

January 19, 2010

The Honorable Nancy Pelosi  
Speaker  
U.S. House of Representatives  
Washington, D. C. 20515

The Honorable Harry Reid  
Senate Majority Leader  
United States Senate  
Washington, D.C. 20510

Dear Speaker Pelosi and Leader Reid:

Employers are united with the Members of Congress in both parties who understand that ever-rising health care costs are threatening the viability of U.S. businesses and job security for millions of Americans. Collectively, America's employers provide health coverage to over 170 million Americans, and we have a major stake in achieving meaningful reform of our health care system this year. We want to help to enact legislation that will:

- Bend the cost curve for the overall health care system
- Improve the long-term fiscal outlook for federal and state governments
- Produce greater quality and value in our health care system
- Help facilitate our long term economic recovery

But not **any** health reform will do. The final legislative framework must get the fundamentals of health reform right.

We, therefore, urge you to not merge the House and Senate passed bills. Health care reform is not only about changing the rules for our health care system, it also results in restructuring one-sixth of our economy – and comes in the midst of historic economic turmoil. At no time in this long debate has it been more important than now to take a fresh look to make sure that health reform will achieve its intended goals. In our view, the most important goals that negotiators should focus on are strengthening the employment-based system, achieving

meaningful reductions in the rate of growth in healthcare costs and significantly improving its quality.

Legislation that does not bend the cost curve for both public and private health plans is not accomplishing its goal and contradicts the strong bipartisan consensus that has driven the case for health care reform. Legislation limiting the flexibility and innovation in the private sector to improve health care quality would erode parts of the system that are now working.

Therefore, we strongly believe and have consistently stated that employer mandates will increase employer and employee costs and limit the flexibility and innovation that serves as the foundation of the employer-sponsored health care system. Without this flexibility, employers will be prevented from designing and offering health plans that best reflect the needs of their workforce and make health coverage as affordable as possible for their employees.

Additionally, the final legislation must support the flexibility that ERISA provides in the offering of employer-sponsored health insurance coverage. The existing rules and regulations governing the administration of these benefit plans provide the right level of flexibility so that employers can develop the coverage that fits the changing needs of their workforce. Allowing states to require employers to comply with varying state or local mandates would further raise employer costs, stifle innovation in employer-sponsored coverage and result in unequal benefits for employees. We should not disrupt the delicate balance that ERISA's regulatory framework provides – or risk hurting those who are highly satisfied with the health care coverage that they currently receive.

Finally, we need to be sure that any legislation maintains supportive tax policy and not undermine employer-sponsored coverage or add to its costs. In particular, excise taxes on so-called "high cost" plans without adequate recognition of demographic or geographic disparities or the actuarial value of benefits, new federal premium taxes, and the taxation of retiree drug subsidies are inconsistent with making health care more affordable. Additionally, we are deeply concerned about reports of "carving-out" union negotiated plans because this merely exacerbates and concentrates the problem on all other employer-sponsored plans and the employees and families in them. We also urge that the final bill includes a clear safe harbor rule for high deductible health plan coverage so that there is no uncertainty about the ability of these important plans to continue to be offered alongside health savings accounts (HSAs). Similarly, we urge that any limits on contributions to flexible spending accounts (FSAs) be increased and then indexed to the medical component of the CPI to minimize any

possible adverse impact of the limits in both bills to those with high unreimbursed medical expenses.

We do look forward to continuing to work with you on achieving responsible and practical health care reform legislation and on getting the fundamentals right for all Americans. Working together, we can achieve positive reform that bends the cost curve and expands access and quality for all Americans.

Sincerely,

3M Company  
48HourPrint.com  
4T Total Lawn, Inc.  
A& B Insurance  
A.E. Machine Works, Inc.  
ACE Clearwater Enterprises  
Ace/Avant Concrete Const. Co., Inc.  
Acme Sample  
Acu International Supplies, Inc.  
Adams, Kvittem-Barr & Assoc. CPAs, LLP  
Advance Food Company, Inc.  
Advanced Diabetic Solutions  
Advantage Benefits Group  
Affiliated Bank  
Aftershift, Inc.  
AGL Resources  
Agri-Energy Solutions, Inc.  
AH&LA  
AIM Engineering, LLC  
Air Logistics Corporation  
Alamo Cement Company  
Albany Area Chamber of Commerce  
All State Mfg.  
Allegiance Benefit Plan Management, Inc.  
  
Alliance Bank  
Allied Photo Chemical  
Allison A. Moise DDS, LLC  
Aluminum Association

American Architectural Manufacturers Association  
American Bakers Association  
American Benefits Council  
American Business Women's Association  
American Council of Engineering Companies  
American Electric Power  
American Farm Bureau Federation  
American Lighting Association  
American Rental Association  
American Staffing Association  
America's Finest Woodworking Team  
Ames Chamber of Commerce  
Anderson's Fabrication, Inc.  
Andrews Chamber of Commerce & CVB  
Appalachian Log Structures  
Arctic Slope Telephone Association Cooperative  
Argyle Chamber of Commerce  
Arizona Chamber of Commerce and Industry  
Arizona Manufacturers Council  
Arizona-New Mexico Cable Communications Association  
Arkansas State Chamber of Commerce  
Arrow Gear Company  
As You Like It Tile  
Ascencion Recordings, Inc.  
Ascension Center for Women's Health, LLC  
Ascension Roofing and Sheet Metal  
Asset Profiles  
Associated Builders and Contractors  
Associated Equipment Distributors  
Associated Industries of Florida  
Associated Oregon Industries  
Association of Washington Business  
Aunt Millie's Bakeries  
Aureus Advanced Practice, LLC  
Aureus Group  
Aureus Medical Management Services, LLC  
Aureus Nursing, LLC  
Aureus Radiology, LLC

AurHomes, LLC  
AurStaff  
Auto Truck, Inc.  
Automotive Aftermarket Association of the Carolinas and Tennessee,  
Inc.  
Automotive Parts Remanufacturers Association  
AutoNation, Inc.  
Avaya, Inc.  
B&B Trucking, Inc.  
Baird & Warner Real Estate  
Ball Corporation  
Barnes Builders Realty, Inc.  
Barracuda Coffee Company  
Battle Creek Orthopaedic Clinic  
BD Construction, Inc.  
BEK Communications Cooperative  
Benefits Strategies  
Berne Chamber of Commerce  
Bill Haeger & Associates  
Bismarck-Mandan Chamber of Commerce  
Black & Decker Corporation  
Black Hills Bentonite, LLC  
Blakely Financial  
Blount County Chamber of Commerce  
Bluegrass Rental  
BMB Solutions  
Border States Electric  
Bottom-Up Home Inspection & Consulting Services, LLC  
Bowie Enterprises  
BPS Telephone Company  
Bradford White Corporation  
Braun Industries, Inc.  
Brick Industry Association  
Brinkman International Group, Inc.  
Brooks Manufacturing Co.  
Brownwood (TX) Chamber of Commerce  
Buffalo Niagara Partnership  
Business and Institutional Furniture Manufacturers Association

## International

Business Council of New York State

C&A Industries, Inc.

C.F. Jordan Construction

Camden County Chamber of Commerce

Canby Telcom

Capform, Inc.

Capital Financial Group of Walker's Point, Inc.

Carroll County Chamber of Commerce

Carter Machine Company, Inc.

Catawba County Chamber of Commerce

Caterpillar, Inc.

Celebrity Staff

Cement Employers Association

Center for Diagnostic Imaging, Inc.

Central Alarm Signal, Inc.

Central Florida Chapter Associated Builders and Contractors, Inc.

Central Penn Benefits, Inc.

Central Realty

Certified Home Inspection

Certified Inspections

CFRA, LLC

Chad Allan Consulting, LLC

Change Strategists, Inc.

Charleston Metro Chamber of Commerce

Charlotte Chamber of Commerce

Chelsea Self Storage

Chester County Chamber of Business & Industry

Children's Discovery Center

Churchtech, Inc.

CKM Associates

Clark & Associates of Nevada, Inc.

Clean Control Corporation

Climate Systems, Inc.

College Park, Inc.

College Publishing

Collier Well Equipment & Supply

Columbia Montour Chamber of Commerce

Columbus Area Chamber of Commerce  
Combustion Services Corporation  
Commercial & Industrial Htg. / AC  
Community Foundation of West Alabama  
Composite Can & Tube Institute  
Connecticut Business and Industry Association  
Conrad and Dowdell Productions, Inc.  
Consulting Aviation Services, Inc.  
Cornerstone Home Inspections, LLC  
Corporate Health Care Coalition  
Councilman Farlow Marlowe & Co, PLLC  
Cowboy Consulting Services  
CP&E Marketing  
Credit Solutions  
Credit Union Plus  
Creekside Apartments  
Cress Funeral & Cremation Service  
CTO, Inc.  
CULTEC, Inc.  
Cummins Label  
Cummins, Inc.  
Cyber Tech, Inc.  
D/A Central, Inc.  
D/B/A National Property Inspections  
Dakota Central Communications  
David Chapman Agency, Inc.  
Davison  
Deere & Company  
Delka's Repair  
Desert to Mountain Architecture, LLC  
Design the Magic  
Destin Area Chamber of Commerce  
Detroit Regional Chamber of Commerce  
Diakon Logistics  
Dick Morrow Enterprises, Inc.  
DIGITAL THE FRUTH GROUP  
Diversified Services, Inc.  
Dixie Printing & Packaging

Don R. Fruchey, Inc.  
Don Shroul Insurance Agency, LLC  
Don Willis Furniture  
Drapery World and Blinds  
DTMV Properties  
Dublin (OH) Chamber of Commerce  
Dundee Internet Services, Inc.  
Durcon, Inc.  
E&V Engineering  
E.A. Fountain Consulting, LLC  
Earl Smith Distributing Co.  
Echoing Hills Village, Inc.  
El Ran, Inc.  
Electramatic, Inc.  
Electronic Payments Group, Inc.  
EMC2, Inc.  
Emerson  
Employee Benefits Group  
Emporia Greenville Chamber of Commerce  
Engineering Associates  
Executive Management Services, Inc.  
Expectec Technology Services  
Express Employment Professionals  
Express Services, Inc.  
Exton Region Chamber of Commerce  
F.N. Sheppard & Co.  
FACES DaySpa  
Fairmont Area Chamber of Commerce  
Fairmount Minerals Ltd.  
Faspac, LLC  
File Management Pros, LLC  
Financial Executives International  
Financial Investments, Inc.  
Finders Emporium  
Findley Davies, Inc.  
Fire-Dex  
Fiskars Properties  
Florida Contract Growers, LLC

Flowers 'n' Ferns  
Fluid Process Equipment  
Flying W Horse Services, Inc.  
FocusOne Solutions, LLC  
Fond du Lac Association of Commerce  
Food Marketing Institute  
Forrest Sherer, Inc.  
Fort Collins Area Chamber of Commerce  
Forward Janesville, Inc.  
Fountain-Ferrara & Murphy & Co. CPAs  
Freehold Cycle Center, Inc.  
G&A Consultants, Inc.  
G&G Avionics  
Gallup McKinley County Chamber of Commerce  
Gemini Fitness & Aquatics Club  
General Recovery, Inc.  
Georgia Chamber of Commerce  
Gifford TV & Electronics  
Glas-Col, LLC  
Glenwood Telephone Membership Corporation  
Global Cold Chain Alliance  
Goodin Company  
Goodwill Industries of Lubbock, Inc.  
Goshen County Chamber of Commerce  
Gower And Co. Real Estate  
Granbury Chamber of Commerce  
Grand Junction Area Chamber of Commerce  
Great Lakes Carpet & Tile, Inc.  
Great Pacific Chocolate Company  
Great Plains Energy  
Greater Albuquerque Chamber of Commerce  
Greater Brookfield Chamber of Commerce  
Greater Chambersburg Chamber of Commerce  
Greater Columbus Georgia Chamber of Commerce  
Greater Easley Chamber of Commerce  
Greater Fresno Area Chamber of Commerce  
Greater Hall Chamber of Commerce  
Greater Irving-Las Colinas Chamber of Commerce

Greater Killeen Chamber of Commerce  
Greater Medina Chamber of Commerce  
Greater Sandoval County Chamber of Commerce  
Greater Shreveport Chamber of Commerce  
Greater Springfield Chamber of Commerce  
Green Bay Area Chamber of Commerce  
Group Benefits  
GTC Technology US, LLC  
GTE ENT, LLC  
Guada Coma Mechanical  
Guthrie Chamber of Commerce  
Hamilton Farm Equipment Center, Inc.  
Harris Corporation  
Harrisburg Regional Chamber & CREDC  
Harrison CPA & Consulting, P.C.  
Hartman Family Dentistry  
Haslet Veterinary Clinic  
Health Insurance Consultants, LLC  
Henderson Area Chamber of Commerce  
HeraCare Inc.  
Herold Precision Metals, LLC  
Hiler Industries  
Hill Country Telephone Cooperative  
Hill County Electric & Triangle Communications  
Hilliard Area Chamber of Commerce  
Hills Flat Lumber  
Hilton Woodcliff Lake Hotel  
HintonBurdick CPA's & Advisors  
Hoerbiger Corporation of America, Inc.  
Home Telephone Co.  
Honeywell  
Hopkins Pontiac GMC  
Horry Telephone Cooperative, Inc.  
Hospitality Recruiters  
HPM, LLC  
HR Policy Association  
HR Policy Association  
HR Resolutions, LLC

HRA Services, Inc.  
HRI Associates  
HRI Financial, Inc.  
Huffmaster Management, Inc.  
Hunterdon County Chamber of Commerce  
Hurlen Corporation  
Huron County Chamber of Commerce  
Hydraulic Specialty Co.  
ICOR International, Inc.  
Illinois Chamber of Commerce  
Illinois Manufacturers Association  
Illinois Tool Works, Inc.  
INDA, Association of the Nonwoven Fabrics Industry  
Independent Electrical Contractors, Inc.  
Indiana Chamber of Commerce  
Indiana Manufacturers Association  
Industrial Fasteners Institute  
Industrial Minerals Association – North America  
Industrial Packaging Alliance of North America  
Infinite Group, Inc.  
Innovative Waste Systems  
Insurance Concepts Financial  
Intel Corporation  
International Academy of Medical Acupuncture, Inc.  
International Franchise Association  
International Management Systems Corporation  
International Paper Co.  
Intuition Systems, Inc.  
J Micheal Law DDS, PC  
J. B. Poss & Associates, Inc.  
J.C. Penney Corporation, Inc.  
J.E. Johnson, Inc.  
Jandrain Benefit Plans  
Janssen Service, Inc.  
Jasper Engines  
J-Con Woodworking  
JDH Structural Engineering  
Jefferson Chamber of Commerce

Jeffrey Wolk and Co.  
Jesco Industries, Inc.  
Jessup Engineering, Inc.  
Jimmy's Grill, Inc.  
John Gray and Sons  
Johnson City-Jonesborough-Washington County Chamber of  
Commerce  
Kadairs  
Kalispell Chamber of Commerce  
KAMDEN Strategy Group, Inc.  
Kankakee Regional Chamber of Commerce  
KCI Technologies, Inc.  
Keep Liberty Beautiful  
Kelly-Moore Paint Co., Inc.  
Kercher Industries, Inc.  
Kingsport Chamber of Commerce  
Kiva Plastics, Inc.  
Koons Real Estate Law  
L & J Operating, Inc.  
L. H. Land Painting Co., Inc.  
La Machine Shop, Inc.  
Lafarge North America, Inc.  
Lake Glass, Inc.  
Lake Houston Area Chamber of Commerce  
Lance & Co.  
Land Specialties Mfg. Co., Inc.  
Lang Property Management  
Lasco Fittings, Inc.  
Laserfab, Inc.  
Leavitt Group Benefit Services of Boise  
Lebanon Valley Chamber of Commerce  
Lifoam Industries  
Lincoln Chamber of Commerce  
Lipsky Financial Group, Inc.  
Litchfield Chamber of Commerce  
Lloyd B. Baker & Associates, LLC  
Lockton Companies, LLC  
Loganville Dialysis Center

Logical Computer Solutions, Inc.  
Logistics Consulting  
LONCO, Inc.  
Lordon Engineering  
Loudoun County (VA) Chamber of Commerce  
Louisiana Association of Business & Industry  
Lynchburg Kawasaki Yamaha, Inc.  
Lynchburg Regional Chamber of Commerce  
Magnolia Blossom Cafe  
Magnolia-Columbia County Chamber of Commerce  
Manhattan Chamber of Commerce  
Maple Lawn Nursing Home, Inc.  
Marathon Oil Corporation  
Marietta Area Chamber of Commerce  
Marilyn's Natural Foods  
Marine & Industrial Hydraulics, Inc.  
Martinizing Dry Cleaning  
Maurer Management & Properties, Inc.  
McAlister's of Tuscaloosa  
McCallion Staffing Specialists  
McDonald Excavating, Inc.  
McKenna & Company, LLC  
McNaughton & Gunn, Inc.  
Medalist Insurance Group  
Meissner Tierney Fisher & Nichols S.C.  
Melbourne Regional Chamber of East Central Florida, Inc.  
Metal Finishing Co.  
Metal Powder Industries Federation  
Metal Treating Institute  
Metropolitan Milwaukee Association of Commerce  
MetroWest Chamber of Commerce  
Michigan Chamber of Commerce  
Micropub Systems International, Inc.  
Mid-Atlantic Hispanic Chamber of Commerce, Inc.  
Mid-Plains Rural Telephone Cooperative  
Miller Wire Works, Inc.  
Milton-Freewater Area Chamber of Commerce  
Minneapolis Regional Chamber of Commerce

Minnesota Chamber of Commerce  
Mission Auto Connection  
Mississippi Lime Company  
Missouri Chamber of Commerce and Industry  
Mister Sweeper, LP  
Miza Foods, Inc.  
Modern Metal Processing  
Monroe and Associates  
Montgomery County Chamber of Commerce  
Morris Certified Inspections  
Motor & Equipment Manufacturers Association  
Mount Joy Chamber of Commerce  
Mount Prospect Chamber of Commerce  
MTO Clean of Wayne County  
Music Go Round  
My Good Labor Company  
Naperville Area Chamber of Commerce  
Napolitano GMAC Real Estate  
Natchitoches Area Chamber of Commerce  
National Association of Convenience Stores  
National Association of Health Underwriters  
National Association of Manufacturers  
National Association of Wholesaler-Distributors  
National Business Group on Health  
National Council of Chain Restaurants  
National Lumber and Building Material Dealers Association  
National Ready Mixed Concrete Association  
National Retail Federation  
National Roofing Contractors Association  
National Rural Electric Cooperative Association  
National Teachers Associates Life Insurance Company  
National Telecommunications Cooperative Association  
Navarre Beach Chamber of Commerce  
Nebraska Central Telephone Company  
Nebraska Chamber of Commerce & Industry  
Nelson Telephone Cooperative  
Nevada Manufacturers Association  
New Castle Hotels & Resorts

New Jersey Business & Industry Association  
New Jersey Chamber of Commerce  
New Mexico Association of Commerce & Industry  
Non-Ferrous Founders' Society  
Norfolk Southern Corporation  
North Myrtle Beach Chamber of Commerce  
North River ENT, PC  
Northeast Pennsylvania Manufacturers and Employers Association  
Northrop Grumman Corporation  
Northumberland County Chamber of Commerce  
Northwest Asphalt, Inc.  
Northwest Telephone Cooperative Association  
Norwalk Linen Service, Inc.  
NPC International, Inc.  
NPC, Inc.  
NSTAR  
NYCO Minerals, Inc.  
O. F. Enterprises, LLC  
O. F. Mossberg & Sons, Inc.  
OBC Publishing Company  
OfficeMax Incorporated  
Ohio Chamber of Commerce  
Oklahoma Lumbermen's Association  
Old Stone Church, LLC  
OMNI Community Credit Union  
One Mesquite, LLC  
Oshkosh Chamber of Commerce  
Oxford Mining Company, LLC  
Packard Industries, Inc.  
Palmer Mutual Telephone Company  
Panhandle Telephone Cooperative, Inc.  
Paragon Global Resources, Inc.  
Partner Communications Cooperative  
Patrician Furniture  
Paulding County Chamber of Commerce  
Penn Color, Inc.  
Pennsylvania Chamber of Business and Industry  
Pennsylvania Manufacturers' Association

Permac Industries  
Personnel Management, Inc.  
Peters Imports, Inc.  
Pfister & Company, Inc.  
Piedmont Chamber of Commerce  
Pine Drive Telephone Co.  
Pine Knob Ski Resort, Inc.  
Plains Cotton Cooperative Association  
Plastomer Corporation  
Plattsburgh-North Country Chamber of Commerce  
Pogoda Companies  
Poole Janitorial Service  
Power Curbers  
PowerNotebooks.com  
PPEP, Inc.  
Practical Employee Solutions  
Pratt Ordway Properties  
PRESTON LANDS, LLC  
Princeton Mining Company, Inc.  
Princeton West of Carefree  
Printing Industries of America  
Pulaski White Rural Telephone Cooperative, Inc.  
Quartermaster Shop  
Qwest Communications International Inc.  
R. Hirt Jr., Co.  
RAK Consulting, Inc.  
Raleigh Chamber of Commerce  
Rappahannock Cellars  
Ray Electric  
Raytheon Company  
Renew Design Group, Inc.  
Reno Sparks Chamber of Commerce  
Rhode Island Chamber of Commerce Coalition  
Rhodes-Joseph & Tobiason Advisors, LLC  
Rich Osterman Electric Co., Inc.  
Richardson Collision Center LLC  
RIE Coatings, Inc.  
Roaring Spring Blank Book Co.

Robert Allison Custom Homes LLC  
Rochester Business Alliance  
Rockwell Automation  
Rockwell Collins  
Rogers–Lowell Area Chamber of Commerce  
ROHM Insurance Agency  
Rome Area Chamber of Commerce  
Ronnie Martin Realty, Inc.  
Rosebud Mining Company  
Rothsay Telephone Co.  
Rowan County Chamber of Commerce  
Rural Telephone  
Russellville Steel Company, Inc.  
Ruston-Lincoln Chamber of Commerce  
RVW, Inc.  
Ryder System, Inc.  
Sadowski's Health Insurance Specialists  
Saint Paul Area Chamber of Commerce  
Salisbury Area Chamber of Commerce  
Samsel Supply Company  
Santa Clara Chamber of Commerce & Convention-Visitors Bureau  
Sawmill Creek Vineyards, Inc.  
Schafer Agency, Inc.  
Schenectady County Chamber of Commerce  
Schuylkill Chamber of Commerce  
Schweitzer Engineering Laboratories, Inc.  
Security Management Consulting  
SEEK Careers/Staffing, Inc.  
Self-Insurance Institute of America  
Seminole Economic Development Corporation  
ServiceMaster Clean  
SES, LLC  
Shark Industries Ltd.  
Sheraton Tarrytown Hotel  
Sherry Laboratories  
Sidwell & Associates  
SIGN Lite, Inc.  
Signal Metal Industries, Inc.

Signature Technology Group, Inc.  
Slattery Enterprises, Inc.  
Smith Tree & Landscape Service, Inc.  
Smith-Doyle Contractors, Inc.  
Smurfit Stone Container Corporation  
Snider-Killingsworth Insurance Agency  
Snyder's of Hanover  
Society of American Florists  
Soiltest Farm Consultants, Inc.  
SOL, Inc.  
Somerset County (PA) Chamber of Commerce  
South Carolina Chamber of Commerce  
Southern Saratoga County Chamber of Commerce  
Southwest Area Manufacturers Association  
Spectra Energy  
SPI: The Plastics Industry Trade Association  
Sports Tutor, Inc.  
Springfield (MO) Area Chamber of Commerce  
St. Regis Culvert, Inc.  
Star Valley Chamber of Commerce  
State Farm Insurance  
Stephens Insurance Services  
Sterling Heights Regional Chamber of Commerce & Industry  
Sterling Seismic Services Ltd.  
Storm Technologies, Inc.  
Strategic Insurance Solutions  
Strategic IT Security Solutions  
Structural Metals of Kansas City, Inc.  
Stuart/Martin County Chamber of Commerce  
Sunnyside Automotive, Inc.  
Superior Building Supply  
SUPERVALU  
Supreme Mid Atlantic Corporation  
Swantner & Gordon, LLP  
Systems Management & Research, Inc.  
Tacoma-Pierce County Chamber of Commerce  
Tariff Affiliates.com  
Tasty Baking Company

TEAM Industries, Inc.  
Technology Service Corporation  
Tempe Chamber of Commerce  
Templeton Coal Company, Inc.  
Temporary Accommodations Coordinators  
Tennessee Chamber of Commerce & Industry  
Terrell County Chamber of Commerce  
Texas Association of Business  
The Ascension Chamber of Commerce  
The Association for Suppliers of Printing, Publishing and Converting  
Technologies  
The Boeing Company  
The Business Council of New York State  
The Business Council of Westchester  
The Challenge Machinery Company  
The Class Act  
The Cody  
The Council of Insurance Agents & Brokers  
The ERISA Industry Committee  
The Floor Shoppe, Inc.  
The Henry Group  
The Lancaster Chamber of Commerce & Industry  
The Libman Company  
The Mosser Group  
The Otsego County Chamber of Commerce  
The Ottoville Mutual Telephone Company  
The Philpott Rubber Company  
The State Chamber of Oklahoma  
The Toledo Telephone Co., Inc.  
The William H. Miner Agricultural Research Institute  
Thibodaux Chamber of Commerce  
THOR Investment Management, Inc.  
Thurmond Consulting, Inc.  
Tidewater Prosthetic Center, Inc.  
Toccoa-Stephens County Chamber of Commerce  
Top Sail Dental  
TRC Global Solutions, Inc.  
Tri-County Communications Cooperative, Inc.

Trinity Furniture  
TriTech Corporation of America  
True companies  
Turner & Schoel, Inc.  
Tuscaloosa County Park and Recreation Authority  
Tuscarora Area Chamber of Commerce  
Tyler Construction Group  
U.S. Apple Association  
U.S. Chamber of Commerce  
UHS Insurance Agency  
Universal Avionics System Corporation  
Universal Health Network  
Utah Manufacturers Association  
ValerieG, Inc.  
Van Horne Co-op Telephone Company  
Van Wert Area Chamber of Commerce  
Veranda Home Furnishings & Designs  
Vermeer Corporation  
Vie De France, Yamazaki, Inc.  
Villemi Enterprises, Inc.  
Virginia Chamber of Commerce  
W.W. Grainger, Inc.  
Walco Electric Co.  
Walton County Chamber of Commerce  
Washtenaw Engineering Co., Inc.  
Wausau Region Chamber of Commerce  
West Side Telecommunications  
Western Hose Gasket Company  
Western Reserve Bank  
Westfield Group  
Wichser Services  
Williams  
Williamsport/Lycoming Chamber of Commerce  
Williams-Pyro, Inc.  
Willis  
Wilsonville Chamber of Commerce  
Winds Aloft, LLC  
Winona Area Chamber of Commerce

Wisconsin College Planning, LLC  
Wisconsin Manufacturers & Commerce  
Woods Manufacturing & Machining Company  
Xerox Corporation  
X-Ray Sales & Service Co.