



**2011 NCCER ANNUAL REPORT**  
THE STANDARD FOR DEVELOPING CRAFT PROFESSIONALS





*Above and cover photos: NCCER Headquarter's in Alachua, Florida.  
Photographed by Antonio Valdivia, The Haskell Group.*



## TABLE OF CONTENTS

3	About NCCER
8	Developing
12	Elevating
16	Inspiring
22	Expanding
24	Financing



*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.



## FROM THE PRESIDENT

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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,

A handwritten signature in black ink that reads "Donal E. Whyte". The signature is written in a cursive, flowing style.

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



## BOARD OF TRUSTEES

Ivan Crossland, *Crossland Construction*  
2011 NCCER Chairman

Bob Parker, *Repcon Strickland*  
2011 Vice Chairman

Carole Bionda, *NOVA Group, Inc.*  
Immediate Past Chairman

## MEMBERS

Alan Burton, *Cianbro Corporation*

Keith Byrom, *Precision Resources, A*  
*Subsidiary of Zachry Holdings*

Wayne Crew, *Construction Industry Institute*

Andy Dupuy, *Shaw Power Group*

John Gaylor, *Gaylor, Inc.*

Vincent Giardina, *LeGlue & Company, CPAs*

Bill Hardaway, *Fluor*

Darrell Hargrave, *KBR Services*

Michael Hollingshaus, *Tesoro Corporation*

Dr. Ray Issa, *University of Florida M.E.*

*Rinker School of Building Construction*

Matt Lawrence, *ExxonMobil*

Tim Lawrence, *SkillsUSA*

Carl McColey, *DuPont*

David Mielke, *M.W. Mielke, Inc.*

Brian Pritchard, *Shell*

Chip Reid, *Current Builders*

Jerry Rispone, *ISC Constructors, LLC*

Gerry Sprentall, *Intel*

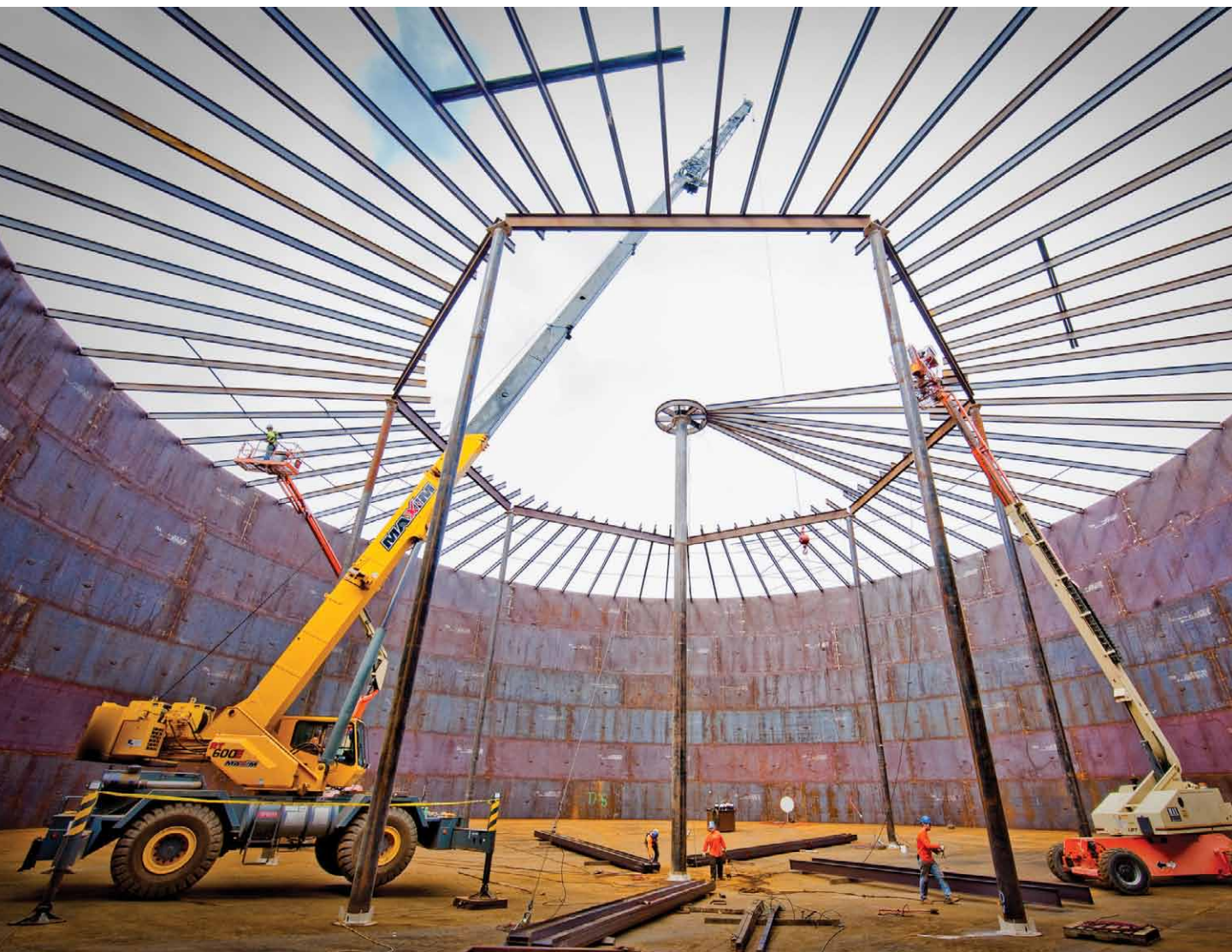
C. Rockwell Turner, *L.P.R. Construction Co.*

Mike Uremovich, *STARCON International, Inc.*

Lowell Wiles, *Jacobs*

# DEVELOPING

Over 270 projects including curriculum, assessment and media development, as well as translation initiatives were completed in 2011.



## REVISIONS & CODE UPDATES

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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

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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.

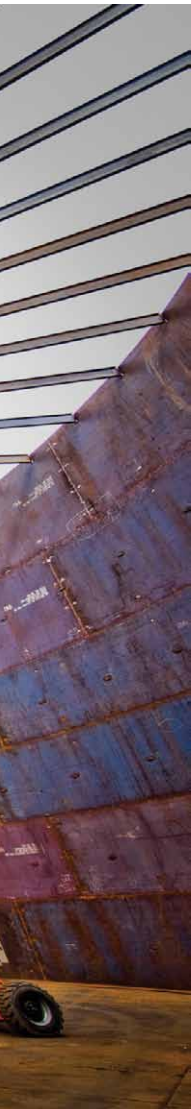
Web-based training continued to be developed for Pipeline Maintenance Covered Tasks.

## TRANSLATIONS

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**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

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**Power Generation  
Maintenance  
curricula**

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**Power Generation  
Maintenance  
Mechanic  
assessment**

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**Power Line Worker  
Level One  
curriculum**

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**Power Line  
Distribution Worker  
Level Two curriculum**

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**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.*

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**Sustainable  
Construction  
Supervisor training  
and assessment  
program**

*The only program  
endorsed by GBCI,  
and it is approved  
for 20 continuing  
education hours.*

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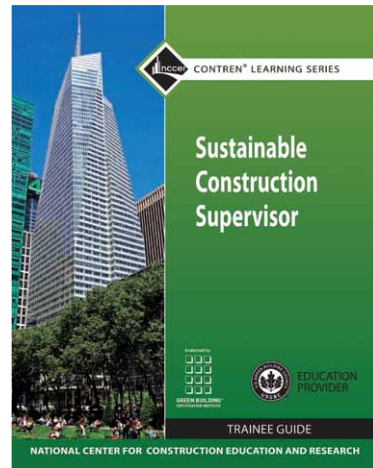
**Alternative Energy  
curriculum**

*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).*

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**Wind Turbine  
Maintenance Level  
One curriculum**

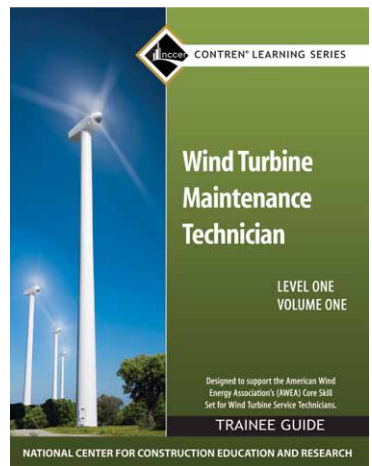
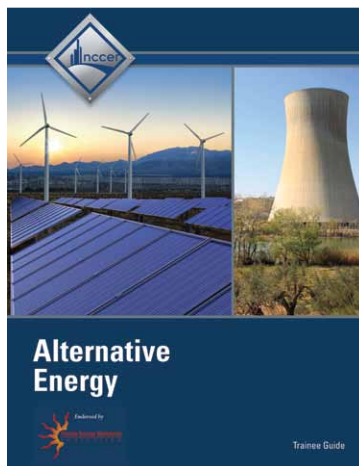
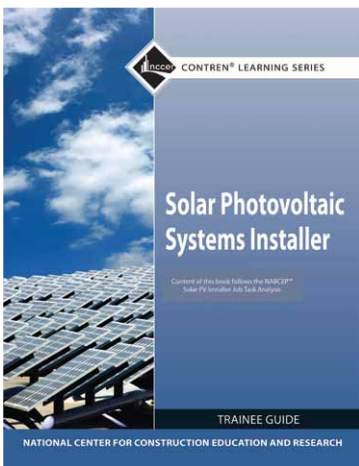
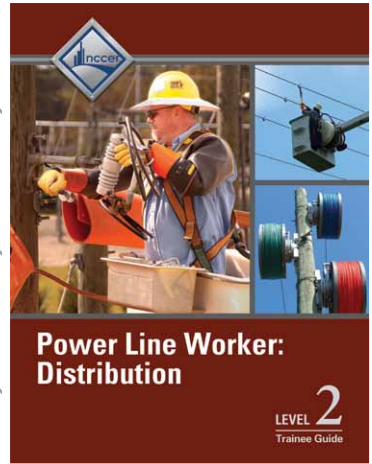
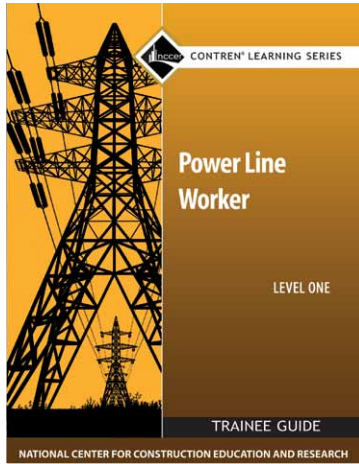
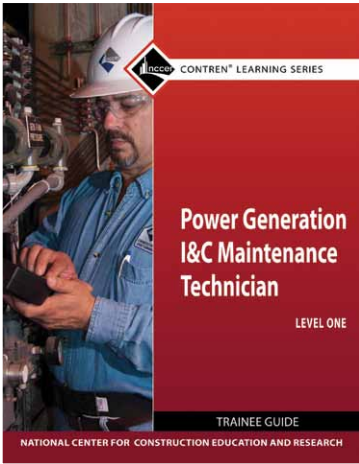
*Designed to support the  
American Wind Energy  
Association's (AWEA)  
Core Skill Set for Wind  
Turbine Technicians.*



**GREEN BUILDING®**  
CERTIFICATION INSTITUTE



**EDUCATION  
PROVIDER**



# ELEVATING

## ASSESSMENTS & CERTIFICATIONS

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<b>48,629</b>	assessments processed <i>5% increase from 2010</i>
<b>5,778</b>	craft performance verifications
<b>44,965</b>	craft performance tasks verified <i>3% increase from 2010</i>
<b>59,057</b>	pipeline performance tasks verified <i>25% increase from 2010</i>
<b>23,957</b>	certified written <i>9% increase from 2010</i>
<b>6,180</b>	certified plus <i>25% increase from 2010</i>
<b>2,188</b>	National Construction Career Tests (NCCTs) sold <i>14% increase from 2010</i>
<b>180</b>	Arkiv webinar participants <i>38% increase from 2010</i>
<b>173</b>	Assessment administrators certified
<b>321</b>	Master Trainers certified
<b>3,067</b>	Craft Instructors certified
<b>35</b>	Crane Practical Examiners certified
<b>48</b>	Rigger/Signal Person Practical Examiners certified
<b>761</b>	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

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*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

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**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.





## REVISION OF ACCREDITATION GUIDELINES RELEASED

In April of 2011, a dramatic revision of the Accreditation Guidelines was released, and Sponsor feedback has been overwhelmingly positive. The new binder format includes separate reference pieces for both Training and Assessment Accreditations, as well as helpful eligibility sections.

## NCCER RECOGNIZED BY THE MANUFACTURING INSTITUTE

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.

*Above: Construction of the Marlins Stadium. Photo provided by L.P.R. Construction Company.*





## PIPELINE TRAINING AND ASSESSMENT PROGRAM

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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

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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.

ANSI Accredited Program #0763  
PERSONNEL CERTIFICATION  
Industrial/Purpose, Rough Terrain/All Terrain,  
Rubber Tire Truck Mount, and Crawler Mount  
Crane Programs



# INSPIRING

## WEBSITE

In September, NCCER launched its new [nccer.org](http://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.

## NEW LOGO

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.



## AWARDS

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.



*Above: Photo by Thiel Harryman, NOVA Group, Inc., winner of NCCER's construction photo contest.*

## PHOTO CONTEST

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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

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*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.

# BUILD YOUR FUTURE. BUILD



## 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.*











## BUILD YOUR FUTURE EVENTS

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.



Above: #81 Toyota Tundra driven by David Starr.  
 Left: 2011 Scramble for Skills event held in Phoenix, Ariz.

## BYF BRANDING

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.”



Above: David Starr taking pictures with several students who participated in the 2011 Construction Career Day in Dallas/Fort Worth, Texas



# EXPANDING

## ACCREDITED TRAINING AND EDUCATIONAL FACILITIES (ATEFS)

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The following Accredited Training Sponsors accredited the highest numbers of ATEF's in 2011:

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

## COLORADO COMMUNITY COLLEGE SYSTEM/CAREER AND TECHNICAL EDUCATION DIVISION

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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

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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

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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

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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.

## CONGRATULATIONS TO THE ABC WINNERS



*2011 Craft Instructor of the Year,  
Robert Stuart*



*2011 Craft Professional of the Year,  
Chris Megois*



# 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

Figure A	Year End Dec 2010	Year End Dec 2011
<b>TOTAL NET OPERATING REVENUE</b>		
Contren Revenue	\$5,405,488	\$4,428,392
Cents-Per-Hour Contributions	\$656,055	\$645,593
Endowment Income	\$550,000	\$550,000
Skills Assessments	\$581,360	\$817,925
Academy Income	\$23,125	\$676
Training Tour Income	\$121,700	\$111,044
Multimedia & Other Revenue	\$7,919	\$4,808
<b>Total</b>	<b>\$7,345,646</b>	<b>\$6,558,439</b>

Figure B	Year End Dec 2010	Year End Dec 2011
<b>TOTAL EXPENSES</b>		
Craft Projects	\$1,789,717	\$1,473,778
Administration	\$1,407,533	\$1,510,802
Workforce Development	\$681,248	\$681,026
Marketing, Research & Internet	\$600,967	\$601,803
Operations, Registry & Info Systems	\$597,673	\$645,858
Customer Service	\$73,525	\$75,292
Facilities	\$248,738	\$247,647
<b>Total</b>	<b>\$5,499,401</b>	<b>\$5,236,207</b>

Figures A and B show the total actual revenue for 2011.

## 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.

## ONE CENT PER HOUR

*for Recruitment & Image Enhancement*

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.

## TWO CENTS PER HOUR

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.

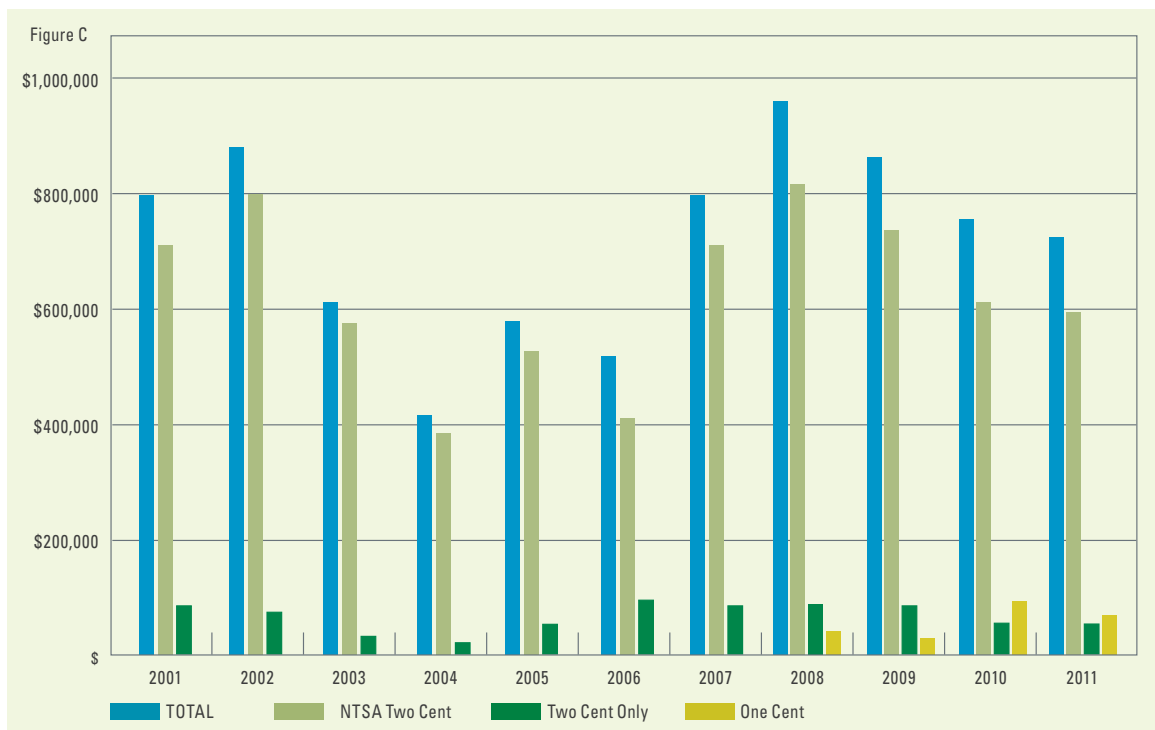


Figure C shows the NTSA contributions each year.

## ENDOWMENT FUND

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.

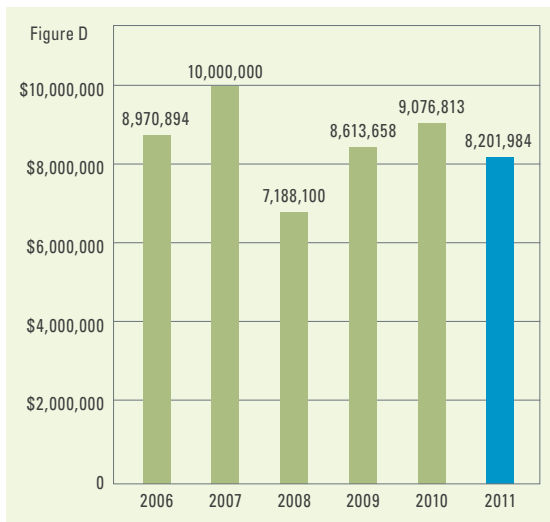


Figure D shows the endowment fund balance.

## RESERVE FUND

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.

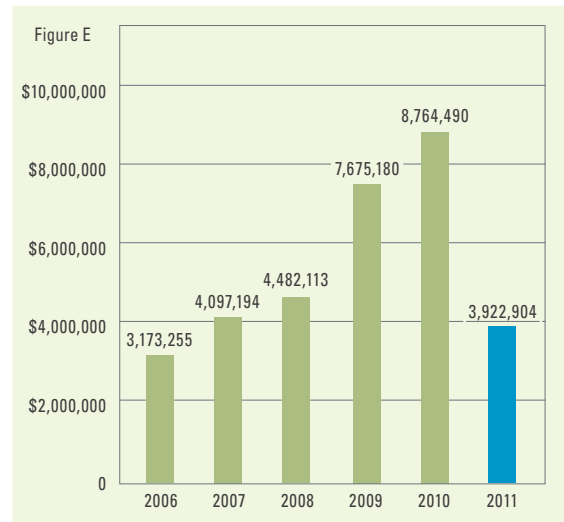


Figure E shows the reserve fund balance.



# 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.....	◆ ●
Fluor Corporation.....	◆ ●
KBR, Inc.....	◆ ●
TIC/The Industrial Co.....	◆ ●

## \$1 MILLION-\$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.....	◆
Repcon, 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.....	◆
Lowder 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.....	● ■
Saiia Construction, LLC.....	◆
Shiel-Sexton Company, Inc.....	◆ ●
Total Western, Inc.....	●
Town & Country Electric, Inc.....	◆
Trinity Contractors.....	◆

Vos Electric, Inc.....	◆
Watson Electrical Construction 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.....	●
Frischia 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.....	●

- ◆ Endowment Contributors
- NTSA Contributors
- Two Cents-per-Hour Contributors
- ◆ One Cent-per-Hour Contributors
- \* Retirement Systems of Alabama

Jesco, 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.....	◆
W G Yates & Sons Construction Co.*.....	●
White-Spinner Construction Inc.*.....	●
Winter Construction, Inc.....	●
Wittburn Enterprises, Inc.....	■
Wright Electric, Inc.....	■
Yeager, Inc.....	●
Ziegler Industries, Inc.....	●



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