

October 12, 2020

Wisconsin Apprenticeship Advisory Council

Wednesday, October 14, 2020

10:00 AM—Noon

Access Information

Link: <https://dwdwi.webex.com/dwdwi/j.php?MTID=md6454c7fc8d090979eba6a88bd397778>
Meeting number: 145 089 2528
Password: uJTps8ZW83
Join by phone: +1-855-282-6330 US TOLL FREE
Access code: 145 089 2528

Tentative Agenda

1. Call the meeting to order.
2. Introduce attendees.
3. Review the roster.
4. **For Action:** Review and approve the minutes of the previous meeting.
5. **Special Topics:**
 - a. Registered Apprenticeship during COVID-19
 - b. **For action:** mandatory registration in BASERS as of July 1, 2021
 - c. State Apprenticeship Council Alliance
 - d. 28th Biennial Conference
 - e. "Recruiting for Prison Industries Board," with Mr. Wesley Ray, Director, Bureau of Correctional Enterprises
5. **For action: review applications for certified pre-apprenticeship programs from BankWork\$**
6. **Sub-committee Updates**
 - a. Career Pathways
 - b. Educational Linkages
 - c. Equal Access
 - d. Outreach
 - e. Policies and Programs
7. **Registered Apprenticeship Updates**
 - a. [Industry-Recognized Apprenticeship Programs](#)
 - b. Federal grants to expand registered apprenticeship

- c. Implementing revisions to CFR 29.30 (AA/EEO)
 - d. Revising Transition to Trainer
 - e. National Apprenticeship Week 2020
 - f. BAS personnel update
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- 8. Youth Apprenticeship Update
 - 9. Wisconsin Technical System Update
 - 10. Review participant statistics.
 - 11. Schedule the next meeting.



Draft Minutes of the
Wisconsin Apprenticeship Advisory Council
to DWD, Bureau of Apprenticeship Standards & Wisconsin Technical College System Board

June 23, 2020
Virtual

Members Present	
Anthony Jr., Ruben	Urban League
Barker, Daniel	Ariens Company
Branson, Dave	Building Trades Council, Madison
Cook, Jim	NECA-IBEW Electrical Apprenticeship
Emrick, Leigh	Associated Builders & Contractors of WI
Griffith, Tracey	WI Transportation & Builders Association
Grohmann, Gert	Associated General Contractors, Milwaukee
Hayden, Terry (Co-Chair)	Wisconsin Pipe Trades Association
Hellenbrand, Callie	Alliant Energy
McHugh, Shawn	Wisconsin Operating Engineers
Hurt, Henry (Co-Chair)	Hurt Electric
Jacobson, Gene	PDC Electrical Contractors
Lentz, Seth	Workforce Development Board of South Central WI
Seeley-Schreck, Chrystal	Wisconsin Technical College System
Wieseke, Mark	UAW, Region 4

Members Absent	
Daily, Michael	United Steel Workers District 2
Mortenson, Brandon	IAMAW District 10
O'Neill, Hollie	IBEW 2150, WI Electrical Power
Pfannerstill, Kathleen	Toolcraft Co., Inc.
Reader, Chris	Wisconsin Manufacturers & Commerce
Consultants and Guests	
Badger, Richard	Bureau of Apprenticeship Standards
Conklin, Oliva	Bureau of Apprenticeship Standards
Crary, Cary	Bureau of Apprenticeship Standards
Dernbach, B.J.	Office of Rep. Petryk
Galliard, Jim	Ezekiel Community Development Corporation
Johnson, Joshua	Bureau of Apprenticeship Standards
Kargel, Nancy	Bureau of Apprenticeship Standards
Kasper, Andrew	Bureau of Apprenticeship Standards
Myles, Tommy	Bureau of Apprenticeship Standards
O'Shasky, Lynn	Bureau of Apprenticeship Standards
Pusch, Liz	Bureau of Apprenticeship Standards
Rogers, Milton	Bureau of Apprenticeship Standards
Smith, Owen	Bureau of Apprenticeship Standards
Stahlecker, Ben	Bureau of Apprenticeship Standards
Wagner, Mike	NECA-IBEW

1. The meeting was called to order at 10:08 a.m. by Co-Chair Terry Hayden.
2. Attendees introduced themselves.
3. **Action:** *a motion to approve the minutes as written was made by Ms. Tracy Griffith, seconded by Ms. Leigh Emrick, and approved by the Council.*
4. **Special Topics:**

a. Registered Apprenticeship During COVID-19

Director Josh Johnson thanked all attendees for their input and support during the Bureau's response to the pandemic. The Bureau's top priority has been ensuring the safety of apprentices by supporting sponsors' and related instruction providers' local determinations on the safest means of conducting training. Bureau staff have been working at home since March, not traveling in-state, and holding all meetings virtually.

Director Johnson shared that Bureau staff discussed the recent civil unrest that followed by the death of Mr. George Floyd and how staff can encourage diversity and inclusion in registered apprenticeship.

Attendees thanked Director Johnson for supporting flexible means of responding to the pandemic, such as supporting each technical college's discretion in delivering related instruction.

b. State Apprenticeship Council Alliance (Co-Chair Terry Hayden)

Co-Chair Hayden reported that the Alliance cancelled its most recently scheduled meeting due to the pandemic. The Alliance was scheduled to meet with Mr. John Ladd, Director of Apprenticeship, representatives of the U.S. Department of Labor, and lawmakers.

Attendees did not have questions or comments.

c. Implementation of Industry-Recognized Apprenticeship Programs

Director Johnson added that industry-recognized apprenticeship programs (IRAPs) are seen nationally as equal to registered apprenticeship, but Wisconsin Apprenticeship has made it known that it will neither approve IRAPs in Wisconsin nor become an IRAP review agency.

Attendees did not have questions or comments.

Co-Chair Hayden concluded that the Alliance and IRAPs will be discussed further during the September meeting of the National Association of State and Territorial Apprenticeship Directors.

5. Discuss whether to reformulate the Council's membership

Director Johnson reviewed that the Council has two vacant seats because Mr. Brent Kindred and Mr. Mark Kessenich accepted different positions. Mr. Kindred was an educational representative and Mr. Kessenich was an employer representative. Both contributing significantly and will be missed.

Director Johnson explained that replacing both members will not shift the composition of the Council: the educational representative must come from an educational institution, so vacancy will be extended to the Department of Public Instruction; and the employer representative vacancy could be extended to WRTP/BIG STEP or an employer or employer organization from a new sector. Director Johnson noted that new members are recommended by the Bureau, based on Council input, and nominated by the DWD Secretary.

Co-Chair Hayden and Mr. Anthony, Jr., advocated for inviting another representative of WRTP/BIG STEP because it is a very helpful organization in registered apprenticeship and certified pre-apprenticeship, with a demonstrated record of success in Madison and Milwaukee. Mr. Grohmann, Ms. Griffith, Mr. Cook, and Mr. Lentz agreed.

Mr. Barker asked whether BIG STEP had expressed interest in continuing to support the Council. Director Johnson explained that will be answered once the replacement is hired. If BIG STEP is not interested, the Bureau should invite another community-based organization, Mr. Cook and Ms. Griffith recommended.

Mr. Lentz asked whether the Council has a limited number of seats and how it can involve new sectors. Co-Chair Hayden suggested the Council invite new sectors to meetings as consultants and guests and dedicate an agenda item to their updates.

Action: *the Bureau will add updates from new sectors to subsequent agendas and invite representatives to present them*

6. For action: review Certified Pre-Apprenticeship Application from Ezekiel Community Development

Director Johnson introduced Mr. Jim Galliard of Ezekiel Community Development and explained that the organization has developed an electrical pre-apprenticeship program and is applying to become a registered apprenticeship sponsor via Associated Builders and Contractors. Director Johnson noted that completers of the pre-apprenticeship receive a registered electrician card.

Ms. Emrick clarified that Ezekiel CDC has been discussing sponsorship with ABC but has not yet submitted the formal paperwork. Mr. Jim Cook clarified that completers would receive the electrician's beginner license, which would allow them to work as a helper on electrical projects. Ms. Emrick and Mr. Cook agreed that the certification provides completers with an advantage.

Mr. Galliard reviewed that Ezekiel Community Development Corporation operates work-hire programs for underserved and chronically unemployed individuals who demonstrate intention and responsibility. The programs teach basic electrical and carpentry skills while rehabilitating foreclosed properties from the City of Milwaukee. Many graduates of the Ezekiel's training are now master electricians.

Co-Chair Hayden applauded the program as "incredible." Mr. Anthony, Jr., stated he felt "encouraged" by the application and Mr. Galliard's "magnificent work."

Co-Chair Hayden and Director Johnson noted, though, that a connection to registered apprenticeship must be in place for the Council to certify the program. They asked Mr. Galliard to discuss its connection with registered apprenticeship and whether he foresaw any issues in Ezekiel becoming a registered apprenticeship sponsor. Mr. Galliard replied that he and several of his employees are licensed master electricians; Ezekiel has been part of ABC in the past and has no problem rejoining; and the pre-apprenticeship will be connected to several electrical sponsors that are members of ABC

Ms. Emrick stated that ABC and Ezekiel can begin the formal application process next week. She and Mr. Cook reiterated that the beginner's license will give graduates a competitive advantage.

Action: *a motion to approve the application as written was made by Mr. Anthony, Jr., seconded by Mr. Cook, and passed by the Council. Ms. Emrick abstained.*

7. Sub-committee Updates

a. 28th Biennial Conference planning team

Director Johnson announced that the conference theme will be, "Innovation Through Integration." He thanked Mr. Owen Smith for promoting the idea of "integration." The theme will emphasize how industries and businesses integrate registered apprenticeship into their business plans and how Wisconsin Apprenticeship integrates registered apprenticeship, youth apprenticeship, and certified pre-apprenticeship. The theme also addresses integrating women, minorities, and underrepresented populations into their workforce.

Director Johnson noted that this conference will include an Apprenticeship Expo, but it will occur the day prior to the conference and invitations will be staggered throughout the date. Registration for the Conference and Expo is open via EventBrite. The link was included on the "save-the-date" notice.

The planning team is tentatively scheduled to meet again in July at the Wilderness Hotel.

Co-Chair Hayden noted that the timing of this conference presents an opportunity to affect change. Ms. Seeley-Schreck applauded the emphasis on inclusion.

b. Volunteering for subcommittees

Mr. Smith distributed a copy of the updated rosters of the Council's subcommittees. He thanked everyone for reviewing their participation. He asked attendees for if the rosters needed to be updated further. No updates were presented.

***Action:** Mr. Smith will reconvene the subcommittees prior to the next Council meeting. Director Johnson will reconvene the Apprenticeship Consortium, too, before the next Council meeting.*

8. Registered Apprenticeship Update

a. Federal grants to expand registered apprenticeship

Director Johnson reviewed that the Bureau received two federal grants to expand registered apprenticeship. The first, WAGE\$, will end September 30. The grant has registered 640 of its goal of 1,000 new apprentices, with most registering in the Maintenance Technician and Industrial Manufacturing Technician apprenticeships. Nine percent of the apprentices are women; 16% are minorities. The total also includes 38 Medical Assistant registered apprentices, which is a new program in health care. The grant also funded the development of additional health care programs, such as Pharmacy Technician, and several registered apprenticeships in Information Technology. The Bureau will request a no-cost extension to the performance period.

The second grant, the State Apprenticeship Expansion (SAE) grant, funded two programs in the Milwaukee, which will remain confidential until the contracts are approved. Two additional programs were funded, but the programs had to withdraw due to adverse effects of the pandemic. The Bureau is working on a request to use grant funds to reimburse on-the-job training costs. The grant also funded the development of the Roadway Maintenance Technician program, which will conclude development this summer.

Director Johnson reported that the Bureau applied for two additional grants: a \$9 million extension of the aforementioned state expansion grant to increase apprentices statewide by 25% over the next three years; and a Youth Apprenticeship Readiness grant totaling \$2.9 million, which would increase sponsors, increase participation of WIOA-eligible youth, and align YA and WTCS curriculum.

Director Johnson concluded by acknowledging the Bureau has aggressively pursued federal grants in the service of expanding and integrating Wisconsin Apprenticeship.

Attendees did not have questions or comments.

b. Implementing revisions to CFR 29.30 (AA/EEO)

Mr. Andrew Kasper reported that the Bureau has delayed implementing revisions to CFR 29.30 due to the pandemic. The Bureau was to begin compliance reviews in spring but postponed them because they must be performed onsite. He reminded attendees that information on all revisions is available on the Bureau website.

Mr. Cook asked whether the template for sponsors' compliance plans would be reviewed by the Council subcommittees. Several electrical joint apprenticeship committees have been ready to submit plans for awhile and prefer to receive feedback from the Bureau or Council before doing so. The JACs current template was developed nationally and approved by the U.S. Department of Labor.

Mr. Kasper replied that Andrew several sponsors have asked to submit updated affirmative action plans, but the Bureau has been hesitant to accept them because compliance reviews include updating the affirmative action plan. The Bureau has a backlog of compliance reviews because it wants to train all new staff before conducting them. So, the Bureau will perform compliance reviews in the order in which they're overdue and then update the template for the affirmative action plan.

Attendees did not have additional questions or comments.

c. National Apprenticeship Week 2020

Director Johnson reported that the Bureau will host National Apprenticeship Week in November but has not decided whether events will be virtual or in-person.

Attendees did not have questions or comments.

e. BAS personnel update

Director Johnson announced that the new Chief of Field Operations is Ms. Liz Pusch. She will work closely with the apprenticeship navigators and applicants for certified pre-apprenticeship programs. Ms. Pusch served most recently as a policy analyst, developing non-conventional programs. She served formerly as an apprenticeship training representative. Her recent position will remain vacant because it is not essential.

Ms. Cathy Crary reported that Ms. Darla Burton, policy analyst in Youth Apprenticeship, accepted a new job. Ms. Burton's position may not be filled due to hiring freezes.

Attendees did not have questions or comments.

9. Youth Apprenticeship Update

a. Participation Statistics

Ms. Crary reported that youth apprenticeship participation is at a record high: 6,446 students; 4,200 employers; 326 school districts; and 37 consortia. This year, 5,080 students are projected to complete. Due to the pandemic, the completion criteria were reduced by 25% to align with the shortened academic year. Next year's enrollment is projected to be 5,958.

b. Modernization Project

Ms. Cray reviewed that the project will proceed in three tiers. The first tier concluded this month and included curriculum for manufacturing, finance, healthcare, information technology, and tourism programs. Modernization project things were in three tiers.

Attendees did not have questions or comments.

10. Wisconsin Technical System Update

Ms. Seeley-Schreck thanked Director Johnson for supporting technical colleges' discretion in adjusting the delivery of related instruction during the pandemic. Each college has taken a different approach: many have transitioned to online learning in various formats; some provide laptops and mobile hotspots; others have extended their semesters. Some registered apprenticeship programs were deemed "essential" and returned to in-person instruction, with colleges providing personal protective equipment and facility sanitizations.

Attendees did not have questions or comments.

11. Review registered apprenticeship participant statistics.

Mr. Kasper reported that registrations are still high, but new contracts are down approximately 50% from this time last year. Due to the pandemic, many companies laid off staff, granted early retirements to many workers, and delayed hiring. However, when the pandemic resolves, many companies will hire new workers.

Director Johnson noted that the Bureau is preparing an outreach campaign in the fall, with assistance from the grants it received. The outreach campaign will externally rebrand the Bureau as Wisconsin Apprenticeship, an umbrella brand for Youth Apprenticeship, Registered Apprenticeship, and Certified Pre-Apprenticeship.

12. The Council agreed to schedule its next meeting via online survey.

13. The Council adjourned at 12:35 p.m.

Submitted by Owen Smith, Program and Policy Analyst

October 9, 2020

TO: WI Apprenticeship Advisory Council

FROM: Owen Smith, Program and Policy Analyst, Bureau of Apprenticeship Standards

SUBJECT: Subcommittees of the WI Apprenticeship Advisory Council

1. Career Pathways

a. Key Discussions

- i. Objective: bridge youth apprenticeship and certified pre-apprenticeship to RA
- ii. Objective: bridge RA to associate degree and technical diploma programs
- iii. Align YA, CPA, RA, AAS and technical diplomas to obtain industry credentials

b. For action: recommendations to the Advisory Council

- i. Include a representative of Youth Apprenticeship in the subcommittee.
- ii. Align future projects for the subcommittee with the SAE grant.

2. Educational Linkages

a. Key Discussions

- i. Align or embed existing RA with associate degree or technical diplomas for dual credentials
- ii. Align and streamline assessments of credit for prior learning between BAS and WTCS.
- iii. Clarify the scopes of this subcommittee and the Career Pathways subcommittee.
- iv. Continue partnering with DPI to increase the K-12 system's comprehension of RA.
- v. BAS should complement, not recreate, the career pathway maps used by WTCS and DPI.

b. For action: recommendations to the Advisory Council

- i. Merge this and the Career Pathways subcommittees to focus on aligning all pathways
- ii. Redesign the "Parents' Guide to Registered Apprenticeship"
- iii. Review survey of CTE teachers
- iv. Resume analyzing the results of DPI's apprenticeship survey of K-12 staff
- v. Streamline DPI's apprenticeship awareness website for K-12 staff

3. Equal Access

a. Key Discussions

- i. Some prior documents are working well, such as the program review guide for CPAs.
- ii. Some prior documents should be revised, such as "Successful Interviewing."
- iii. Some prior documents have not been implemented, such as the "Mentoring Guide."
- iv. The subcommittee reviewed the WTCS Systemwide Equity Report.
- v. The Bureau will be reviewing the phrase, "good faith effort," as it relates to sponsors' outreach.

b. For action: recommendations to the Advisory Council

- i. Develop a separate "Successful Interviewing" guide for all other sectors except construction OR
- ii. Revise the "Successful Interviewing" guide with a separate section for construction.
- iii. Implement the "Mentorship Guide" developed by the Council.

4. Outreach

a. Key Discussions

- i. The demand for outreach is high at this time.
- ii. Outreach activities are infused with substantial grant funding.
- iii. BAS has various outreach advisory bodies with overlapping scopes and participants.
- iv. Outreach efforts should focus across all apprenticeship: YA, CPA, and RA.
- v. Apprenticeship stakeholder should advise on content but leave design to creative professionals.

b. For action: recommendations to the Advisory Council

- i. Inventory existing and needed outreach material.
- ii. Clarify the roles of the subcommittee, ATR outreach subcommittee, Consortium, and LEADERS.

5. Policy & Programs

a. Key Discussions

- i. Reviewed the working drafts of documents related to CFR 29.30
- ii. Reviewed the working draft of revisions to the WI Apprenticeship Manual.
- iii. Discussed streamlining BAS and WTCS policy and data systems for dual enrollment, CPA to RA.
- iv. Discussed policy impacts of emphasizing aligning programs through the ASE Grant.
- v. Requested reviewing all draft documents for CFR 29.30 and Manual prior to Council meeting.

b. For action: recommendations to the Advisory Council

Revised documents will be presented and reviewed by Mr. Andrew Kasper, Program and Policy Analyst.

Privacy Law Notice: The information requested on this form is required under Wis. Admin. Code § DWD 296.14 for the Wisconsin Bureau of Apprenticeship Standards to process and investigate an allegation of discrimination in a registered apprenticeship program. The information you provide is utilized by state and federal apprenticeship staff for complaint investigation and resolution but may also be used for secondary purposes [Privacy Law, s. 15.04(1)(m), Wis. Stats].

Instructions: Use this form to file a complaint of discrimination related to your apprenticeship program. This form constitutes notification that a formal complaint is being filed with the Wisconsin Bureau of Apprenticeship Standards (Bureau). All complaints must be filed within 300 days of the alleged discrimination or alleged failure to follow equal opportunity standards. Exceptions to this time frame must be fully justified and approved by the Bureau.

To the extent necessary to conduct a proper investigation, information contained in this complaint may be shared with the sponsor and other pertinent parties, including witnesses or coworkers with relevant knowledge of the alleged events. In addition, this complaint may be referenced in the course of mediation with the sponsor, presenting evidence at a hearing or other forum, or shared with other agencies with jurisdiction over the complaint, such as the Wisconsin Equal Rights Division.

Failure to provide the information requested within this complaint form will restrict the action the Bureau can take on your behalf.

Non-Retaliation: Wisconsin apprenticeship regulations (Wis. Admin. Code § DWD 296) require sponsors and employers to ensure that there is no retaliation against any person who files a discrimination complaint or alleges a violation of Wis. Admin. Code § DWD 296. This includes any intimidation, threat, coercion or discrimination. Please notify a Bureau representative immediately if any retaliation is committed, which may necessitate the filing of a complaint form.

Complainant Information:

Apprentice Name (First) (Middle) (Last)				
Street Address or P.O. Box		City	State	Zip Code
Telephone Number ()	Cell Phone Number ()	E-Mail Address		Birth Date

Sponsor Information:

Apprenticeship Program Sponsor		Telephone Number		
Street Address or P.O. Box		City	State	Zip Code

Date of discrimination or failure to follow equal opportunity standards: _____

Basis for Discrimination: the alleged conduct in the apprenticeship program: mark all that apply to your complaint of discrimination.

- | | | |
|---|--|---|
| 1. <input type="checkbox"/> Race | 5. <input type="checkbox"/> Color | 8. <input type="checkbox"/> Religion |
| 2. <input type="checkbox"/> National Origin | 6. <input type="checkbox"/> Age | 9. <input type="checkbox"/> Genetic Information |
| 3. <input type="checkbox"/> Disability | 7. <input type="checkbox"/> Sexual Orientation | 10. <input type="checkbox"/> Retaliation |
| 4. <input type="checkbox"/> Sex (Incl. pregnancy & gender identity) | | |

Statement of Discrimination: Describe in detail the alleged discriminatory actions or alleged failure to follow equal opportunity standards, indicating place, names and titles or persons involved. (Additional pages may be added to this form.)

Date and Signature of Complainant or Authorized Representative:

Signature: _____ Date: _____

➤ **Mail the completed complaint to:**

Bureau of Apprenticeship Standards
Attn: EEO Complaint
P.O. Box 7972
Madison, WI 53707

Draft

IX. EQUAL OPPORTUNITY

1. Sponsor has designated an individual to oversee the program's equal opportunity obligations under Wis. Admin. Code § DWD 296. *

☐ Yes ☐ No ☐ N/A

2. Apprentices and apprentice applicants are informed in writing of the procedures for filing an equal opportunity complaint as outlined in Wis. Admin. Code § DWD 296.14(2). *

☐ Yes ☐ No ☐ N/A

3. The equal opportunity pledge is published in the sponsor's standards, apprenticeship opportunity announcements and other apprenticeship-related materials. *

☐ Yes ☐ No ☐ N/A

4. The equal opportunity pledge is posted in a conspicuous location. *

☐ Yes ☐ No ☐ N/A

5. Sponsor has procedures for handling and resolving complaints of harassment, intimidation and retaliation. *

☐ Yes ☐ No ☐ N/A

5a. All individuals involved with the apprenticeship program, including apprentices, administrators and journey workers, have completed a satisfactory anti-harassment training program. *

☐ Yes ☐ No ☐ N/A

6. The selection procedures detailed in the sponsor's standards are current and facially neutral. *

☐ Yes ☐ No ☐ N/A

6a. Sponsor maintains a list of recruitment sources to generate applicant referrals from all demographic groups in the relevant recruitment area. *

☐ Yes ☐ No ☐ N/A

6b. Sponsor provides advance notice to recruitment sources of apprenticeship openings. *

☐ Yes ☐ No ☐ N/A

7. If the sponsor provides restrooms or changing facilities, those facilities are separate, or single user, to assure privacy between sexes. *

☐ Yes ☐ No ☐ N/A

8. Sponsor maintains the records necessary to demonstrate compliance with this section and Wis. Admin. Code § DWD 296.12. *

☐ Yes ☐ No ☐ N/A

9. Describe existing deficiencies and recommendations. (Must be completed for each item answered no, above.) *

Apprentice Participation Report

Active and Unassigned Apprentices

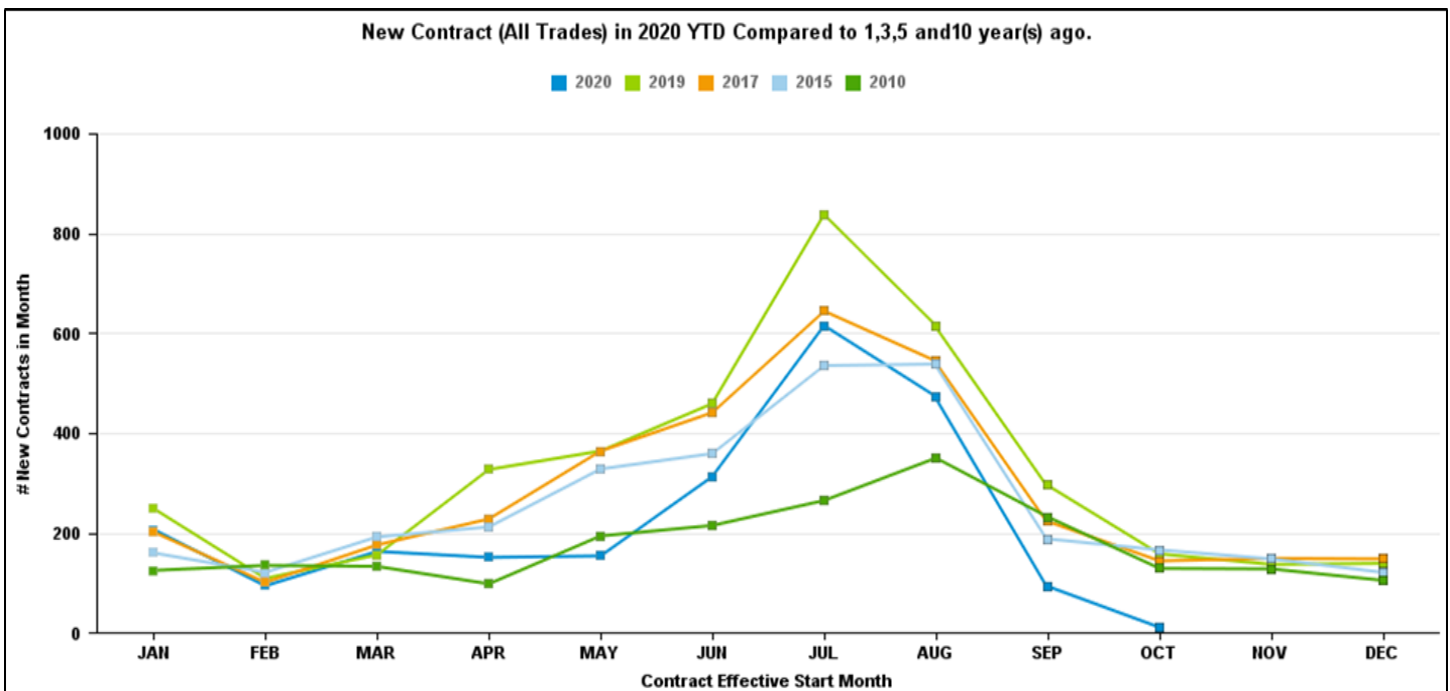
	Oct. 12, 2020	Oct. 12, 2019
All Sectors	11,681	11,683
Construction	8,215	8,095
Industrial	2,204	2,312
Service	790	735
Utilities	433	496
Healthcare	32	37

Cancelled Apprentices

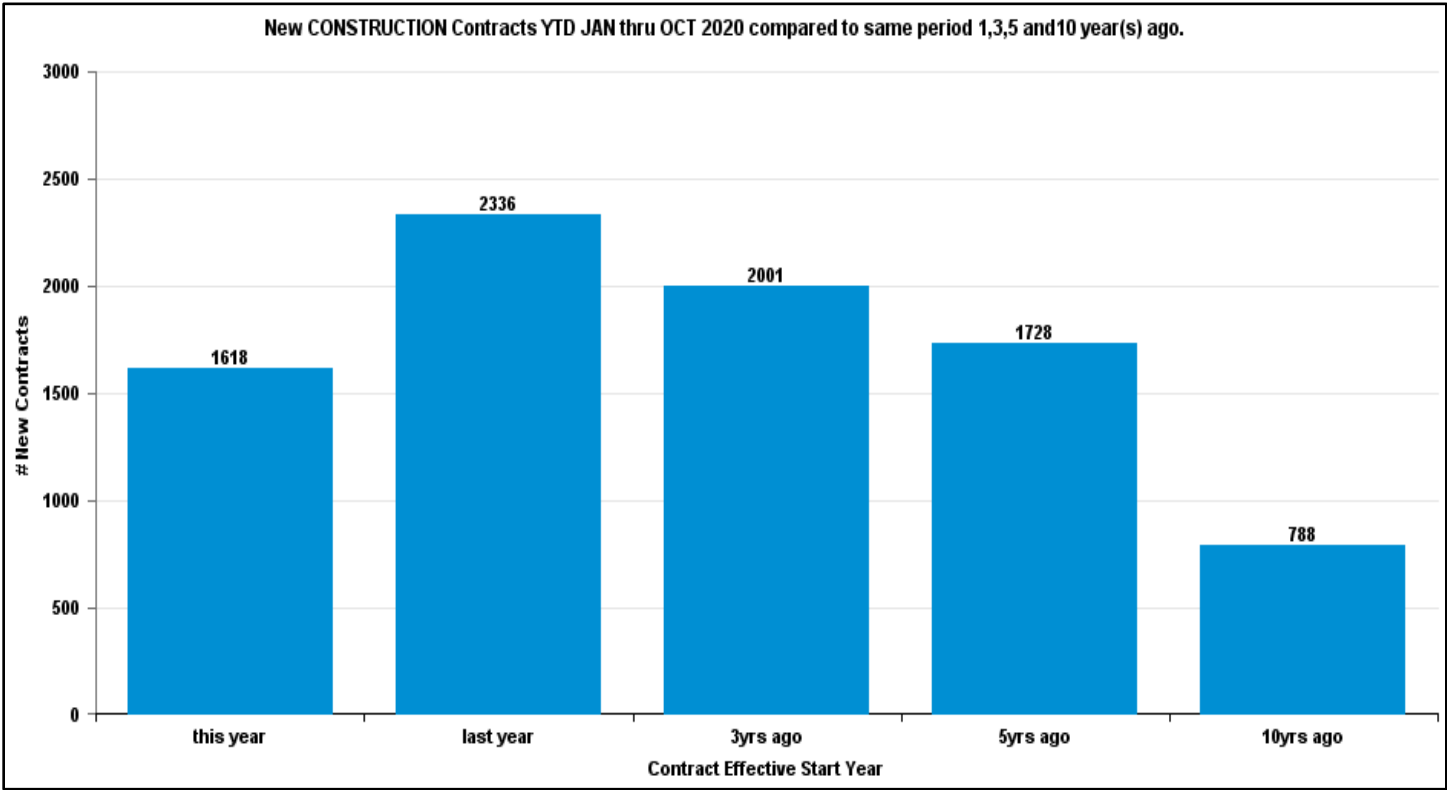
	Jan. 1 – Oct. 12, 2020	Jan. 1 – Oct. 12, 2019
All Sectors	923	1,155
Construction	627	731
Industrial	193	256
Service	78	141
Utilities	24	25
Healthcare	0	1

New Apprentices

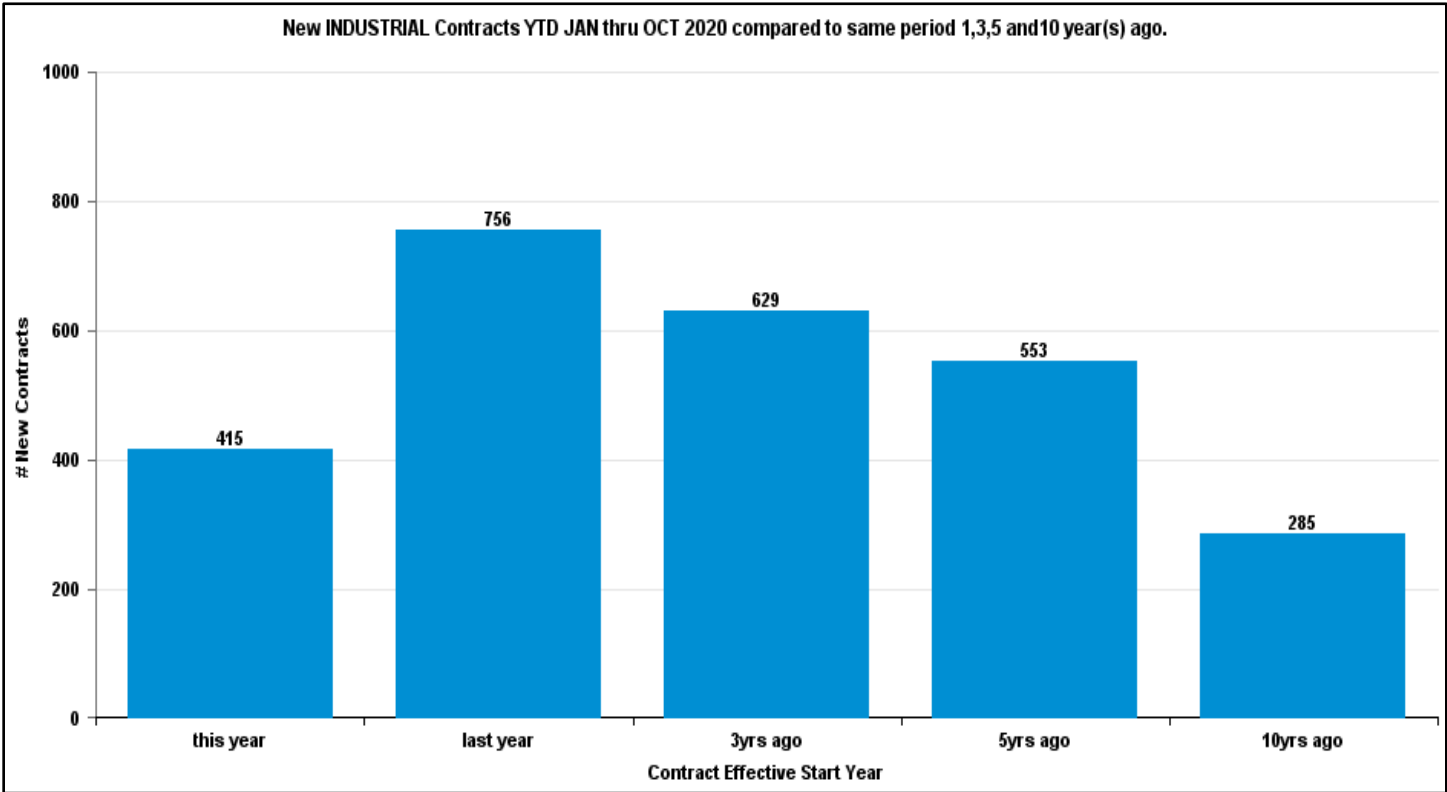
	Jan. 1 – Oct. 12, 2020	Jan. 1 – Oct. 12, 2019
All Sectors	2,271	3,486
Construction	1,617	2,280
Industrial	415	746
Service	154	282
Utilities	72	149
Healthcare	9	22



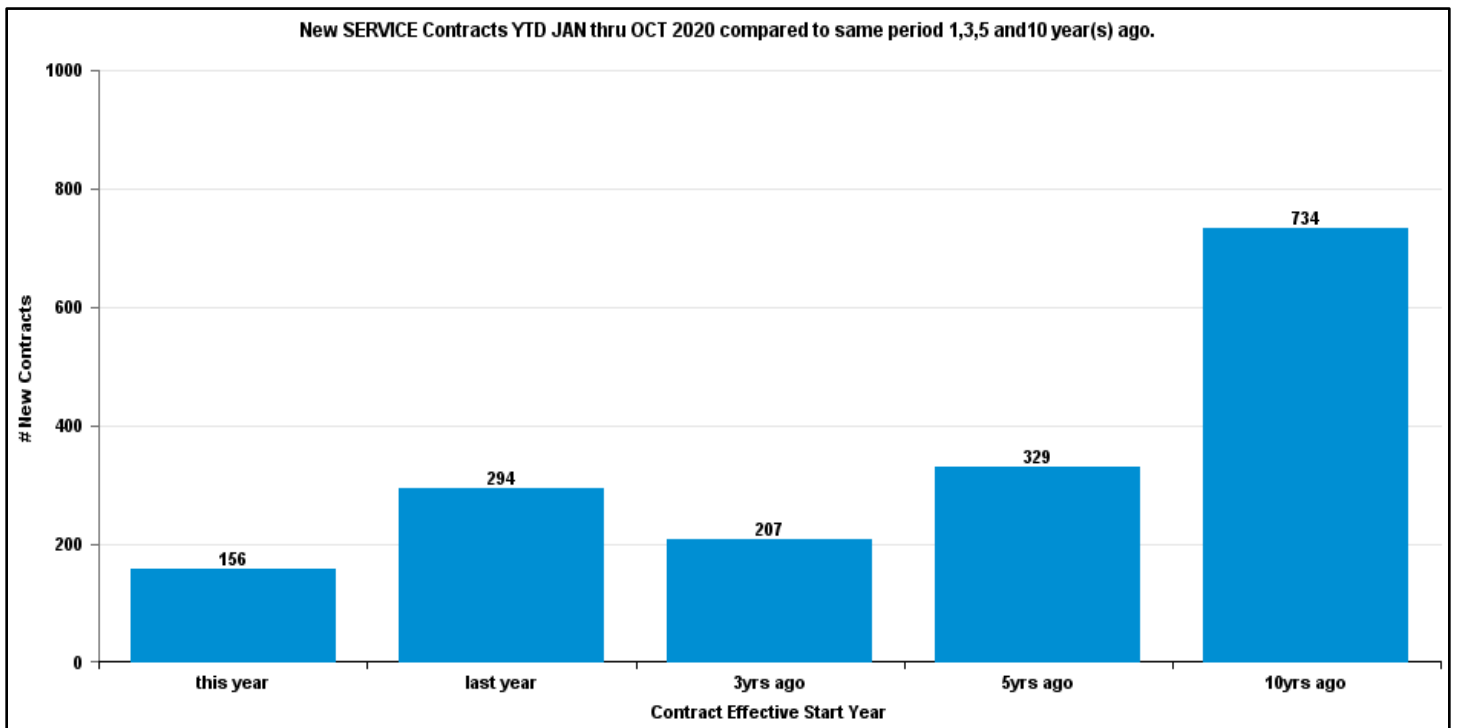
New Contracts (Construction)



New Contracts (Industrial)



New Contracts (Service)



New Contracts (Utilities)

