guardian Life  
 Packer Fastener  
 PACOR Inc  
 Palatine Public Library District  
 Paletti USA  
 Par Pacific Holdings, Inc.  
 Park Industries  
 Parkside Credit Union  
 Parkwood LLC  
 Partners for Community Development, Inc.  
 Partners for Sacred Places  
 PAV YMCA  
 PAWS Chicago  
 Pay-Tel Communications Inc  
 Peace Coffee  
 PEC Solutions LLC  
 Penfield Children's Center  
 Penn Stainless Products, Inc.  
 Petron  
 PFlow Industries  
 PGM Corp.  
 Phi Delta Theta Fraternity  
 Phillips & Temro  
 Phoenix Products, LLC  
 PHS West, LLC  
 Physical Electronics  
 PICS Telecom International Corp.  
 Pieper Electric  
 Pilot Precision Products LLC  
 Pinehurst Medical Clinic Inc  
 Pioneer Cladding & Glazing Systems, Inc  
 Pioneer Valley Educational Press Inc  
 Pipp Mobile Storage Systems Inc  
 Pipp Mobile Storage Systems, Inc.  
 Pittsford Volunteer Ambulance  
 Pivot Point Inc  
 Placon Corporation  
 Plank Enterprises Inc  
 Planned Parenthood of Central and Western  
 New York  
 Plasan North America  
 Plastic Bottle Corporation  
 Plymold

## PARTICIPANT LIST

Pohlad Companies	R&R Insurance Services, Inc.	Rowleys Wholesale
Poly Vinyl Co.	Racine Kenosha Community Action Agency	RVNAhealth (RVNA)
Polyfab LLC	Radiophone	RW Troxell & Company
Portal, inc	Radyne Corporation / Inductotherm Group	RWC, Incorporated
Post Holdings, Inc.	Ranken Technical College	
Powell Fabrication & Manufacturing LLC	Rapid Packaging	<b>S</b>
Power Electric	Rattunde Corp	SACO AEI Polymers
Power/mation	Rayus Radiology (formerly Center for Diagnostic Imaging)	SAF-HOLLAND Inc
Prasco	RBP Chemical Technology INC	Safco Dental Supply
Praxis Packaging	RCS SYSTEMS INC	SAFCO Dental Supply Co.
Precision Aerospace	Rebound Communications	Safety Technology International, Inc.
Precision Drawn Metals, Inc.	Red Barn Holdings Bettcher	Saginaw Valley State University
Precision Optical Transceivers	Redpath and Company	Saint John's On The Lake
Precision Rail and Mfg	Rehabilitation Hospital of the Pacific	Saint Louis Zoo
Prefere Melamines, LLC	Rehmann	Saint Ursula Academy of Cincinnati, Inc.
Premer Aluminum LLC	Rehoboth Beach Country Club	Salo
PremierBank	Reich Tool & Design	Samaritan Inter Faith Counseling Center dba SamaraCare
Premold Corp	Reinders, Inc	SAMES KREMLIN Inc.
Pressure Technology	Reinhart Boerner Van Deuren	Sanderson MacLeod, Inc.
Price Electric Cooperative	REJIS Commission	Sandwich Isles Communications, Inc.
Pride Engineering, LLC	RenewAire	Santa Maria Community Services, Inc.
Prinsco	RENK America	Sarens Nuclear & Industrial Services
Priority Envelope	Republic Refrigeration, Inc.	Savillex
Process Displays, LLC.	Request Foods	Scan Pac Manufacturing Inc.
Process Retail Group	RES Exhibit Services/EMR of Rochester	Schaumburg Township District Library
Productive Living Board	Res Manufacturing Company	Scherer Bros. Lumber Co.
Professional Center for Child Development	Reserve Advisors	Schiller Grounds Care
Professional Office Services	Revcor	School Sisters of St. Francis
Progressive Metal Manufacturing	Revere Electric Supply Company	Schuette Metals
Propper International Sales Inc.	RGL Logistics	Schwartz Farms, Inc.
Protect-all, Inc	Rhode Island Medical Imaging, Inc.	Scioto Properties LLC
Proven Partners Group	Richardson Industries, Inc.	Scott Bader Inc
PSCO Kieffer, Inc.	Richwood Bank	SEAM Group
Pulse Technologies Inc	RICO Manufacturing, Inc.	SecureFutures
Puna Plantation Hawaii Ltd dba KTA Super Stores	Ridgeview Medical Center	Seda North America
Punahou School	Rigid Hitch, Inc.	Sehlhorst Equipment Services
Putzmeister	Rippe Associates	Seiler Instrument & Manufacturing Company
Pyromatics Corp.	Ripple Behavior Solutions LLC	Selzer-OrnstConstruction Co
<b>Q</b>		
Quabbin Wire & Cable Co., Inc.	River Run Computers	Semplex Corporation
Quadion LLC	Robertson Ryan & Associates	Senior Age
Quality Edge	Rochester Area Community Foundation	Sentry Equipment Corporation
Quirk Wire Co.	Rochester Colonial Manufacturing Corporation	Serigraph
<b>R</b>		
R.E. Warner & Associates, Inc.	Rochester District Heating Cooperative	Serve You Rx
R.H. White Construction Co.	Rochester Gear Inc.	Server Products, Inc.
R.P. Fedder Industrial	Rochester Presbyterian Home Inc.	Service Metal Products
R&B Wagner	Rochester Regional Health	Sewer Equipment Co. of America
	RochesterWorks, Inc.	SFM Mutual Insurance Company
	Rockwern Academy	Shakopee Public Utilities
	Roevolution 226 LLC	Shape Corp.
	Rolling Oaks Hospitality, Inc.	Share Corporation
	RoMan Manufacturing Inc	Shaw Electric
	Rotochopper	

## PARTICIPANT LIST

Shaw/Stewart Lumber Co.	Springfield Sign	T
Sheldon Manufacturing, Inc.	SRC Logistics, Inc.	Table 3 Restaurant Group, LLC
Shelton Holdings LLC & Shelly Eurocars LLC	SSM International Finance	Tape Products Company
Sherpa LLC	SSP Fittings Corp	Tech Defenders
Sholom	St Olaf College	TERRYBERRY COMPANY LLC
Sho-Me Power Electric Cooperative	ST. CLOUD EAR, NOSE & THROAT CLINIC PA	Terumo Cardiovascular Systems
Shorr Packaging Corp.	St. Coletta	The AmeriLux Family of Companies
Showdown Displays	St. Francis Healthcare System	The Aquinas Institute of Rochester
SICO America Inc.	St. Louis Blues/Enterprise Center/Stifel Theatre	The Arc of Illinois
Sightline Commercial Solutions	St. Louis Science Center	The Arc of the Ozarks
Signicast	St. Marcus Lutheran School	The Armor Group, Inc.
Silverson Machines, Inc.	St. Monica's Senior Living, Inc.	The Bar Plan Mutual Insurance Co.
Simcote, Inc.	Staab Construction Corp.	The Brewer Company
SimuTech Group, Inc.	Standard Electric Supply Co	The Brickle Group
Siouxland Fabricating	Standard Imaging	The Cancer Center of Hawaii
Sirchie	Standard Process, Inc.	The Christian and Missionary Alliance
Sisters of St. Dominic	Stanek Tool LLC	The Cincinnati Woman's Club
Sisters of St. Joseph	Starbridge	The City Mission
Six-Point Creative	State Industrial Products Inc.	The Dieringer Research Group, Inc.
Skyline Displays	Steel Craft Corporation	The Equitable Bank, SSB
Skyre, Inc.	Steel King Industries	The Gebauer Company
Skyware Global	Stein Industries, Inc.	The Goodman Group
Smalley Steel Ring Co	Stella & Chewy's	The Gund Company, Inc.
Smalley Steel Ring Company	Stellar Manufacturing Company	The Harbour
Smart Vision Lights	Sterling Products, Inc.	The Howard Company
Smead Manufacturing Co.	Stored Energy Concepts, Inc.	The Industrial Controls Company Inc
Smith College	Strata Company	The Johnson Foundation
SMSC Gaming Enterprise	Strategic Management Society	The Jor-Mac Company
Snap-on Tools	Striegel Knobloch & Co, LLC	The Malish Corporation
Snyder Construction Group	Strohwig Industries, Inc.	The Meritex Company
Society of Manufacturing Engineers	Structural Concepts Corporation	The Morton Arboretum
Society of St.Vincent de Paul	Structures, Inc	The Narragansett Bay Commission
Sojourner Family Peace Center	Studio Source Yearbooks	The Oakwood Group
Solon Manufacturing Company	Suburban Enterprises	The October Company, Inc.
South Central Indiana REMC	Sugar Grove Public Library District	The Penworthy Company LLC
South West Special Recreation Association	Sullivan Precision Plate LLC	The Pittsfield Cooperative Bank
Southeastern Wisconsin Regional Planning Commission	Sumitomo Electric Carbide Manufacturing, Inc.	The Presbyterian Homes Inc
Southwest Baptist University	Sumitomo Electric Carbide, Inc.	The Queen's Medical Center
Sparks Belting	Summit Electric, Inc.	The RDI Group
SPAULDING CLINICAL RESEARCH LLC	SUN SOLAR, LLC	The Saint Louis Brewery, LLC
Spaulding Medical LLC	Sunshine Village	The Salvation Army
SPC Mechanical	Sunstar Engineering Americas	The Scharine Group Inc
Specialty Manufacturing, Inc.	Superior Die Set	The Strong
Species360	Superior Roll Forming	The Summit Federal Credit Union
Spectrum Industries	Supply Chain Solutions, Inc.	The Threshold Incorporated
Spectrum Industries Inc	Surdex Corporation	The Traditional Bakery Inc. dba Panera
Spee-Dee Packaging Machinery	SURFACE ENHANCEMENT TECHNOLOGIES	The University of St. Thomas
SpiritJets	Suspa Inc.	The Vollrath Company LLC
Spiritus Systems	Sussex IM	The Zekelman Holocaust Center
SPM Swiss Precision Machining, LLC	Sutphen Corporation	TheraMotion
Springfield Chamber of Commerce	Synergis Technologies LLC	Thermo-Tech Windows LLC
Springfield Contractors Association	Systems, LLC	

## PARTICIPANT LIST

Think Small  
 Thorley Wealth Management, Inc.  
 Thresholds  
 THS National LLC  
 Thule, Inc.  
 Tiara Yachts  
 TIDI PRODUCTS LLC  
 Timber Products Company (Lane)  
 Time Investment Company, Inc  
 Time Timer LLC  
 Tinius Olsen Testing Machine Company  
 TJ Hale  
 TLP  
 TLX Technologies  
 TNT Crust, LLC  
 Toll Company  
 Tolomatic, Inc.  
 Tommy Car Wash Systems  
 Toolcraft Machining, Inc  
 Tooling Systems Group  
 Tools, Inc.  
 Topflight Grain Cooperative  
 TORMACH, INC  
 Toshiba America Energy Systems  
 TowerCo  
 Trace-A-Matic Corporation  
 Traffic and Parking Control Co., Inc.  
 Tram, Inc.  
 Trans International LLC  
 Trans-Matic  
 TRC Global Mobility Inc  
 Treadwell Corporation  
 Trenwa, Inc.  
 Trew  
 Tri Tower Telecom Corporation  
 Triad Technologies  
 Tribute Technology  
 Trijicon, Inc.  
 Trillium Health  
 Trinity Logistics Corporation  
 Triton Trailers  
 Trova Design Consultants, Inc.  
 Troxler Electronic Laboratories Inc  
 TruStile Doors  
 TruStone Financial Credit Union  
 TT&E Iron and Metal and Affiliates  
 Turfco Mfg Inc  
 Twin Cities Spine Center  
 Twin City Die Casting Company  
 Tylok International Inc

## U

U S Axle Inc  
 UCare  
 UCP of Western MA  
 UFS, LLC  
 Uline  
 Ultrafab Inc.  
 Umoja Student Development Corporation  
 Undercover, Inc.  
 Uni-Systems Engineering  
 Unico, LLC  
 Uniform Law Commission  
 Unison Credit Union  
 United Church of God  
 United Consumer Financial Services  
 United Disability Services of Akron  
 United Performing Arts Fund  
 United Way of Greater Milwaukee & Waukesha  
 County  
 United Way of Greater Rochester and the Finger  
 Lakes  
 Unity Manufacturing Company  
 Universal Technologies of WI  
 Universal Welding & Engineering  
 University Health Alliance  
 Upper Peninsula Power Co.  
 Ursuline Sisters of Cleveland  
 USEMCO Inc.  
 UTC RETAIL

## V

Van Andel Institute  
 Van Eerden Foodservice (VEC INC)  
 Vandor Corporation  
 Vanteon  
 Variety FoodServices  
 Varitronics  
 VEAP  
 Vector Surgical  
 Veit & Company, Inc.  
 Vendors Exchange International  
 Venturedyne Ltd.  
 Vera French Community Mental Health Center  
 Viastore Systems Inc.  
 Vibro/Dynamics LLC  
 Victory Mission- Ministry  
 Videk, Incorporated  
 Vietri Inc  
 Villa of Hope  
 Visa Lighting an Oldenburg Group Company

Vision Clinic  
 Visit Cincy  
 Visiting Nurse Association of Greater St. Louis  
 Vista Maria  
 VITAL WorkLife  
 Vivacity Tech PBC  
 VLink, Inc.  
 Vogel Seed & Fertilizer  
 Volta Power Systems  
 VP Supply Corp.  
 VSM Abrasives Corporation  
 Vulcan Industries Corporation  
 Vuzix Corporation

## W

W.K. Kellogg Foundation  
 Walker Forge  
 Walker Forge, Inc.  
 Walsh College of Accountancy and Business  
 Administration  
 War Memorial Center  
 Warne Scope Mounts  
 Warren Township  
 Washington University School of Medicine  
 Water Quality Association  
 WaterStone Bank  
 Waubonsee Community College  
 Waukesha County  
 Waukesha Metal Products  
 Waukesha State Bank  
 Wausau Coated Products, Inc.  
 Wausau Homes, Inc.  
 Wausau Window & Wall Systems  
 Wayne County Airport Authority  
 Waytek  
 WB Industries  
 WB Manufacturing LLC  
 WCS Industries  
 Webb Chemical Service Corporation  
 Weber Packaging Solutions, Inc  
 Weiss North America Inc  
 Weiss-Aug Group - Diemasters  
 WeldFab Manufacturing LLC  
 Wells Vehicle Electronics  
 Wenthe-Davidson Engineering Co.  
 Wesco Inc.  
 Wesco Industrial Products LLC  
 West Chicago Park District  
 Western Building Products  
 Western Mass Heating, Cooling & Plumbing  
 Western New England University  
 Western Smokehouse Partners

## PARTICIPANT LIST

WHEDA  
 White Oak Partners  
 Whittet-Higgins Co.  
 WI Lutheran Child & Family Service  
 Wigwam Mills  
 Wilcox & Flegel  
 Wilderness Inquiry  
 Will Burt Co  
 Willard Financial Group, LLC  
 William Butterworth Foundation  
 Willow Domestic Violence Center (formerly  
     Alternatives for Battered Women)  
 Wilmac  
 WIN Technology  
 Winco Stamping, Inc  
 Windings, Inc.  
 Winter Equipment Co Inc  
 Wipaire  
 Wisconsin Dells Visitor & Convention Bureau  
 Wisconsin Evangelical Lutheran Synod (WELS)  
 Wisconsin Health Fund  
 Wisconsin Hospital Association  
 Wisconsin Humane Society  
 Wisconsin Metal Parts, Inc.  
 Wisconsin Vision Associates>>> Fait Distribution  
 Wixon, Inc  
 WM Uniform  
 Wm. K. Walther's, Inc  
 Wolf Paving Co, Inc.  
 Wolter Inc  
 Wolverine Solutions Group  
 Woodridge Park District  
 Worcester Art Museum  
 Work Sharp  
 Workers' Compensation Reinsurance Association  
     (WCRA)  
 Wunderlich-Malec Engineering  
 WXXI Public Broadcasting Council  
 Wyffels Hybrids Inc  
 Wysocki Family of Companies

Z

York Repair, Inc.  
 Yushin America, Inc.  
 YWCA Minneapolis  
 Zenar Corporation  
 Zens Manufacturing  
 Zero Zone, Inc.  
 Ziebart International Corporation  
 Zoological Society of Milwaukee

X

Xymox Technologies, Inc.

Y

Y. Hata & Co.  
 Yankee Mattress  
 Yazaki North America, Inc.  
 YMCA of Greater Rochester  
 YMCA of the North

## DEFINITIONS

### **TYPE OF OWNERSHIP: PUBLIC VS. PRIVATE ORGANIZATIONS**

Relates to stock of organization: publicly held or privately held. Private companies include the following ownership types: Closed Corporations; Mutual or Cooperative; Individual Proprietorship; or Partnership.

### **STOCK PURCHASE:**

A plan under which executives obligate themselves to purchase a definite number of shares of stock either through payroll deductions or cash outlay at time of purchase. Price is usually "pegged" at time of purchase or time of first deduction, whichever is more favorable to the executive.

### **STOCK OPTIONS:**

Long term incentive vehicle through which an executive is granted an option to buy a specific number of shares of stock at a price specified at the time the option is granted. The executive must exercise the option within a specified period of time.

- **Incentive stock options (ISO's)** are options to purchase shares of common stock for no less than 100% of fair market value at the time of grant. These options must be exercised in the sequence in which they were granted. The income gained from selling such options qualifies for long term capital gains treatment if the stock is held for at least one year after exercising the options.
- **Non-qualified stock options (NQSO's)** are also options to purchase shares of organization stock. Income gained from the exercise of NQSO's is taxable as ordinary income at the time the option is exercised. NQSO's may be granted at less than market price, do not have to be exercised in the sequence in which they were granted and have no specified holding period after exercise.
- **Stock Appreciation Right (SARP)** is an accessory of non-qualified stock options which allows the turning in of option shares (so long as they are exercisable at the time) for a payment equal to the amount by which the then current value of the shares exceeds their option price. Incentive options are those plans that are tied to the performance of the executive.
- **Restricted Stock Grant** is a non-qualified option which is granted subject to substantial restrictions on the employee's control of the stock (contingent on future services, etc.) and normally includes a forfeiture provision.

### **AUTOMOBILE:**

Approximate cost of vehicle provided to the executive with few or no restrictions on usage or monthly allowance program whereby the organization reimburses expenses based on a fixed monthly sum calculated from projected business use of an employee-owned car. Also included is whether direct expenses (such as gas or maintenance) are paid for by the organization.

### **SPECIAL INSURANCE:**

Additional coverage provided beyond those available to all employees. Under All-Expense Medical Insurance, only those plans are included which pay 100% of all medical expenses.

### **CLUB MEMBERSHIPS:**

Memberships partially or wholly paid by the organization.

### **TYPES OF RETIREMENT PLANS:**

**Supplemental Pension Plan:** A defined benefits plan to which the employer contributes and to which an employee may contribute which provides for the payment of stated benefits. Such a plan would state either (a) the benefits to be received by employees after retirement or (b) the method of determining such benefits.

**Supplemental Thrift/401(k) Plan:** A defined contribution plan which provides employee benefits based solely on the amount contributed to the participant's account including any earnings, expenses, gains and losses.

## PARTICIPANT DEMOGRAPHICS

### TOTAL INDUSTRY

	Percent %	# of Orgs
All Manufacturing	42.3%	662
All Non-Manufacturing	57.7%	902

### SPECIFIC INDUSTRY

	Percent %	# of Orgs
Accommodation and Food Services	0.8%	13
Administrative and Support and Waste Management and Remediation Services	0.3%	5
Agriculture, Forestry, Fishing and Hunting	1.0%	16
Arts, Entertainment and Recreation	2.4%	37
Construction	3.8%	59
Durable Goods Manufacturing	33.5%	524
Education Services	4.7%	73
Financial and Insurance	5.4%	85
Health Care and Social Assistance	10.7%	167
Information	1.7%	26
Management of Companies and Enterprises	0.4%	6
Mining	0.1%	2
Non-Durable Goods Manufacturing	8.8%	138
Professional, Scientific and Technical Services	8.6%	134
Public Administration	1.7%	26
Real Estate Rental and Leasing	1.3%	20
Retail Trade	1.5%	23
Services (except Public Administration)	5.6%	88
Transportation and Warehousing	1.8%	28
Utilities	1.6%	25
Wholesale Trade	4.1%	64
Don't know	0.3%	5

### EMPLOYMENT SIZE

	Percent %	# of Orgs
1-24	8.2%	128
25 - 49	10.8%	169
50 - 74	15.0%	235
75 - 99	8.9%	139
100 - 199	25.7%	401
200 - 499	18.2%	285
500 - 999	6.8%	106
1000+	6.3%	99

## PARTICIPANT DEMOGRAPHICS

### ORGANIZATION TYPE

	Percent %	# of Orgs
Public	4.8%	62
Private	95.2%	1232

### CORPORATE SALES VOLUME OR ANNUAL OPERATING BUDGET

In millions	Percent %	# of Orgs
\$0 - 4.9	12.4%	194
\$5.0 - 9.9	10.2%	159
\$10.0 - 14.9	10.9%	171
\$15.0 - 24.9	12.1%	189
\$25.0 - 49.9	15.9%	248
\$50.0 - 99.9	14.3%	224
\$100.0 - 249.9	12.3%	193
\$250.0 - 499.9	6.2%	97
\$500.0+	5.6%	88

### GEOGRAPHIC REGION

*Includes multiple reported locations*

	Percent %	# of Orgs
Central	10.7%	168
Great Lakes	71.2%	1,113
Mountain	1.7%	27
Northeast	15.6%	244
Pacific	5.0%	78
Southeast	9.1%	142

## PARTICIPANT DEMOGRAPHICS

### STATES BY REGION

*Includes multiple reported locations*

Central Region	Percent % of Region	# of Orgs
Arkansas	1.2%	2
Iowa	16.1%	27
Kansas	1.2%	2
Missouri	62.5%	105
Nebraska	0.6%	1
North Dakota	2.4%	4
Oklahoma	0.6%	1
South Dakota	1.8%	3
Texas	13.7%	23

Great Lakes Region	Percent % of Region	# of Orgs
Illinois	15.0%	167
Indiana	1.3%	14
Michigan	18.2%	203
Minnesota	16.2%	180
Ohio	12.1%	135
Wisconsin	37.2%	414

Mountain Region	Percent % of Region	# of Orgs
Arizona	29.6%	8
Colorado	37.0%	10
Idaho	7.4%	2
Montana	3.7%	1
Nevada	18.5%	5
New Mexico	0.0%	0
Utah	3.7%	1
Wyoming	0.0%	0

Northeast Region	Percent % of Region	# of Orgs
Connecticut	5.3%	13
Delaware	0.8%	2
District of Columbia	0.4%	1
Maine	0.0%	0
Maryland	0.8%	2
Massachusetts	32.8%	80
New Hampshire	0.8%	2
New Jersey	2.9%	7
New York	34.4%	84
Pennsylvania	15.6%	38
Rhode Island	6.1%	15
Vermont	0.0%	0

## PARTICIPANT DEMOGRAPHICS

### STATES BY REGION

*Includes multiple reported locations*

Pacific Region	Percent % of Region	# of Orgs
Alaska	0.0%	0
California	28.2%	22
Hawaii	51.3%	40
Oregon	12.8%	10
Washington	7.7%	6

Southeast Region	Percent % of Region	# of Orgs
Alabama	1.4%	2
Florida	13.9%	20
Georgia	8.3%	12
Kentucky	8.3%	12
Louisiana	0.0%	0
Mississippi	0.7%	1
North Carolina	53.5%	77
South Carolina	6.3%	9
Tennessee	4.2%	6
Virginia	3.5%	5
West Virginia	0.0%	0

MAP of U.S. REGIONS

