Below and on page 4-5: Construction of NCCER’s new headquarters. Photographed by Tim Davis, NCCER.
ABOUT NCCER

NCCER is a not-for-profit education foundation created by leading contractors and associations to develop standardized craft training and assessment programs with industry-recognized portable credentials for the construction and maintenance industries. NCCER also offers an array of additional workforce development resources to help address the skilled workforce shortage including:

» Accreditation
» Instructor Certification
» Standardized Curriculum
» Automated National Registry
» Skill Assessments
» Certifications
» Construction Management Academies
» Industry Recruitment and Image Enhancement

NCCER CORE VALUES

NCCER will accomplish its mission within the context and parameters of the values that are ingrained in our foundation and to which we are deeply committed:

» Integrity in all that we do
» Credibility in everything we provide
» Innovation in process and systems
» Unrelenting commitment to training
» Quality in our products and services
» Unyielding industry support and customer focus
» Fostering of sustainable career opportunities for craft professionals
MISSION

Our mission is to build a safe, productive and sustainable workforce of craft professionals.

VISION

Our vision is to be universally recognized by industry and government as the training, assessment, certification and career development standard for the construction and maintenance craft professional.
Preparing for the future while effectively managing the realities of a difficult economy defined NCCER in 2011. Overall, I am proud of NCCER’s accomplishments in 2011. Like many in our industry, NCCER struggled in some areas, exceeded expectations in others and, through your support, finished the year in a positive financial position. However, of most importance, NCCER continued its unwavering focus on evolving the workforce development resources that will be critical to our customers and stakeholders in a highly competitive recovering industry. NCCER’s mission of building a safe, productive and sustainable workforce of craft professionals will be more important than it has ever been during this recovery.

Participation in our assessment and certification programs increased in 2011, due in part to the growth of our new Crane Operator Certification Program. In addition to our ongoing efforts to make innovative improvements to our services and curricula, NCCER began driving workforce development globally. In partnership with Pearson/Edexcel, NCCER began adapting its systems for international accreditation, instructor certification, training and assessment delivery and credentialing. We began this initiative to create curricula and assessments in many new languages that will ultimately support our vision of a globally recognized and portable credential.

In 1995, the vision for NCCER included a permanent home in Gainesville, Florida. We were proud to complete that piece of our initial vision last year. The resources available to our staff in our new state-of-the-art headquarters have greatly enhanced our abilities to accommodate the needs of our customers, sponsors, stakeholders and NCCER-trained craft professionals.

I look forward to another successful year as we expand on our 2011 achievements in 2012. Together, we can narrow the skills gap and strengthen the current and future workforce by developing our most valuable resource: our craft professionals.

Thank you for your continued support!

Sincerely,

Don Whyte,
President
FROM THE CHAIRPERSON

This past year, we saw encouraging signs of recovery in the construction industry. As this recovery progresses, education will be the key to narrowing the skills gap present in the American workforce and sustaining long-term job growth. NCCER’s commitment to developing exceptional training programs helps ensure that the industry will have the resources it needs to meet its present and future workforce development demands.

In 2011, we made great progress in promoting career and technical education and recruiting the next generation of craft professionals to the industry. I look forward to seeing that momentum carried forward into 2012 and beyond.

Sincerely,

Ivan Crossland,
2011 NCCER Chairperson
Over 270 projects including curriculum, assessment and media development, as well as translation initiatives were completed in 2011.
REVISIONS & CODE UPDATES

Revisions and upgrades were made to Electronic Systems Technician (EST), Boilermaking, Ironworking, and Fundamentals of Crew Leadership curricula.

All four levels of Sprinkler Fitting were updated to the 2010 edition of National Fire Protection Association (NFPA) 13.

All four levels of Electrical were updated to denote changes from the 2008 to 2011 editions of the National Electrical Code.

WEB DEVELOPMENT

Web-based training, in the new e-text format, was finalized for: Core Curriculum, Electrical Levels One-Three, Carpentry Levels One-Three, HVAC Levels One-Two, EST Level One, Plumbing Level One, and Welding Level One.

Web-based training continued to be developed for Pipeline Maintenance Covered Tasks.

TRANSLATIONS

192 modules (14 levels) were translated into Spanish to support NCCER’s international initiative

NCCER worked with the National Career Clusters to infuse green/sustainability standards into each State’s Architecture/Construction Career Cluster program. As part of this initiative, new emerging green crafts, including solar installer and wind turbine technician, were added to the cluster.

Left: Photo by Thiel Harryman, NOVA Group, Inc., winner of NCCER’s construction photo contest.
NEW PROGRAMS & ASSESSMENTS

Power Generation Maintenance curricula

Power Generation Maintenance Mechanic assessment

Power Line Worker Level One curriculum

Power Line Distribution Worker Level Two curriculum

Solar Photovoltaic Systems Installer curriculum
Approved by the U.S. Green Building Council (USGBC) and the module is worth 40 Green Building Certification Institute (GBCI) continuing education hours.

Sustainable Construction Supervisor training and assessment program
The only program endorsed by GBCI, and it is approved for 20 continuing education hours.

Alternative Energy curriculum
Designed to support the 17th Career Cluster for Energy, as well as the national competency model for Energy developed by the Center for Energy Workforce Development (CEWD). Endorsed by the Florida Energy Workforce Consortium (FEWC).

Wind Turbine Maintenance Level One curriculum
Designed to support the American Wind Energy Association’s (AWEA) Core Skill Set for Wind Turbine Technicians.
ELEVATING ASSESSMENTS & CERTIFICATIONS

48,629 assessments processed 5% increase from 2010
5,778 craft performance verifications
44,965 craft performance tasks verified 3% increase from 2010
59,057 pipeline performance tasks verified 25% increase from 2010
23,957 certified written 9% increase from 2010
6,180 certified plus 25% increase from 2010
2,188 National Construction Career Tests (NCCTs) sold 14% increase from 2010
180 Arkiv webinar participants 38% increase from 2010
173 Assessment administrators certified
321 Master Trainers certified
3,067 Craft Instructors certified

35 Crane Practical Examiners certified
48 Rigger/Signal Person Practical Examiners certified
761 Mobile Crane certifications
1,050,924 Module Completions in 2011
7,801,358 total

155 ANR webinar participants

609 active Sponsors on the ANR

ACCREDITATION

There are currently 4000 points of delivery for NCCER training and assessments under 850 programs.

113 new applicant programs
44 new programs fully accredited in 2011
352 new ATEFs/TUs/ATUs
10 new Crane Endorsed Programs
21 new Rigger/Signal Person Endorsed Programs

AUDITS

213 organizations visited
323 programs audited

PROV™ AS A THIRD-PARTY TESTING PROVIDER

In order to meet increasing customer demand for access to NCCER assessments and certifications, Prov™ has become a third-party testing provider for written exams. NCCER and Prov™ hope this provides an additional resource for customers and organizations that want to participate in the National Craft Assessment and Certification Program but may not have a provider available, or may not want to assume the responsibilities of Assessment Center Accreditation.
The Manufacturing Institute selected NCCER as a provider in the NAM-Endorsed Manufacturing Skills Certification System (SCS.) NCCER was invited to join the system with NCCER’s journey-level written and performance-based certifications. NCCER joins other providers, such as ACT, American Welding Society (AWS), and the National Institute for Metalworking Skills (NIMS) in a system that provides stackable credentials and career pathways for the manufacturing sector. As the Manufacturing Institute continues to build the SCS from entry-level to specialty certifications, NCCER certifications represent higher-levels in the career pathway of construction.
PIPELINE TRAINING AND ASSESSMENT PROGRAM

This year was a requalification year for the Operator Qualification (OQ) requirements regulated by the federal Department of Transportation and the Pipeline and Hazardous Materials Safety Administration (PHMSA). Pipeline Assessment revenue was up 24% over projections for 2011. Organizations based in the pipeline industry comprise almost a quarter of NCCER’s accredited programs.

MOBILE CRANE OPERATOR CERTIFICATION PROGRAM

Machine capacity records were added to each operator certification which can be verified through the Automated National Registry (ANR). Capacity tracking is required by OSHA, and NCCER is currently the only provider who can capture capacity for verification on an extensive variety of machines and manufacturers.

A “no calculator allowed” math exam was released for operators seeking licensure in Pennsylvania.

Achieved re-accreditation by ANSI in July of 2011.
In September, NCCER launched its new nccer.org website. The website was redesigned to be more user-friendly and accessible. The site showcases four defined sections as well as a new searchable file library. Another new feature includes the Training Toolbox, a resource for best practices collected from the NCCER sponsor network.

Along with the new website, NCCER unveiled a new logo with a strong, modern appearance. Multiple versions of the new logo were made available for download in the Training Toolbox area of the new website.

NCCER was awarded two Gold ADDY® Awards at the regional level; one for its 2010 annual report and another for the 2010-2011 Build Your Future campaign, which also received a Silver ADDY® at the district competition in Miami. The American Advertising Federation, a not-for-profit industry association, conducts the ADDY® Awards through its 200 member advertising clubs and 15 districts.

In addition, the Build Your Future campaign’s 2010 recruitment video received three Bronze Telly Awards. The Telly Awards honor the top film and video productions, groundbreaking online video content and outstanding local, regional and cable TV commercials and programs.
PHOTO CONTEST

NCCER and publishing partner, Pearson, co-sponsored two construction photo contests. The purpose of the contests was to raise awareness of career opportunities in the construction industry and highlight real craft professionals in action. The photos submitted showcased real-life construction scenes from interesting and/or dramatic projects. Selected photos may be used in NCCER curricula products and related marketing materials.

CORNERSTONE MAGAZINE

The Cornerstone is NCCER’s biannual publication dedicated solely to workforce development. From its inception in 2009, we are proud to say that the Fall 2011 issue was the most successful and highly sought after issue thus far. The design was modernized, and with the establishment of a workforce development subcommittee, NCCER is able to provide its subscribers a more dynamic publication for construction & maintenance workforce development professionals.

Above: Photo by Thiel Harryman, NOVA Group, Inc., winner of NCCER’s construction photo contest.
Build Your Future Campaign

*Build Your Future* (BYF) is a national education and recruitment campaign created by NCCER in 1998 to increase awareness of the rewarding careers available in the construction industry. The BYF campaign expanded its efforts in 2011 and carried forward the program elements outlined in the Choose Construction Initiative. BYF worked with the Construction Workforce Development Center (CWDC) to incorporate the Construction Labor Market Analyzer (CLMA) into the recruitment strategy of forecasting to national needs.

*Right: Careers in Construction Day held in Dallas/Fort Worth, Texas.*
BYF piloted two events with great success. The first was built around the Careers in Construction Week, which has been widely supported since 2002. On November 2, BYF hosted a career day in Dallas/Fort Worth along with the Construction Education Foundation of North Texas and many local and national contractors and manufacturers. With more than 900 participants, the event included hands-on activities for students, welding, heavy equipment and crane simulators, BIM demonstrations and vendor and contractor interaction. As a bonus, NASCAR Camping World Truck Series #81 driver, David Starr, spoke about the role career and technical education played in his professional development and fulfilling his life-long dream.

BYF’s second event was a charity golf tournament to raise funds to provide entry level training and screening to new industry recruits. The tournament was held directly following the National Construction Users Roundtable (CURT) conference on November 9-10. The evening prior to the tournament, ten golf professionals, including two-time long-drive champion Jamie Sadlowski, were auctioned as participants. The auction raised over $25,000 for the recruitment fund.
In addition to recruitment efforts, the BYF program launched a new website at BYF.org and introduced its new logo and branding. The BYF campaign also established widely followed social media accounts on Facebook and Twitter.

“Even through the tough economy this year, our sponsorship for this campaign has been strong,” said Diane Greene, Build Your Future Executive Director. “Supporters see the need for the work being accomplished here and have stepped up to be a part.”
The following Accredited Training Sponsors accredited the highest numbers of ATEF’s in 2011:

- The North Carolina Department of Public Instruction (NCDPI) accredited 13 ATEFs
- ABC Central Texas Chapter accredited 12 ATEFs
- The Florida Masonry Apprentice and Educational Foundation accredited 9 ATEFs

The Colorado Community College System (CCCS)/Career and Technical Education Division applied to become an Accredited Training Sponsor and is currently in Candidate status. CCCS will sponsor secondary and post-secondary schools statewide, allowing their student trainees to have their secondary and/or post-secondary training recognized in the process of earning NCCER credentials.

For the second year, NCCER sponsored the SkillsUSA National Carpentry Championship in Kansas City, Mo. Seventy-four competitors, consisting of winners from state-level competitions from across the United States, participated in the event, which is aimed at showcasing the best career and technical students in the nation. Boyd Worsham of The Haskell Company provided his leadership as the SkillsUSA Competition Committee Chair.
UNIVERSITY OF FLORIDA
PHYSICAL PLANT DEPARTMENT

NCCER is an affiliate of the M.E. Rinker School of Design, Construction and Planning at the University of Florida (UF). Recently the UF Physical Plant Division began delivery of NCCER assessments and training to implement a career progression plan that aligns with NCCER craft objectives and milestones. The UF Physical Plant is piloting a model for their craft professional staff using NCCER, which can be applied to the maintenance departments of large universities and similar institutions across the country.

NCCER NOMINEE WINS SEMTA AWARD

NCCER nominee Ryan Payne, the Tennessee Post-Secondary SkillsUSA State Carpentry winner, won one of SEMTA’s “Outstanding Achievement in Craft Training” awards, which are given to contractors, craft professionals and educators. After winning the award at the 2011 conference, Payne accepted a position with The Haskell Company to work on its U.S. Coast Guard project in Key West, Fla.

CALIFORNIA DEPARTMENT OF EDUCATION

In partnership with Pacific Gas and Electric (PG&E), the California Department of Education applied for NCCER Accreditation and is currently in Candidate status. Once fully accredited, CTE programs throughout the state will be able to offer NCCER training and credentials.
FINANCING

PARTNERS

ACT
American Fire Sprinkler Association
Associated Builders and Contractors, Inc.
Associated General Contractors of America
Association for Career and Technical Education
Association for Skilled and Technical Sciences
Carolinas AGC, Inc.
Carolinas Electrical Contractors Association
Clemson University’s Center for the Improvement of Construction Management and Processes
constructNET International, Inc.
Construction Industry Institute
Construction Users Roundtable
Construction Workforce Development Center
Design Build Institute of America
ISN Software Corporation
Judgment Index™ River City Group
Manufacturing Institute
Mason Contractors Association of America
Merit Contractors Association of Canada

NACE International
National Association of Minority Contractors
National Association of Women in Construction
National Insulation Association
National Ready Mixed Concrete Association
National Technical Honor Society
National Utility Contractors Association
NAWIC Education Foundation
North American Crane Bureau
North American Technician Excellence
Painting & Decorating Contractors of America
Pearson
Portland Cement Association
Prov™
SkillsUSA
Steel Erectors Association of America
U.S. Army Corps of Engineers
University of Florida, M.E. Rinker School of Building Construction
Women Construction Owners & Executives, USA

BUSINESS PARTNERS
ToTal RevenUe & exPenses CenTs-PeR-HoUR fUnDIng

Cents-per-hour funding is a proven method for funding a contractor or association’s training program and has existed in the construction industry for many years. NCCER maintains a cents-per-hour training fund, known as the National Training Service Agreement (NTSA), for contractors to voluntarily set aside funds for training and workforce development efforts.

Through the NTSA, contractors voluntarily contribute 16 cents per craft-labor hour to an individual account that NCCER establishes and maintains for the contractor. Thirteen cents is directly reimbursed to the contractor for approved training and workforce development expenditures, two cents support NCCER’s workforce development efforts and industry advancement of craft training and one cent supports recruitment activities. This mechanism provides independent third-party verification that funds are applied only to training-related activities. Figure C, on the next page, shows total NTSA contributions each year. See pages 28-29 for a list of NTSA contributors.

Figures A and B show the total actual revenue for 2011.
In 2008, NCCER Contractors began converting from the traditional 15 cent NTSA to a 16 cent per craft hour contribution, with the additional one cent being used to support NCCER recruitment and image enhancement efforts for the industry. The importance of this program cannot be overstated. Those progressive contractors who are contributing the one cent are helping us make a difference in recruitment and image enhancement. See pages 28-29 for a list of one cent contributors.

There are also organizations that had previously established methods to fund their training programs; they voluntarily contribute two cents per hour to help support NCCER’s workforce development efforts. Some of these organizations are also beginning to convert to a three-cent contribution to support the recruitment and image enhancement efforts. Figure C shows the total two-cent contributions. See pages 28-29 for a list of two-cent contributors.

Figure C shows the NTSA contributions each year.
Our leadership created a $10 million endowment fund to protect NCCER from cyclical economic trends in the construction industry. At the end of 2011, the endowment fund balance was $8,201,984, which is shown in Figure D. See pages 28-29 for a list of endowment contributors.

In 2005, the NCCER Board of Trustees authorized the creation of a reserve fund from the annual endowment earnings and profits of NCCER. The fund further protects NCCER from economic downturn and enables NCCER, upon the board of trustees’ approval, to underwrite the costs of developing products, programs or services that arise from unexpected opportunities. At the end of 2011, after fully funding NCCER’s new headquarters, the reserve fund balance was $3,922,904, which is shown in Figure E.
CONTRIBUTORS

The following industry leaders are recognized for their generous contributions to support NCCER’s efforts to build and maintain outstanding workforce development resources.

ABOVE 1 MILLION
BE&K a KBR Company
Becon Construction Co., Inc.
Flor Corporation
KBR, Inc.
TIC/The Industrial Co.

S1 MILLION - S$500 THOUSAND
Rust Constructors Inc.
Tri-City Electrical Contractors, Inc.
Zachry Construction Corporation

$500 THOUSAND - $250 THOUSAND
Austin Industrial
BIS FruCon Construction
BP Amoco Corp.
Caterpillar
ISC Constructors, LLC
Hensel Phelps Construction Co.
Ivey Mechanical Company
J. A. Jones (Metric Constructors Inc.)
Kamtech Services, Inc.
Miller Electric Manufacturing Co.
Repeco, Inc. a RepconStrickland Company
SimplexGrinnell
Suitt Construction Company
TD Industries
The Haskell Company
The Sundt Companies
Underground Construction Co.

$250 THOUSAND - $100 THOUSAND
3M Construction Markets Division
ABC - Texas Gulf Coast Chapter
Adena Corporation
Baker Concrete Construction
Caddell Construction Co., Inc.
Cajun Industries, LLC
Carolinas AGC
Carolinas Electrical Contractors Association
Central Sprinkler Corporation
Clark Construction Group, LLC
Dan Vos Construction Co.
Danis Building Construction Company
Delta Diversified Enterprises, Inc.
Granite Construction, Inc.
Gray Construction
Gulf States
Hardin Construction Company, LLC

Harkins Builders, Inc.
Hess Mechanical Corporation
Holder Construction Company
Johnson Brothers Corporation
Merit Shop Training
Metropower, Inc.
Miller & Long Concrete Construction
NOVA Group, Inc.
Proctor & Gamble
Riviera Electric LLC
R.L. Turner Corporation
S&B Engineers and Constructors, Ltd
Sanders Bros., Inc.
Stanley Jones Corp.
Steel Erectors Association of America
The Bell Company
The Manitowoc Company
Tri-M Group, LLC
US Contractors
Watkins Engineers & Constructors, Inc.
Willmar Electric Service
Windham School District

$100 THOUSAND - $50 THOUSAND
ADT Security Services
Bay Harbour Electric, Inc.
Brasfield & Gorrie
Brice Building Company, Inc.
CCC Group, Inc.
Contractors Northwest, Inc.
Construction Training Trust
Ferguson Construction
Gaylor Electric
Helix Electric Inc.
Hill & Wilkinson
Hoar Construction
Irby Construction Company
Jack Jennings & Sons
James Craft & Sons, Inc.
Lake Mechanical Contractors Inc.
Loweber Construction DBA The Colonial Company
M. C. Dean Co., Inc.
Masonry Arts, Inc.
National Ready Mixed Concrete Association
Paul Risk Associates, Inc.
Pittway Corporation
Portland Cement Association
Rogers Construction Co.
Rogers-O’Brien Construction
Runnebohm Construction Company
Rust Constructors Inc.
Saia Construction, LLC
Shiel-Sexton Company, Inc.
Total Western, Inc.
Town & Country Electric, Inc.
Trinity Contractors
Vos Electric, Inc. ............................................................................................
Watson Electrical Sprinkler Co. .................................................................
Wayne Automatic Fire Sprinkler, Inc. .........................................................
Wayne G. Griffin Electric* ...........................................................................
Westra Construction Inc. .............................................................................
Wiginton Fire Systems ...................................................................................
Wilson Electric ............................................................................................
Wolverine Building Group ..........................................................................
Zignego Ready Mix, Inc. ...............................................................................  

BELOW $50 THOUSAND
A&S Building Systems ..............................................................................
ABC - South Texas Chapter ........................................................................
ABC - Texas Mid Coast CEF ........................................................................
ABC of Wisconsin, Inc. ...............................................................................  
A-Bec Electric .............................................................................................
Affordable Fire Protection an FLSA Company ...........................................
AGC of Idaho .............................................................................................
AJ Kirkwood & Associates, Inc. ...................................................................  
American Constructors Inc. ........................................................................
AquaSouth Construction Inc. .......................................................................  
Arther-Western Contractors* ........................................................................
Aztec Consultants .......................................................................................  
Ben M. Radcliff Contractor, Inc. * .................................................................
Bi-Con Services, Inc. ...................................................................................  
Bradley Plumbing & Heating, Inc. * .............................................................
Brown Automatic Sprinklers, Inc. ...............................................................  
Capitol Painting Co. .....................................................................................
Carr Electric ..................................................................................................  
CEF of Minnesota .........................................................................................
Champion Electric, Inc. ..............................................................................
Clemson University ......................................................................................
CNI Contractors ...........................................................................................
Cobalt Painting, Inc. ....................................................................................  
Contractors Steel Supply, Inc. * .................................................................
Corey Delta, Inc. ..........................................................................................
CSM Group ..................................................................................................
Discoll Electric Co., Inc. ...............................................................................  
Domas & Associates, Inc. ...........................................................................
Donovan Engineering Inc. ...........................................................................
DVH Company ............................................................................................
Eberhart Electric, Inc. ....................................................................................
Electro-Tech, Inc. ..........................................................................................  
EPI General Contractors ............................................................................
Friscia Brothers ...........................................................................................
Gateway Pacific Contractors, Inc. ...............................................................  
Gould Electric ...............................................................................................  
Gurnee Heating & Air Conditioning ............................................................
G. R. Birdwell Construction, LP ....................................................................  
Grinnell Fire Protection ...............................................................................  
Hagan Construction Co., Inc. * .................................................................
H. J. Russell & Company .............................................................................  
Hodess Construction Corporation ..............................................................  
Humphrey & Associates, Inc. .....................................................................
Intrepid Enterprises, Inc. * .........................................................................
Jeffco Painting and Coating Inc. .................................................................
Jim Parker Building Company, Inc. * .........................................................
Keller Structures, Inc. ................................................................................
Kimmel Construction, Inc. ........................................................................
Laws Construction, Inc. .............................................................................
L E. Travis & Sons, Inc. ................................................................................
Lehigh Construction Group, Inc. ...............................................................  
LeMay Electric, Inc. .....................................................................................
Loberg Excavating, Inc. ...............................................................................  
LPR Construction Co. ................................................................................
Luxbrush Painting Co., Inc. ......................................................................  
M. W. Mielke, Inc. ......................................................................................
Mays Concrete, Inc. .....................................................................................
Miller & Roberts, Ltd. .................................................................................
North Bay Construction ...............................................................................
New South Construction Co., Inc. .............................................................  
North American Labor, Inc. ........................................................................  
Notch Mechanical Constructors ..............................................................
PaceElectric, Inc. .........................................................................................
Philip J. Brunger Concrete .........................................................................
Potter Electric Inc. .....................................................................................
Process Systems, Inc. ................................................................................
Pryor & Frazer Construction, Inc. ..............................................................
River City Electronics Co. ...........................................................................
RL Turner ....................................................................................................
Robert J. Baggett, Inc. * ............................................................................
Roche Constructors, Inc. ...........................................................................
Roers Construction Inc ...............................................................................  
S. David & Co., Inc. ...................................................................................
Skanska*......................................................................................................
Spade Corporation ......................................................................................
South-Central Heating & Plumbing ............................................................
SSI Inc. ..........................................................................................................  
Standard Roofing Company* ....................................................................
Stone & Webster Engineering Corp. ...........................................................
Sun Country Heating & Air Conditioning ..................................................
TE-KO Contractors, Inc ...............................................................................  
TerWisscha Construction, Inc. ....................................................................
ThyssenKrupp Elevator Corporation* .......................................................  
United Forming Inc .....................................................................................
Willis Construction Inc. ...............................................................................  
Western Slope Iron & Supply, Inc. ...............................................................  
Westmoreland Electric ................................................................................
WG Yates & Sons Construction Co. * .......................................................  
White-Spunner Construction Inc. * .............................................................
Winter Construction, Inc. ...........................................................................
Wittburn Enterprises, Inc. ..........................................................................  
Wright Electric, Inc. ....................................................................................
Yeager, Inc. ...................................................................................................
Ziegler Industries, Inc. ...............................................................................  

ENDOWMENT CONTRIBUTORS

ENDOWMENT CONTRIBUTORS

ONE-CENT-PER-HOUR CONTRIBUTORS

RETIREMENT SYSTEMS OF ALABAMA