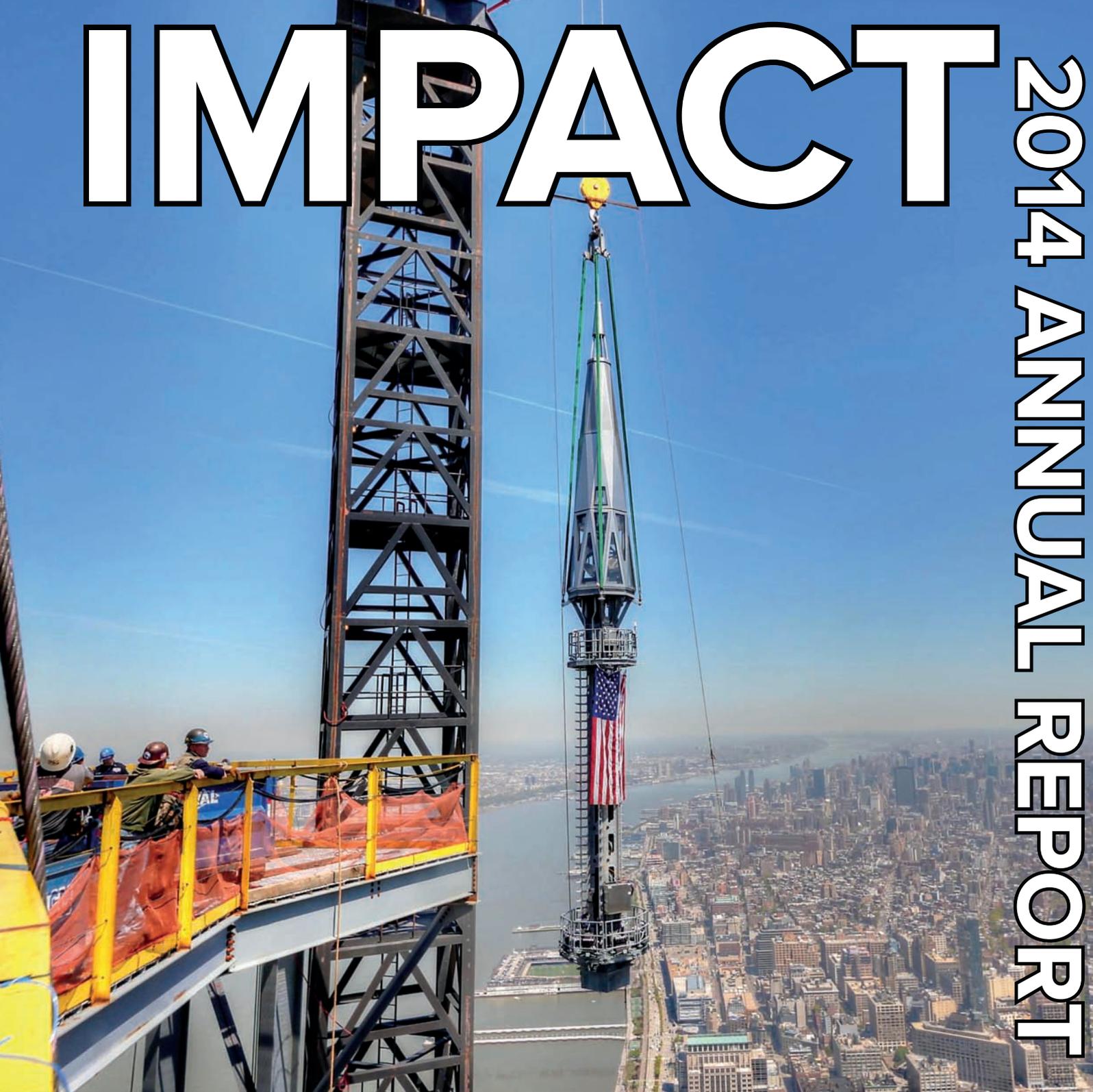


IMPACT

2014 ANNUAL REPORT



Building North America
Ironworkers and Employers Partner for Success

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IMPACTv Lives! Watch the interviews you've been asking for on the topics that matter most to our industry and our future.



IMPACT is online in English and now in Spanish! Watch videos, peruse photos and read our latest news items to enrich your understanding of our mission and values.

Comments? Questions?

We welcome your comments, questions and feedback. Please contact us via email at info@impact-net.org, or call toll free at (800) 545-4921 to speak with an IMPACT representative.

Cover Photo: Freedom Tower Spire, placed by ironworkers from Local 40, New York. The spire places the building's height at 1776 feet tall, making it the tallest skyscraper in the western hemisphere.



Letter From The Co-Chairs



Walter Wise
Labor Co-Chair
General President
Iron Workers International



Bill Brown
Management Co-Chair
President
Ben Hur Construction Co.

Annual REPORT

In August of 2014, we conducted an International Safety Stand Down. We aired two special editions of IMPACTv raising concern over an alarming trend in workplace fatalities that took place this year. The webcasts, one directed at ironworkers and a second directed at our contractors, were essentially the same and carried the same message: We **MUST** reach zero incidences! The fatalities ended, but the mission continues; as ironworkers are leaders on the jobsite, we must also be leaders in world-class safety. This can only be achieved through constant and continuous improvement on behalf of the Iron Workers and their contractors. We continue to see that having an impeccable safety record has its rewards in increased work opportunities. Simply said, it's a competitive advantage that we must exploit in the market place.

We cannot achieve these lofty goals through rhetoric alone. To that end we gave authorization to develop a program that creates more ironworker leadership roles in the realm of safety. We are pleased to report that IMPACT has partnered with the Board of Certified Safety Professionals to deliver the Safety Trained Supervisor Construction credential. This program was first piloted by the Ironworker Rocky Mountain District Council's Local Union 24 in Denver as a result of the efforts of their safety committee. Once District Council President Matt Groskie and Business Manager Mark Calkins realized the power of the program, they brought IMPACT Western Regional Director Jimmy McGuire into the loop. This allowed the lesson to be shared with the Board, who directed IMPACT staff to develop a program that can be used throughout North America.

We ensure that ironworkers have safety training, we constantly work with the contractor leadership to verify that

their management tactics put safety first and now we offer additional credentials and brainpower to get us to our goal of zero.

As has been said in this space in previous years, so it can be said again: the mission of IMPACT is to create work opportunities for ironworkers and their contractors. Every effort we make is designed, either directly or indirectly, to put ironworkers and their contractors to work.

Last year we kicked-off the Gulf Coast Business Development Initiative. This effort is intended not only to penetrate an underserved market, but also to create a template for gaining more work in our better served areas by improving the marketability of our contractors, improving our safety performance as a competitive advantage and renovating some of our training centers to make them marketing and sales tools. A key tactic of this initiative is getting end-users into our training centers. It has been a startling revelation that the vast majority of industrial users, and likely all other users of our services, know nothing of the scope and extent of our training.

Allow us to provide a brief progress report. In the past year, we have engaged 104 contractors who wish to be part of this new path to success. Twelve regional meetings have taken place to educate local contractors on the benefits of working with the Business Development Initiative. The benefits may also accrue for the contractors that remain in their home area but take advantage of the services listed above, thus creating more ironworker jobs for the home local union. We have identified just over 20 highly qualified contractors that have agreed to attack the Gulf Coast market, 5 of which have opened offices in that area. To date, we have 10 new contractors actively bidding work in those areas. In 2014 we saw ironworkers



We MUST reach **ZERO** incidences!

The mission continues. As ironworkers are leaders on the jobsite, we must also be leaders in world-class safety. This can only be achieved through **constant** and **continuous improvement** on behalf of the Iron Workers and our contractors.



walk into plants in an area where they had not been present in decades. As our contractors expand their footprint, so our local unions grow as well. We will continue to monitor this progress closely and, as we discover new lessons to gain market share, we will deploy those lessons throughout North America.

IMPACT is gaining a stronger foothold in Canada. The Canadian markets face the same challenges as the U.S. markets, from non-union or union-of-convenience organizations to legislative efforts designed to undercut the good we do across Canada. We saw the birth of the workunion.org website in 2014, which was designed to recruit new members. In addition, we welcomed our local unions in Alberta to the IMPACT fold and conducted a training series, through FMI, to benefit the local union leadership and contractors in that province. We continued our focus on world-class safety with the addition of Jeff Norris to the IMPACT staff in Canada, whose mission it is to see continuous improvement in our Canadian safety numbers.

Our resources will be taxed to the core in 2015. We weathered a vicious construction depression and now are asked to answer the call for more safe, skilled and highly productive ironworkers. We will answer that call! We will continue to spread the word in the industry that we are the place to recruit, train and deliver the work force for the next generation. That our 150 training centers, coupled with our 3,000 contractors, deliver the most productive and efficient model in the industry. And that the local work force that we recruit, train and deliver will be in place to service local needs for decades to come.

We intend to double our market share. We will do so, and achieve a remarkable and lasting victory, by utilizing the innovative tools that the Iron Workers and IMPACT have developed.

Remain safe and injury-free every day in 2015.





Kevin Hilton
Chief Executive Officer
IMPACT

Annual REPORT



In this space in the past, as well as in other venues, the topic of regaining market share has been bandied about liberally. If IMPACT is not a catalyst for regaining lost market share, then there really is no reason for IMPACT, right?!

This year marked the turning of the tide. We have diligently and deliberately created the processes and mechanisms for our contractors to pursue work in areas where we are not currently working and have not worked in years, even decades. We have labeled it the Gulf Coast Business Development Initiative (GCBDI). We used the Gulf Coast because of the vast amount of work that is currently being performed and is planned for that geographic region.

At its most basic, the GCBDI is an effort started in mid-2013 that recruits contractors from our traditionally strong areas and guides them in identifying, bidding and securing work in the Gulf Coast region. The successful contractors are those with outstanding safety records. Many of the facilities we seek to penetrate have very exacting safety specifications. Additionally, the contractors selected must have the business systems in place to insure strong performance.

Once the first two criteria are met, we engage with the customer, selling our safe and skilled workforce not on price, but on ability. We have amazed a number of industrial customers with tours of our training facilities. Much to our shock, we have discovered that these big, sophisticated industrial users have no idea what our apprenticeship program is all about or the rigorous training necessary to become a journeyman ironworker. We have met with success, in that we have secured work in facilities that have not seen an ironworker in many years, and we will continue to see victories into the future. When we educate the end-user on the value we bring, the sale is

made much more easily.

A by-product of the GCBDI has been a deeper look into the business operations of our contractors. Those contractors that have taken the opportunity to hear and see our presentation have learned that the benefits of this program can be utilized even if the contractor chooses not to open operations in the Gulf Coast. Their eyes have been opened, in many cases, to the fact that IMPACT can assist them in making their business operations much stronger. IMPACT has assisted contractors in ensuring their basic business metrics are correct and meaningful, improving their marketing materials and opening doors to new growth opportunities in their local markets. IMPACT has even coached these contractors on how to pitch their services more effectively.

All these lead to more ironworker jobs. When we get one job in a plant where we are not present, that equates to a 100% market share increase. When we show contractors the value we add and they decide to use ironworkers, that too is a 100% increase in market share. The tools we provide to our contractors can and will grow their business and thus employ more Ironworkers.

Although the GCBDI has been a headliner in 2014, we were able to accomplish other feats to help exploit the growing construction marketplace.

As you will see in the coming pages, IMPACT was able to create an Ironworker app, available for free download in the Google Play and the Apple App stores, that has been downloaded by thousands of users. The IW App brought an electronic version of the Foreman Pocket Guide to every ironworker's fingertips. In addition, it provides a work log that can be printed out for tax purposes, a drug-free status look up and a QR code scanner that is compatible with the



new IW membership card, among other features. As we continue to receive suggestions, further improvements will be forthcoming. In 2014 we brought more contractor training to our employers in North America than at any time in history. These courses focused on key business functions that allow the best and most qualified ironworkers to be paired with the best business men and women. We also threw Superintendent Training into high gear, answering a call in the industry for more and better qualified superintendents.

In the last quarter of 2014, we unveiled the Safety Trained Superintendent Construction (STSC) certification program. This program allows ironworkers the opportunity to gain a valuable credential that will set us apart from others in the construction industry and will assist in getting us closer to our goal of zero safety incidents. Look for this exciting offering in your area in 2015 by accessing the schedule published at www.impact-net.org.

I have touched on just a few of our most prominent ventures in 2014. One must remember that nothing in this world gets done without hard-working and competent people. The IMPACT Regional Directors, all of whom are ironworkers, took engagement with their local unions and employers to a new level in 2014. This took the form of not only acting as a conduit to the training mentioned above, but also providing an opportunity for the local union leadership to meet with their employers in one-on-one situations where the sole focus of the conversations was growth. The Washington based staff has countless skills to offer, from business training, business planning and project leads, to marketing, communications and sales assistance. I invite the ironworker and contractor community to avail themselves of these resources.

IMPACT

has assisted contractors in ensuring their basic business metrics are correct and meaningful, improving their marketing materials and opening doors to new growth opportunities that are in their local market. IMPACT has even coached these contractors on how to pitch their services more effectively.

- Kevin Hilton, CEO, IMPACT





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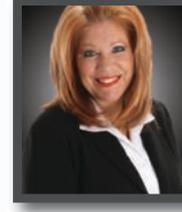
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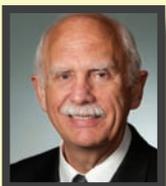
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**Rick Sullivan**

Rick Sullivan, IMPACT's Director of Education & Training, retired January 31, 2014. Rick was the driving force behind the world class training provided by the Iron Workers and IMPACT and spent 30 years educating the best ironworkers in the industry. He will be sorely missed, but his hard work and passion for training excellence will live on through the outstanding programs he helped create.

Building North America

Ironworkers and Employers Partner for Success

2014 IMPACT ANNUAL REPORT



The Ironworker Management Progressive Action Cooperative Trust (IMPACT) was founded in 2003 with one core mission: More jobs! More ironworkers! More contractors! More customers!

What does IMPACT do?

IMPACT PROVIDES THE ENTIRE BUDGET OF THE APPRENTICESHIP AND TRAINING DEPARTMENT, WHICH INCLUDES...

Development of all training materials including: State of the Art Superintendent Training • The Annual Ironworker Instructor Training Program in Ann Arbor, Mich. • The Bi-Annual International Apprenticeship Competition • Ironworker Welding Certifications and Online Verification System • Ironworker Wind Turbine Training Program • Development of the Green Construction for Ironworkers training materials and participation in the US Green Building Council • The purchase of Mobile Training Trailers across North America and branding materials to sell our services • Contractor access to training reference materials • Online Learning Center, providing 24 hour/365 day a year training access

IMPACT ALSO FUNDS:

Assisting ironworkers who venture into business with awareness on business practices • The "Countdown to Zero Fatalities" campaign and all associated marketing materials, including the "Zero Fatalities" wristbands and "Deadly Dozen" posters • Prevailing Wage Compliance efforts • Training programs focusing on Fabrication Shop Ironworkers and their employers • Department of Reinforcing Steel programs • The Iron Workers Safety and Health Department • Dozens of new welding fume extraction systems and welding booths in local apprenticeship schools • The IMPACT Safety & Health Roundtable, which brings all the major organizations in the ironworking industry together to address major safety and health issues • The Off-the-Job Accident Program – helping ironworkers who need assistance • Regional Advisory Boards (RABs)

IMPACT supports education programs for Ironworkers and partner contractors by funding:

- Courses for contractors at the Annual Ironworker Training Program and other locations across North America, which insure our contractors are ready to face their competition
- The IMPACT Construction College (ICC), including Contractor Development Courses to support ironworkers starting their own contracting business or contractors interested in improving their current business.
- Safety Webinars hosted by the Iron Workers Executive Director of Safety & Health
- Harassment and Discrimination Awareness modules

IMPACT supports marketing and member engagement by funding:

- Development of "Entering the Circle of Trust: Marketing Skills for Ironworkers" training
- Local and regional marketing efforts and advertising in national trade publications
- Website design and upgrading for local unions and member contractors across North America
- A comprehensive social media campaign to tell the story of the union ironworking industry
- Distribution of the *Ironworker* magazine to all contributing contractors
- Membership engagement – IMPACT Industry Nights
- Displays to promote the industry at national conferences and conventions
- Displays for local unions for industry promotion and recruitment

IMPACT supports leadership training by funding:

- The development of the Ironworker Foreman Training Program and the Ironworker Foreman Pocket Guide
- The development of the Ironworker Superintendent Training Program and online course
- The development of a National Leadership Seminar for labor and management
- Shop Supervisor Training Courses
- An IMPACT mentoring program
- Safety Trained Superintendent Construction Certification Program for ironworkers and contractor management personnel

IMPACT helps ironworkers and contractors acquire more work by funding:

- The Gulf Coast Business Development Initiative – Penetrating a market that is underserved
- Project tracking to assist local unions and employers in identifying new construction and maintenance projects
- Major infrastructure lobbying efforts around the country
- Lobbying and legislative efforts to promote Collectively Bargained Work Comp
- Transportation Worker Identification Card (TWIC) subsidies so ironworkers receive their cards at no charge
- The National Coordinating Committee for Multi-Employer Plans (NCCMP) to fight for legislation to protect our pension plans
- A consultant for American Institute of Steel Construction (AISC) Erector or Fabricator Certification
- Legal efforts to protect work opportunities for our ironworker employers
- Promotion of Project Labor Agreements (PLA's)
- Lobbying efforts to oppose Right-to-Work legislation

Building North America

Ironworkers and Employers Partner for Success

2014 IMPACT ANNUAL REPORT



IMPACTing CANADA

As an ironworker or a contractor, you may be asking, “What does IMPACT do in Canada?” Money collected for Canadian IMPACT contributions stays in Canada and funds the development of Canadian-specific programs. 20 Percent of contributions collected are returned directly to the individual RABs.

FUNDING

- The entire budget of the National Ironworkers and Employers Apprenticeship Training and Journeyman Upgrading Fund (NIEATJUF)
- Training materials are developed jointly, with Canadian representatives participating throughout the process of updating manuals and creating new training materials
- The Annual Ironworkers Instructor Training Program
- The International Apprenticeship Competition
- Reciprocal Canadian Welding Bureau (CWB)/American Welding Society (AWS) Development Agreement
- The Ironworker Wind Turbine Training Program available to all local unions and our contractors
- The development of Green Construction for Ironworkers training materials
- The purchase of Mobile Training Trailers across North America
- Access to training reference materials for contributing contractors
- The Distance Learning Prototype for Training Programs
- Marketing and training programs for the Shop Department that help our signatory shops stay competitive and grow the number of signatory shops
- Programs of the Department of Reinforcing Steel (partial funding)
- The Ironworker Safety & Health Department
- The IMPACT Safety & Health Roundtable, which brings all the major organizations in the Ironworking trade together to address the major safety and health issues in our industry
- Continued support of the Canadian Helmets to Hardhats Program

EDUCATION

- Courses for contractors conducted at the Annual Ironworker Instructor Training Program, the Iron Workers/IMPACT Labor-Management Conference and other locations across North America

LOBBYING/GETTING MORE WORK

- Major infrastructure lobbying efforts around the country to get more work for ironworkers and our employers
- British Columbia, Lobbying against Offshore Fabricated Steel

LEADERSHIP TRAINING

- The development of the Ironworker Foreman Training Program and the Ironworker Foreman Pocket Guide
- The development of the Ironworker Superintendent Training Program and Online Course
- The development of a leadership seminar for labor and management
- Development of a Business Manager Leadership Course
- The IMPACT Mentoring Program
- Shop Supervisor Courses

MARKETING/MEMBER ENGAGEMENT

- Development of “Entering the Circle of Trust: Marketing Skills for Ironworkers” to retain our existing contractors and grow our contractor base
- Millions of dollars in local and regional marketing efforts and advertising in industry publications
- A website program to help local unions and contractors establish or upgrade their websites at no charge
- A comprehensive social media campaign to tell the story of the union ironworking industry
- Distribution of the *Ironworker* magazine to all contributing contractors/owners
- Project tracking systems to assist local unions and our employers in identifying new construction and maintenance projects and capturing more work
- Membership Engagement – IMPACT Industry Events
- Displays for local unions for industry promotion and recruitment



Department Highlights



Chris Burger

Wage Compliance Administrator

IMPACT

In 2014 Wage Compliance Administrator Christopher Burger had the honor of addressing the annual conventions of the Connecticut and Massachusetts State Building and Construction Trades Councils (BCTCs) in Hamden, Conn. and Plymouth, Mass. He also addressed U.S. Department of Labor (DOL) survey trainings in Roanoke, Va.; Wilmington, Del.; and Worcester, Mass. and ensured the full participation of the regional BCTCs.

Chris was instrumental in the Iron Workers' successful effort to assist the case of the U.S. DOL Office of the Solicitor (Seattle) in obtaining \$470,000 in back pay for workers employed by a non-union rebar contractor, Interstate Rock.

In September he was honored by the National Alliance for Fair Contracting (NAFC) by being asked to moderate a lively panel session at their Chicago conference with the U.S. Dept. of Labor's Chief of the Branch of Government Contracts Enforcement, Midwestern DOL Enforcement Coordinator and the Labor Advisors of the U.S. Army Corps of Engineers and the U.S. Navy.

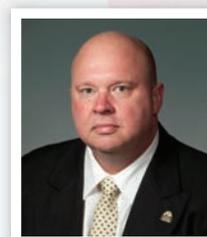
For the Iron Workers / IMPACT conference in Las Vegas in February, Chris assembled and hosted a well-received expert panel featuring the president of the Texas Building Trades on misclassification, top DOL enforcement officials and the team behind the successful California prevailing wage campaign of the Western Steel Council.

Chris assisted Wisconsin locals with a public comment campaign through the state DOL to ward off a jurisdictional/classification matter. He also wrote the Iron Workers' official response to New York State's call for public comment for a proposed new classification for prevailing wage projects on behalf of the National Training Fund.

As a former fair contracting investigator, he also met with the incoming director of the Foundation for Fair Contracting for the Baltimore-Washington region. He met at the headquarters of the new director of the Connecticut Foundation for Fair Contracting.

Chris was honored to be appointed by General President Wise to serve with National Training Fund Executive Director Lee Worley for the BCTD Ad-Hoc Apprenticeship Ratio Standard Committee, which met for the first time in March.

He also participated in DOL Prevailing Wage seminars in Manchester, N.H. and San Diego. Chris participated and twice presented at the Mid-Atlantic District Council meeting in South Carolina. He held meetings with business managers at the halls of Iron Workers Local 416 and 433 (Los Angeles), Local 451 (Wilmington, Del.); Local 417 (Newburgh, N.Y.) and Local 7 (Boston).



Steve Rank

Executive Director of Safety & Health

Iron Workers International

The safety and health department pursued new initiatives and established forums for labor and management to help increase safety performance on job sites, including:

- Zero Fatality Campaign – General President Wise continued to emphasize the “Zero Fatality” campaign. This initiative is designed to help our members recognize and avoid workplace hazards and to challenge them to “See Something - Say Something.” Posters focusing on the “Deadly Dozen” hazards were provided to local unions, training facilities and IMPACT signatory contractor associations.
- American National Standards Institute (ANSI) Accredited Standards Committee (ASC) passed new safety standards for reinforcing steel and post-tensioning - the ANSI A10 ASC for construction and demolition operations approved new amendments to the ANSI A10.9 Concrete and Masonry Standard. The revised standard contains new requirements for site conditions for crane access and material storage, column guying and stability, formwork inspection and stability prior to access, impalement protection, hoisting

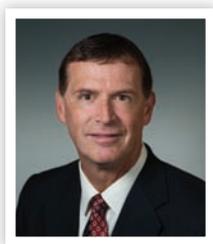


Department Highlights

and rigging of rebar assemblies, post-tensioning operations, fall protection and special training requirements.

- Outreach to State Approved OSHA Plans – on July 29, 2013, local unions and steel erection contractors participated in a special Michigan OSHA (MIOSHA) Advisory Committee Meeting in Lansing, Mich., to show support in defense of a MIOSHA safety standard allowing connectors to ride the headache ball (under certain conditions) to reach work points. Federal OSHA was pressuring MIOSHA to rescind this standard.
- Pursuit of reinforcing steel and post-tensioning standards – in response to Federal OSHA's inaction on pursuing standards submitted in 2010, General President Wise submitted a petition to 4 State Approved OSHA plans (California, Oregon, Washington and Michigan) to adopt the new reinforcing steel and post-tensioning safety standards, which were developed by an industry coalition of stakeholders.
- Iron Workers / IMPACT North American Safety Honors Program – seventeen ironworkers from the United States and Canada were nominated by their employers to receive recognition for outstanding safety performance. These nominees received a \$250 gift certificate from Cabela's and a congratulatory letter from the IMPACT Co-Chairs.

To learn more about IMPACT's safety and health programs and services, visit us at www.impact-net.org/programs/safety.



Lee Worley

Executive Director of Apprenticeship and Training

Iron Workers International

The Apprenticeship and Training Department had another great year in 2014. We continue to monitor and revise our training materials and this year was no exception. The new Precast Concrete Training manual was finalized and printing was completed in time for the 30th Annual Ironworkers Instructor Training Program held in Ann Arbor this past July. Also, the Red Seal Preparation Manual for Canadian

ironworkers was made available after two years of hard work by the curriculum development committee. The group worked to review thousands of pages of our current training materials and compile what would be organized into training manuals for Ironworker Red Seal preparation.

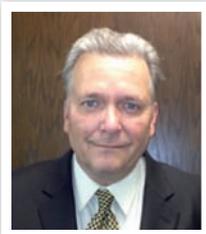
This past year the National Fund held its bi-annual apprenticeship conference and competition in Toronto, Ontario. Coordinators were given vital information on the programs and initiatives of the Iron Workers, as well as a forum to discuss any questions or comments that they had. This two-day meeting was highly successful; we had the biggest turnout ever.

The apprentice competition was once again another exciting event. Competitors began the event by attending a Leadership Seminar conducted by Clint Knowlton and Paul Martinez. During the seminar the apprentices were treated to presentations by the General Officers. For the first time, the shop ironworker apprentices competed in conjunction with the outside ironworkers. Nine of these individuals, mainly from Oregon, California and Western Canada, showcased their skills with a general knowledge, math and blueprint reading exam and finished with a hands-on project that was fabricated from a list of materials.

Good news in both the Welding and I.A.C.P. departments: the number of accredited testing facilities and certified training centers continue to increase. We currently have 104 Accredited Testing Facilities in the U.S. and 108 Ironworker Apprenticeship Certified Programs across North America.

The Ironworkers/AWS Welding Certification program continues to provide a standard of excellence for welder training, qualification and certification through our nationally recognized program. We are very pleased with the partnership we now have with the Canadian Welding Bureau (CWB) and look forward to the continued growth and development of this welding program in Canada.





Ray Dean

*Director of Ornamental Architectural
& Miscellaneous Metals*

Iron Workers International

The Department of Ornamental, Architectural and Miscellaneous Metals was established on February 1, 1992. There was an immediate need to increase man hours in many markets across the United States and Canada, including the scope of curtain wall, glass and many facets of detention work. Throughout the years, contractors and ironworkers have worked together to find ways to be a good fit for each other. Contractors now, more than ever, want quality work and strong performance.

The Ornamental Department has worked throughout the years to provide the proper training that fits each contractor for their specific job. For the past 30 years, our International has provided Ironworkers Annual Instructors Training, formerly at the University of San Diego and most recently in Michigan at Washtenaw College, in an effort to keep our members highly trained within our constantly changing industry. Local unions have implemented additional classes to retrain for each job individually as the need arises. This cannot be accomplished without everyone working together.

Curtain wall mock-ups were provided to various local unions for retraining on the setting of glass, installation of swing doors and the overall curtain wall frame. This has been instrumental in helping ironworkers' ability to adapt to their specialized industry. By working together we have been able to increase man hours significantly! There are many local unions that have been successful in increasing their market share for this type of work.

Within the Iron Workers, there are two local unions that rely on the ornamental and architectural scope of work, specifically Local 63, Chicago and Local 580, New York. Both locals have led the way for many years. Our contractors have enjoyed solid business relationships with these two locals.

In addition, this department has engaged in assisting many jurisdictional disputes, arbitration cases and project labor

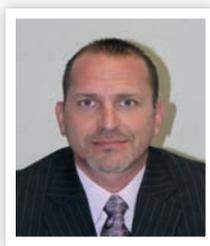
agreements. The rules for presenting cases have changed significantly. In the future, each case requires local area Letters of Assignment for the past 10 years. This is the key. We need to document all facets of work; it is one of the most important aspects in securing an arbitrator's decision in favor of the Iron Workers. It is difficult to change contractor assignments in today's times, but it can be accomplished with a well-documented case.

The Ornamental Department is required to attend any and all conferences, seminars and contractor/local union meetings to improve our marketshare.

Economic Challenges Moving Forward:

- Add new signatory contractors who will add value to our organizations.
- Get the message out that Iron Workers can and will do the job right and on time! IMPACT, Facebook, Twitter, websites, etc.
- Stop the jurisdictional raiding of our work by other crafts. These days it starts and ends with contractor assignments. Utilize legal action, 10K, "Unfair Labor Practice," Enforce Prevailing Wage.

In closing, ironworkers take pride in their work each and every day. We want to make a decent wage, provide for our families and come home safe. That is the bottom line!



John Bielak

Executive Director, Shop Department
Iron Workers International

With a commitment to excellence, training, safety and a focused effort, the Shop Department witnessed an increase in employer participation and productivity in the U.S. and Canada. Highlights for 2014 include:

- Shop Supervisor Training – Edmonton, Alberta, October:



IMPACT SUPPORTS IW DEPARTMENTS

During this one-day course, participants learned ways to create an effective work team, communicate effectively, apply problem-solving skills, document and maintain records, maintain labor-management relations, plan and schedule work, implement a safety program and ensure the quality of work.

- Shop Steward Training – Red Deer, Alberta, December: Held at Local 805, the course provided ways to improve communication as the major link with employers. Participants acquired techniques to resolve issues and ways to strengthen employer relationships. Shop General Organizer Eric Bohn and Shop Field Representatives Jeff Hendricks and Edward Dornia taught the training course to union members.
- Safety – U.S. and Canada, throughout the year: The Shop Department teamed up with Steve Rank and Jeff Norris to promote Countdown to Zero Fatalities. Ongoing marketing efforts included placement of a safety article, informational fliers, stickers and posters aimed at raising awareness. “Fatalities are never accidents,” said Rank. “An accident implies something unforeseen and unpreventable happened. A fatality is always preventable.”

In 2015 we will implement a Shop jobline that will enable North American ironworkers to access employment opportunities, connecting signatory employers with our skilled workforce. The Shop jobline will link to the Iron Workers website and will be available on iOS and Android mobile devices.



Steve Parker

Executive Director, Department of Reinforcing
Iron Workers International

The Department of Reinforcing has continued to focus on maximizing the use of union rod busters for steel reinforcing concrete construction in the United States and Canada. Over the next few years, we will see a desperate need for more rodmen and have been preparing our membership by increasing training and certification classes available. We have begun to see an increase in wages and overall employment and member satisfaction. With the influx of opportunities, we

are facing the reality that there are not enough reinforcing ironworkers who meet the qualifications most employers are seeking. Due to high demand for reinforcing ironworkers throughout the country, we are focusing our efforts on recruiting and training a whole new work force.

Our signatory contractors are willing to pay and advance the right people who have their TWIC, OSHA 10, OSHA 30, First Aid/CPR, Basic Plus, Rigging and Signalman, STS Training, Post-tensioning, Fork lift and Foreman Training certifications. To meet insurance requirements, our contractors are seeking English-speaking workers and requesting additional training to increase safety on the jobsites. To meet demands it is essential to restructure our approach in recruiting man power and reach out into the community to offer young men and women opportunities through our apprenticeship programs and on-the-job training. Through the Gladiator Training programs, we are able to simulate job-like situations and participants can learn proper techniques to move, place and tie rebar. With the Distance Learning platforms, we will be able to train men and women around the country and prepare them for a career as a reinforcing ironworker.

Over the past year, we have continued to partner with the National Association of Reinforcing Steel Contractors (NARSC) and continue to encourage all reinforcing signatory contractors to join NARSC and work together to strengthen the industry. The Department has also been active with the Concrete Reinforcing Steel Institute (CRSI) by attending meetings, participating on committees and exercising full voting privileges. With the recent introduction of the Associate Member category, all Iron Worker Local Unions have the opportunity to join CRSI as Associate Members and become active participants.

The rebar industry is growing at a rapid pace, giving the local unions and our signatory contractors a great opportunity to work together and recapture the market. Our current and future members will play an integral part in increasing our organizational strength, and as we continue to forge solidarity, we must always realize, “United we stand, divided we fall.”

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PROGRAMS & SERVICES

Project Tracking in 2014: **CMD Platform Features**

The Project Tracking Program from IMPACT is a vital lead-generation tool providing two online project tracking information services for the United States and Canada: Industrial Info Resources and Construction Market Data Group (CMD - formerly Reed Construction Data). CMD provides owner, contractor, project and bid tracking information for commercial and government projects. Industrial Information Resources (IIR) provides industrial plant and project information.



IMPACT is now able to offer many new features on the new CMD platform called INSIGHT. Keyword search on plans as well as specifications, company tracking, plan holders list, email and company hierarchy and many others - all available to the IMPACT team.



Since 2009 Industrial Information Resources (IIR), a top industrial project data service provider, has been providing tracking services to IMPACT. Project spending is anticipated to increase seven percent to \$288 billion in the U.S. in 2015; Canada is expected to see a nine percent increase to \$113 billion in the power, oil, gas and industrial manufacturing industries in this coming year. IIR tracks

43,800 plants and 16,300 capital and maintenance projects in the U.S. and Canada, in 12 industrial markets.

IMPACT strives to provide our members and partners with leading-edge project tracking technologies and services. CMD and IIR are key resources for attaining top results. Through these partners and IMPACT's knowledge base, we seek to help all users gain more market share by generating high-quality leads in both the commercial and the industrial market.



Ironworker App

Data from a Nielsen report shows Android and iOS users age 18 and over spend 65 percent more time each month using apps. The use of mobile devices has transformed the way we live and work.

Our members, local unions, district councils and officers asked for a convenient, fast and easy way to communicate and browse information that's important to ironworkers on the job site or at home. Free to download, the Ironworker App for iOS (iTunes Store) and Android (Google Play Store) does this and so much more. Key technical features of the App include:

- Access to Drug-Free Workforce Testing Status
- The Ironworker Foreman Pocket Guide - reference tables, charts, diagrams, safety checklists, calculators and more
- The Incident Response Guide - helps business managers protect members' rights and cooperate with

project authorities and regulatory agencies

- QR Card - scan the new Ironworker membership card to view training, certifications and membership information
- Link to the Ironworkers Jobline - view available positions locally and across North America
- Local Union Directory - tap the screen to gather contact names, phone numbers and website information
- Worker Electronic Log Book - record work/activities, expenses, mileage, hours and more
- Links to the American Institute of Steel Construction and Canada Steel Institute - one-stop guide for structural steel design in the U.S. and Canada

Key features in development, to be available in January 2015:

- Electronic Iron Worker Magazine - primary communications tool published monthly
- Welder Continuity Electronic Log Book - record work/activities, access AWS and NTF databases
- Instant messaging to all App users - will improve communication, alternative to phone or email

"Thanks to IMPACT, we are constantly improving and updating the features of the app," comments Cindy Quiroz, IMPACT Program Administrator. "Download the Ironworker App and use the latest features to make your job easier."

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PROGRAMS & SERVICES

Drug-Free Workforce Program Improves Safety and Efficiency



To stay competitive in the construction industry, the goal of the IMPACT Drug-Free Workforce Program is to ensure ironworkers are drug free and ready to work. The program:

- creates a national pool of safe, drug-free ironworkers
- offers a strong random test component
- encourages and provide training for Reasonable Suspicion
- includes comprehensive contractor training and support
- saves you money and ensures a safe, quality workforce

In 2013, IMPACT updated the program to further increase the efficiency of drug test reporting of results from the collection site to IMPACT's new, state-of-the-art Safety Management Database System (SMDS).

The updated program provides:

- Local unions and contractors can now access reports 24/7
- Local unions and contractors can quickly and easily authorize a test for a member using the SMDS
- The SMDS electronically sends email notices to Designated Representatives as soon as member test results becomes available
- Nearly all negative instant tests are reporting within an hour – many within 16 minutes
- A 95 percent rate of negative lab-based test results are reporting within 24 hours
- Members can now view their drug test status on the Ironworker App for iOS and Android
- Members now have the option for the test authorization to be texted to their iOS or Android phone or emailed to them

With the continued improvement of the Drug-Free Workforce program, IMPACT is making it easier for members and contractors to put more ironworkers to work faster. It increases man-hours and reduces lost time due to outdated drug testing information. We've also made the program more user-friendly, while increasing the volume of drug testing information available directly to members and contractors through our new drug testing database. More contractors and local unions are embracing the program.

For more information, visit bit.ly/IMPACT_DFW for the Drug-Free Workforce website.

Online Safety Training

With the click of a mouse, ClickSafety, a pilot online safety training program, delivers construction-related safety courses to members and contractors in RAB VIII, IX and X. Offering a wide range of mandatory and optional safety courses, ClickSafety is an OSHA-authorized provider. Courses currently available include:

- Cal Confined Spaces for Construction
- Confined Space
- OSHA 10 Construction Course
- OSHA 30 Construction Course
- Subpart R – Steel Erection

"At IMPACT, member safety is our #1 goal. Click-Safety integrates compelling content and interactive exercises to increase safety awareness and safe behaviors," said James McGuire, Western Regional Director.

Local unions and contractors in the Rocky Mountain, California and Vicinity and the Pacific Northwest can visit the site online at www.clicksafety.com/impact. Ironworkers will need a passcode from their coordinator to login. A 10 percent IMPACT discount will be applied to the total upon checkout.

Let's help reduce the number of incidents, stay compliant with OSHA requirements and transform our 2015 safety culture!



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PROGRAMS & SERVICES



Did you know

that IMPACT refunded \$97,386 last year to ironworkers who received their Transportation Workers Identification Credential (TWIC)? This tamper-resistant, biometric card is required for more than one million workers who need unescorted access to secure areas of a Maritime Transportation Security Act (MTSA) regulated port or vessel.

The process of obtaining a card includes a background check and security threat assessment, as well as providing fingerprints and digital photographs. Workers must pay an enrollment or renewal fee, which is fully reimbursed by IMPACT.

Contractors and Local Unions who perform work in these areas should encourage their ironworkers to take advantage of IMPACT's TWIC reimbursement program. The program—which was previously administered by the individual RABs—is now handled directly through the IMPACT office.

In 2014, 642 ironworkers were reimbursed for attaining their TWIC card, and an additional 148 ironworkers were reimbursed for renewing an existing card. Ironworkers simply provide a copy of their card and a receipt proving payment to their local business manager, who submits the documentation to IMPACT with a letter requesting reimbursement. Checks made payable to the member are mailed directly to local unions for distribution.

For more information about IMPACT's reimbursement program, contact Dave Fuson at 800-545-4921, or for more information on TWIC and how to obtain a card, visit TWIC's website at www.tsa.gov/twic.

Marketing Skills for Ironworkers

IMPACT continues to offer "Entering the Circle of Trust: Marketing Skills for Ironworkers," an on-demand training seminar geared toward preparing business managers and business agents to effectively market ironworkers to current and potential contractors and owners. Conducted by FMI, a course was held in Edmonton, Alberta in October.

Marketing, sales and customer service all influence business development. Marketing is the foundation for sales, setting the table for face-to-face or phone conversations, while sales generate a balanced information exchange. The ultimate goal is to create value for the customer. This is accomplished by shifting the process to discover needs, issues or fears. In meetings, ask open-ended questions that cause the customer to discuss their "concerns" with hiring union ironworkers.

This one-day course teaches how to:

- Develop an opening statement
- Prepare key questions
- Prepare key benefits to convey to the customer, and
- Close the deal if the situation is right

"This is an excellent course," said Thomas O'Neill, FST/BM of Local 712, Vancouver, British Columbia. "Although the seminar is field driven, it can be used in Shops and other areas as well."



PROGRAMS & SERVICES



Live Contractor Courses

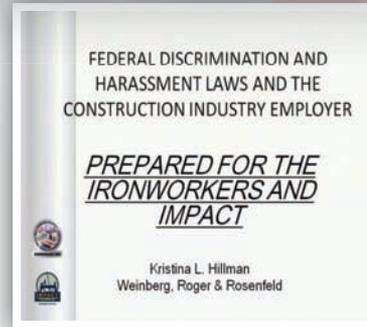
The number of live course topics and offerings continued to grow in 2014 and will be expanded in 2015. Many of the courses were offered in partnership with FMI, a leading provider of construction business training, management consulting and research in the engineering and construction industries.

Additional courses were taught by academic and industry experts who specialize in Building Information Modeling (BIM), field technology, on-screen construction takeoffs and computer-augmented cost estimating. The following live course topics were offered throughout the year:

- Getting Paid
- Job Profits Program
- Project Leadership and Project Management
- Project Manager Academy
- Effective Project Management: The Project Leader
- Building Information Modeling and Technology for the Field
- Bidding to Win / Technology Applications for Cost Estimating

Many positive comments were made by course participants. Specifically, one attendee of the Getting Paid course stated, "I really think the course was worthwhile. It takes time to change methods and mindsets at my company. I plan on attending the class again and making sure others come with me." Another participant stated, "I came looking for some new tricks for collections and got a lot of solid information to pass on to my project managers and some new ideas on contracts."

To learn more about current and upcoming live contractor courses, visit the IMPACT website or contact Dr. Cindy Menches at 800-545-4921.



Harassment & Discrimination

A key component of the prevention of discrimination and harassment in the workplace is the development and promotion of a written policy and training which makes it clear that these actions will not be tolerated under any circumstances.

More than 50 local unions and contractors have taken the one hour Harassment & Discrimination course online and adopted the template policy provided.

To ensure employers, local unions and apprenticeship programs have approved harassment and discrimination policies in place, the Iron Workers and IMPACT continue to provide a template policy, along with the following resource materials:

- Acknowledgement of Attending Training template
- Acknowledgement of Receipt of Policy template
- Iron Workers Non-Discrimination and Sexual Harassment Policy templates
- Harassment & Discrimination Guidelines resource materials
- Harassment & Discrimination in Construction: PowerPoint presentation with audio for Employers
- Harassment & Discrimination in Construction: PowerPoint presentation with audio for Local Unions and Apprenticeship programs

The resource materials above were sent to local unions directly from the Iron Workers.

Employers can access the materials online at bit.ly/impact_awareness.



PROGRAMS & SERVICES

Reference Manuals for Contractors

Found in the [Publications/Resources](#) section of the [IMPACT](#) website

Keeping skills relevant in an ever-changing industry can be challenging. For this reason, IMPACT provides member contractors with access to many of the National Training Fund's Reference Manuals. Whether you're looking for Gas Tungsten Arc Welding instruction or Superintendent Training for Ironworkers, you can find it in the Publications/Resources section of the IMPACT website.



The reference manuals below are available for purchase to contractors:

- Architectural and Ornamental
- Bonded Post-Tensioning
- Conveyor Installation and Industrial Maintenance for Ironworkers
- Cranes
- Flux Cored Arc Welding
- Foreman Training for Ironworkers
- Gas Tungsten Arc Welding
- Introduction to Blueprint Reading
- Introduction to Welding
- Layout Instruments for Ironworkers
- Mathematics for Ironworkers
- Orientation
- Oxyfuel Gas Cutting and Welding
- Pre-Engineered Metal Buildings
- Reinforcing
- Rigging for Ironworkers
- Scaffold
- Shielded Metal Arc Welding
- Structural
- Superintendent Training for Ironworkers
- Training and Fabrication for Shop Ironworkers



The Gulf Coast Business Development Initiative

IMPACT engaged the services of Magnus & Company to develop a strategy for increasing market share in the Gulf Coast region and overall work hours for ironworkers. Magnus created a four-part strategy focusing on: creating opportunities to bid through networks and relationships, preparing contractors for the qualification and proposal presentation to owners, supporting the recruiting and training efforts of the trade and advising on preparing JATCs for marketing efforts with owners.

The Gulf Coast Business Development Initiative launched at the Houston area JATC with 10 contractors in attendance. Over the course of the year, IMPACT sponsored 12 regional information meetings from Orlando to Houston, Nashville to St. Louis, Pittsburgh to Hammond and many points in between. These meetings, along with conference calls and one-on-one sessions, generated 104 contractor participants in the initiative. Through the continued support of IMPACT, 5 contractors opened division offices in Texas and Louisiana, one company was brokered for Gulf Coast expansion and 10 new contractors are actively bidding in the region. The efforts of IMPACT have delivered more than 11 projects and 80,000 work hours in the region, and we are just getting started.

In addition to the implementation of this strategy, IMPACT has focused on a number of initiatives to support the marketing and brand recognition of the Iron Workers. These efforts include hosting Steel Day in Houston, hosting open houses at JATCs for owners, sponsoring industry events and presenting at industry owner association conferences. The results are evident as owners in the Gulf Coast, and across the country, open their doors to the Iron Workers and their contractors to discuss future opportunities on projects.



PROGRAMS & SERVICES

Webinars & Digital Resources

IMPACT uses webinars and digital resources to deliver a convenient method for transferring ideas between members and contractors across North America. It's the perfect way to collaborate, share resources and build a community of knowledge online.

Starting January 20, 2015, IMPACT Director of Contractor Training & Development Cindy Menches will host a monthly webcast series titled "Growing a Business." The series will focus on topics designed to aid contractors in expanding their knowledge and skills so they can grow and improve their business.



Past webinars available for download on the website include:

- IMPACT Region X Reinforcing Steel Safety – review reinforcing steel and post-tensioning safety requirements for Oregon and Washington OSHA.
- Interpretation and Enforcement of OSHA Subpart R. Steel Erection Standards – legal ramifications with OSHA compliance directive CPL 02-01-048.
- The Paperless Ironworker – wireless technology saves money and time.
- OSHA Hazard Communication Standard and Welding Fume Exposures – overview of changes to the OSHA Standard.
- I'm Already Online . . . and I Didn't Even Know It – learn social media to connect with ironworkers and contractors.
- Recognition and Avoidance of Hazards during Reinforcing Steel Installation – safety discussion leading to Countdown to Zero Fatalities campaign.
- The Deadly Dozen – focuses on awareness and safety on the job site.
- Welding Fume Hazards in the Workplace – Jim Kegebein provides safety information, regulatory requirements and compliance programs.

To take advantage of this training, log onto the IMPACT website at www.impact-net.org and click on the Publications/Resources section.

Be sure to check the Events section of the IMPACT website frequently for upcoming Webinar offerings and for training in your area.

Contractor Development Course

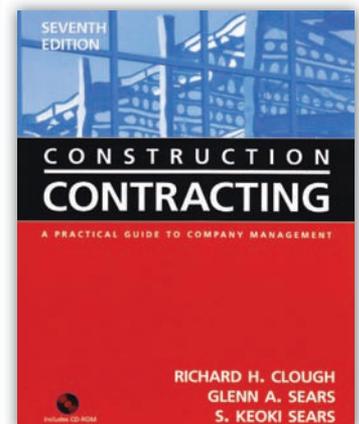
IMPACT continues to focus on the development of new contractors and the strengthening of existing contractors. To support this effort, IMPACT offers a completely self-paced program with course lessons that cover a broad range of construction business topics.

The program is offered through IMPACT's Construction College (bit.ly/IMPACT-ICC) and our Online Learning Center and consists of a series of pre-recorded webinars. The topics covered in this course include:

- The Construction Industry
- Business Planning
- Business Ownership
- Company Organization
- Business Methods
- Labor Law
- Labor Relations
- Drawings and Specifications
- Cost Estimating and Bidding
- Contract Surety Bonds and Construction Insurance
- Construction Contracts
- Project Management and Administration
- Project Time Management
- Project Cost Management
- Project Safety

The course textbook, *Construction Contracting: A Practical Guide to Company Management (7th Edition)*, must be purchased by the participant to complete the reading assignments. The cost of the textbook will be reimbursed once the program has been successfully completed.

To learn more about the Contractor Development Program, go to bit.ly/contractor_development or contact Dr. Cindy Menches at 800-545-4921.



PROGRAMS & SERVICES

Superintendent Training for Ironworkers



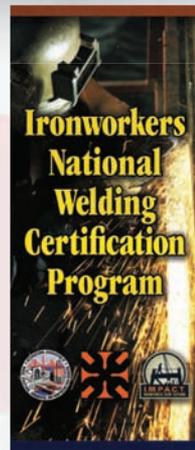
IMPACT and the National Training Fund were recognized by the Construction Users Roundtable (CURT) with a 2014 Workforce Development Award for the Superintendent Training for Ironworkers program.

The primary goal of the Superintendent Training for Ironworkers program is to provide hands-on and coached supervisory and management skills training for ironworkers, so foremen and superintendents are prepared to effectively address construction situations that involve people, tasks, time, cost and safety.

Designed as a blended learning course, it includes self-study, completion of exercises through our online learning center and participation in a three-day, team-based course that includes problem solving situations. The following group courses were offered in 2014:

- Saint Paul, Minn., January
- Chicago, March
- Pittsburgh, April
- Cedar Rapids, Iowa, April
- Ann Arbor, Mich., July
- Worcester, Mass., September
- Indianapolis, October
- Toledo, Ohio, December

Ironworkers who are interested in registering for the Superintendent Training for Ironworkers course should contact their local apprenticeship coordinator. Contractors can find more information on IMPACT's "IMPACT Construction College" page at bit.ly/IMPACT-ICC.



Ironworkers National Welding Certification Program

Administered by General Organizer Ed Abbott with the National Training Fund, the Ironworkers National Welding Certification Program is used for the training, qualification and certification of ironworker welders. The program is a partnership between the Iron Workers and the American Welding Society (AWS).

This program has stringent guidelines for the accreditation of testing facilities, as well as for the qualification testing and certification of ironworker welders. The guidelines were developed and approved in conjunction with the AWS. The Iron Workers now has 104 AWS accredited test facilities (ATFs) throughout the United States and an army of more than 12,000 certified ironworker welders.

The National Training Fund program office is audited regularly by the AWS to ensure conformance and quality. Each of the ATFs is required to pass an on-site audit every three years by one of the program's trained auditors. Audits are also randomly conducted by the AWS.

The Iron Workers now has a partnership with the Canadian Welding Bureau (CWB) as well, which allows the National Training Fund to provide Level I and Level II welding inspector training courses at the Annual Instructor Training held each summer in Ann Arbor, Mich. This program will help qualify Canadian ironworkers to the CWB standards. IMPACT pays for all initial qualification costs, so members have no out of pocket expenses.

Learn more about simple online certification verification at bit.ly/IW-Welding.



PROGRAMS & SERVICES



AISC Steel Erector and Fabricator Certification

The American Institute of Steel Construction (AISC) Steel Erector and Fabricator Certification is the most widely recognized national quality certification program for the construction industry. For contractors, it signifies excellence in:

- preventing errors from occurring instead of inspecting and correcting after the fact
- increasing the consistency of your operations
- focuses on the entire process of fabrication and erection

IMPACT works collaboratively with AISC and Quality Management Company, LLC (QMC), an independent auditing company, to assist members interested in obtaining the AISC Steel Erector and Fabricator Certification. It confirms to the design community and the construction industry that a company

has the personnel, organization, experience, procedures, knowledge, equipment and commitment to meet the AISC Standards for the Steel Erector and Fabricator Certification. The program includes the following:

- a 10-hour preparatory correspondence course
- one full day of onsite advisory Q&A sessions
- all available, at no cost to members

Let IMPACT guide you through the certification process. For more information, or to apply online, visit bit.ly/AISCCert or speak directly to Director of Industry Liaisons Kenny Waugh at 800-545-4921.

AISC Detailer Training Series

The AISC Detailer Training Series was originally developed in 2000 by AISC and the National Institute of Steel Detailing (NISD) as a series of videos distributed on compact discs. Thanks to funding from IMPACT, the series is now available as a free, web-based training program.

This online course provides an introduction and overview of the roles and responsibilities of the steel detailer. It is an ideal training program for contractors that perform, or have a desire to perform, in-house detailing services. As more production work is brought back from off-shore and performed in-house by companies, the need to provide a solid introduction to the practice of detailing becomes increasingly critical. The AISC Detailer Training Series fills this critical need.

To learn more about the AISC Detailer Training Series, visit bit.ly/Detailer_Training or contact Dr. Cindy Menches at 800-545-4921.

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PROGRAMS & SERVICES

The Off-The-Job Accident Program

Have you ever been injured completing a DIY project at home? Unfortunately, a broken leg or arm could keep you out of work. With any accident, the uncertainty and worry start almost immediately: Will I be covered if I'm hurt during non-working hours? How will I be able to pay my medical bills and support my family if I'm not able to work?

IMPACT created the Off-The-Job Accident Program to give ironworkers peace of mind while they're recovering from an injury occurring away from the jobsite. Under the plan, IMPACT will cover up to two-thirds of your paycheck per week for up to six weeks. In an era where medical emergencies often break the bank, participants in this program will rest a little easier knowing they will have income while they're recuperating.

Many local unions have greeted the Off-The-Job Accident Program with praise and appreciation. "[The Off-The-Job Accident Program]

has been a godsend for our injured members and helps them from digging a financial hole," said Local 21 Business Manager Michael Baker.

The program also benefits contractors and employers; by making sure workers are covered on and off the job, their employees do better work. "I applied for IMPACT's Off-The-Job Accident Program and received \$800.00 a week for six weeks," said Keith Williams, a union member with Local 396 in St. Louis. "That saved me. This is a terrific IMPACT program."

So, if you are ever injured outside of the work place, IMPACT will have your back.

For more information, go to bit.ly/impactOTJ.

PROGRAM DETAILS

WAITING PERIOD: 7 Days

INCOME REPLACEMENT: 66.67 percent of Weekly Income

MAXIMUM WEEKLY BENEFIT: Up to \$800 per Week (Total benefit combined with your existing plan and IMPACT Accident Disability Plan)

BENEFIT DURATION: 6 Weeks per Disability

**The description provided above is a brief summary of benefits. Complete plan details are on file with IMPACT. Any potential benefits will be payable as defined in the policy.*

The IMPACT Leadership Experience

Leveraging the power of leadership to drive results that matter most to ironworkers and contractors is a key game changer. The IMPACT Leadership Experience pushes labor and management attendees to strengthen communication skills and increase productivity by working together.

"I found the cutting-edge use of industry knowledge and in-depth leadership experience very effective," said Tyler Green, Structural Steel Superintendent at AB Western Constructors in Burlington, Ontario. "The training has helped me build upon on the skillset I'm most comfortable using, as well as providing me with the tools necessary to lead a diverse organization."

Two courses were offered in 2014 - a one-day refresher course

was offered in addition to the full, four-day course:

- Leadership Experience Refresher, Las Vegas, February
- Leadership Experience, Colorado Springs, Colo., September

"The IMPACT Leadership Experience helps ironworkers and contractors discover how to inspire trust, build credibility with workers and unleash the talents and energy of a winning team, bringing together labor and management," said IMPACT CEO Kevin Hilton.

Visit the IMPACT website at www.impact-net.org to engage your team and learn about the IMPACT Leadership Experience, and check the Events page for course schedule information.



PROGRAMS & SERVICES

Annual Instructor Training Program

Set across the Southeast Michigan landscape, the July 2014 National Training Fund held the 30th Annual Ironworker Instructors Training Program in Ann Arbor at Washtenaw Community College and Eastern Michigan University. "A well-designed training program can provide measurable results for apprentices," said General President Wise, at his opening address. "Combined with instructors who can apply theory with hands-on knowledge, we are prepared to meet the needs of the construction industry and our contractors." With more than 600 coordinators, business managers, employers, contractors, vendors, guests and instructors representing the U.S. and Canada in attendance, the program added the following courses to its 2014 schedule:

- **Advanced Layout and Total Station Training** – A 40-hour course designed to prepare instructors to use drawings, apply principles of trigonometry and the Cartesian coordinate system to program and operate a total station.
- **Superintendent Training for Ironworkers** – Train-the-trainer course designed to develop local union instructors who can conduct this 20-hour blended learning course.
- **Bidding and Contractor Competitiveness** – Designed to prepare ironworker instructors, this 10-hour course provides an eye-opening experience on contractor competitiveness for apprentices.
- **Stainless Steel Welding and Certification** – This 20-hour course provides updates in Stainless Steel welding, along with proper techniques to ensure sound welds using SMAW and FCAW processes.
- **CWB Inspector Level 1 Course** – This 76-hour Canadian Welding Bureau course is the first step toward a career path in visual inspection, to help meet the increased demand for skilled welders.
- **Oxy-Fuel and Hand Plasma Cutting and Gouging** – Covers the safe and proper use of Oxy-fuel and Hand plasma cutting equipment for cutting and gouging applications in a 20-hour course.
- **Precast Concrete Erection for Ironworkers** –The 10-hour course is based on the new Precast Concrete Erection for Ironworkers training package.

IMPACT also conducted the following contractor courses:

- Project Leadership and Project Management
- Bidding to Win
- Estimating and Bidding 201
- Job Profits Program
- Getting Paid

For completing 200 hours of training, 27 instructors received their Qualified Ironworker Instructor Certificate during the opening session. Fourteen local unions received recognition for the Ironworker Apprenticeship Certification Program (IACP). We're planning a robust and challenging program in 2015. We look forward to working with you at the 31st Annual Ironworker Instructors Training Program.



Building North America

Ironworkers and Employers Partner for Success



PROGRAMS & SERVICES

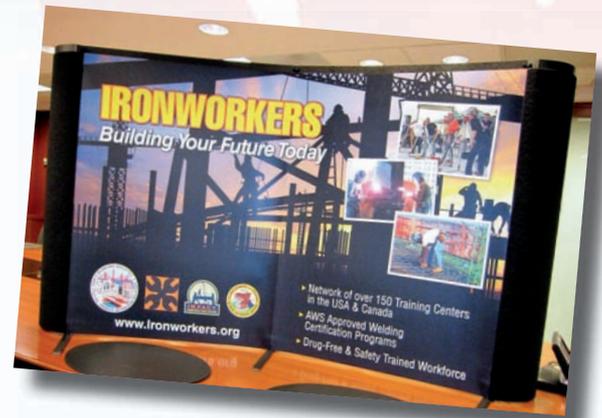
Tradeshows and Display Program

To showcase the outstanding skills and expertise of our ironworkers and contractors, IMPACT regularly exhibits at tradeshows and job fairs across the country. In 2014 IMPACT created opportunities to make valuable connections with industry members by attending the following events:

- World of Concrete
- North American Iron Workers / IMPACT Labor-Management Conference
- Steel Erector Association of America (SEAA)
- Specialized Carriers and Rigging Association (SCRA) Annual Conference
- North American Steel Construction Conference (NASCC)
- Design-Build Institute (DBIA) - Federal Sector
- Glassbuild
- SCRA Crane Rigging Workshop
- Construction Management Association of America (CMAA)
- Future Farmers of America
- National Association of Counties (NACO)
- Power-Gen International
- American Welding Society – Fabtech
- Accelerated Bridge Construction
- League of Cities

IMPACT also encourages local unions to participate in regional advertising and supplies interested local unions with marketing materials, such as brochures and stickers, and with portable tabletop displays for tradeshows and job fairs. The purpose of the displays, which are easily assembled on site, is to draw attention to booths. Locals who consistently exhibit are provided with their own display. To date, 62 local unions have received displays.

For more information about the Display Program or to request marketing materials, contact Kenny Waugh at kwaugh@impact-net.org.



The IMPACT Website Program



IMPACT understands the importance of exposure. If you do not have a web presence, then you are invisible to potential new business. Your competition is out there; even though they have established long-standing relationships prior to having a website, their business continues to grow because they have added an online component as a sales tool.

You can go out and spend thousands of dollars hiring a company that doesn't know you or the industry or you can utilize the complimentary, powerful resource IMPACT has on hand for you. With multiple templates, you can select the look that fits you best and apply your very own photos and more. You have the ability to control your content with newsfeeds from IMPACT, showcasing news about ironworkers and utilizing our YouTube accounts to keep your content fresh. This is a perfect opportunity for you to show owners, developers and everyone else the great projects that you have accomplished safely, productively and on time.

Contact Joseph Matos at jmatos@impact-net.org or call 800-545-4921. Take advantage of the IMPACT Website Program - we're ready to help you grow today and beyond!



PROGRAMS & SERVICES

IMPACT Advertising, Marketing & Creative Services

IMPACT understands the importance of each of our members, their hard work, perseverance, dedication and competitive nature. The cost of doing business is great and IMPACT is here to provide the services that will help you promote your organization and its great work.

By providing Advertising, Marketing and Creative services in-house, IMPACT takes away the stress of searching for vendors that are not familiar with our industry or your business. Your time is valuable and you need to focus on growing your business. Many are utilizing these new services and many more are expected to benefit greatly. We will work with you hand in hand to assure that your message to the world is clear and that your overall image looms above your competition.

IMPACT's standards of excellence are high, and we will provide that same world-class excellence to the work that we create for you. We are here to guide you in the right direction, so please feel free to contact us with your current marketing needs. If you already have marketing in development, we will be glad to review it for you and provide feedback.

Our goal is simple: to provide you the services you deserve in order for your business to grow – today, tomorrow and in years to come. We will regain more marketshare by letting owners know that our members are serious about who they are and how they carry themselves in our industry. We look forward to working with you!

These Are Some Of The Services We Offer You:

Two Fold or Tri-Fold Brochures • Two fold or Tri-Fold Jackets • One Sheets • Tri-Folds • Logo Development • Website Development Program • Event / Meeting Invitations (print or via email) • PowerPoint Presentation Template • Email Signature Graphics • Organization Tag line / Slogan • Official Letterhead Development • Business Card Development • Building & On-site Signage • Radio Script Development • Television Script Development • Press Releases • Special Announcements (print or via email) • Marketing Objective Consultations • Social Media Assistance • Newsletter Templates • And more.

"Amelie Construction & Supply found IMPACT's marketing creative services invaluable during our recent update to our marketing and sales materials. We were amazed how many services were available to us as a member."

– Danielle Proctor, President Amelie Construction & Supply

"Berlin Steel has thoroughly enjoyed and appreciated the benefits from working with IMPACT's marketing and advertising services. This collaboration, which is aligned with our strategic and tactical plan, will ensure that the construction industry is aware of Berlin Steel's capabilities for delivering solutions for the construction needs of years to come".

*– Mike O'Sullivan
VP / CFO*

The Berlin Steel Construction Company



Contact Joseph Matos, Director of Marketing, Branding, Communications and Creative at jmatos@impact-net.org today.

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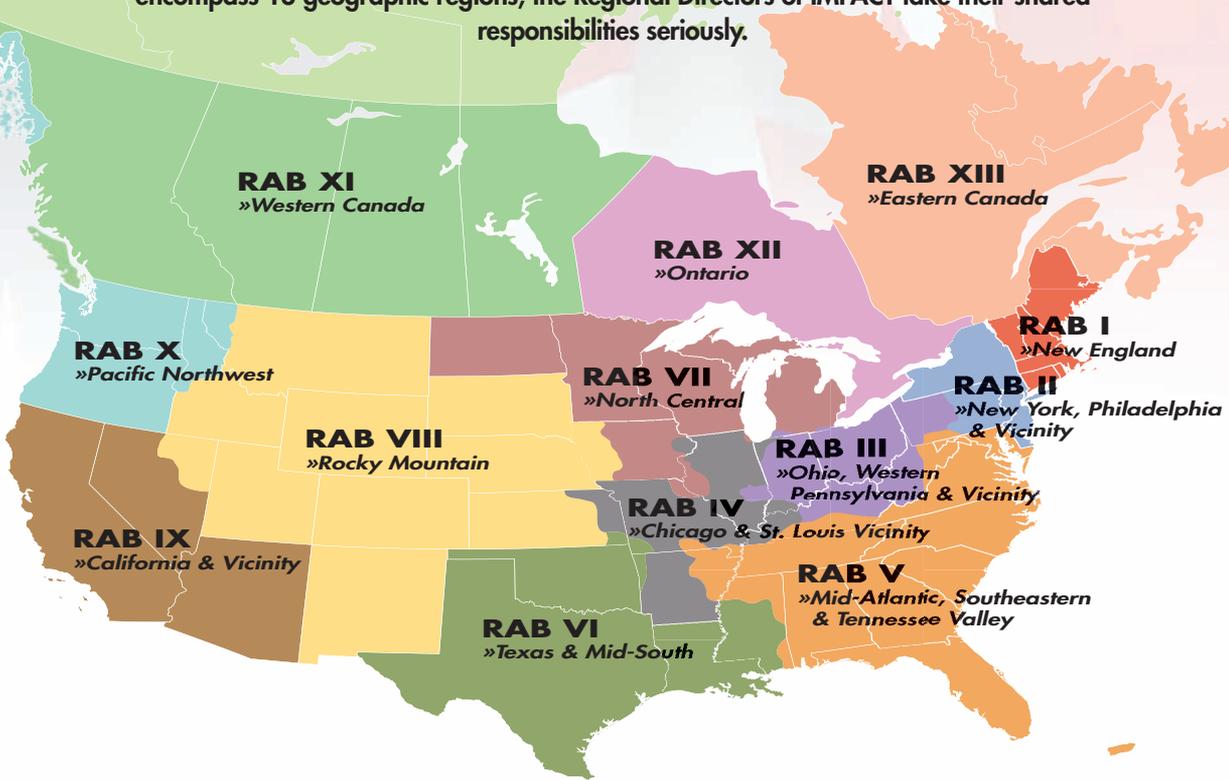


RAB



REGIONAL ADVISORY BOARDS

Experience, insight, determination and commitment to safe worksites and quality output is what motivates the five Regional Directors of IMPACT. With oversight of the locals that encompass 13 geographic regions, the Regional Directors of IMPACT take their shared responsibilities seriously.



The Directors – Mark Thomas, Chuck Decker, Kenny Waugh, James McGuire and Bert Royer – each hold deep institutional knowledge about the Iron Workers, the daily triumphs and challenges faced by ironworkers and strong business acumen. Their leadership of 13 Regional Advisory Boards (RABs) is vital to the success of IMPACT’s mission: Supporting and fostering regional labor management initiatives, programs and projects.

In addition, each RAB is guided by an Executive Committee comprised of an equal number of representatives from labor and management. Now entering its 12th year, IMPACT relies on its Regional Directors, the Iron Worker membership and national and international business partners to share feedback, ideas and helpful input that fosters continued prosperity for all.



Regional Directors



Mark Thomas
IMPACT Eastern Regional Director
202-679-6328 (phone)
mthomas@impact-net.org
RAB I, II, III
Member, Local 3, Pittsburgh



Kenny Waugh
Director of Industry Liaisons / RAB V Regional Director
202-393-1147 (phone)
kwaugh@impact-net.org
RAB V
Member, Local 5, Washington



Chuck Decker
IMPACT Midwest Regional Director
314-361-6910 (phone)
cdecker@impact-net.org
RAB IV, VI, VII
Member, Local 396, St. Louis



Jim Mcquire
IMPACT Western Regional Director
714-891-0004 (phone)
jmquire@impact-net.org
RAB VIII, IX, X
Member, Local 433, Los Angeles



Bert Royer
IMPACT Canadian Regional Director
306-536-0442 (phone)
broyer@impact-net.org
RAB XI, XII, XIII
Member, Local 771, Regina, Saskatchewan

RAB I New England

Jay Hurley, Labor Co-Chair
David Hunt, Management Co-Chair

\$44,193 Worth of Investments in You:

The region approved funding for the Foundation for Fair Contracting of Connecticut (FFC). This program works in conjunction with the Connecticut Ironworkers Employers Association to support prevailing wage monitoring on public works projects within the state of Connecticut.

Grant money was used to cover expenses for representatives of Local 37, Providence to attend the Offshore Wind and Energy Ocean Conference. Ironworkers were the only trade represented at these seminars and, as a result, have been asked for help in determining what training should be utilized for this Offshore work.

Training For Your Success:

- Superintendent Training, Worcester, Mass., September
- Getting Paid, Quincy, Mass., September

During 2014, IMPACT staff also gave presentations detailing available programs and services to Local 7, Boston.

Local 7, Boston ironworkers, employed by Saugus Construction, place precast planking for the new Whittier Bridge in Amesbury, MA.



(For a full listing of grant disbursements, contact the IMPACT office at 800-545-4921.)

Building North America

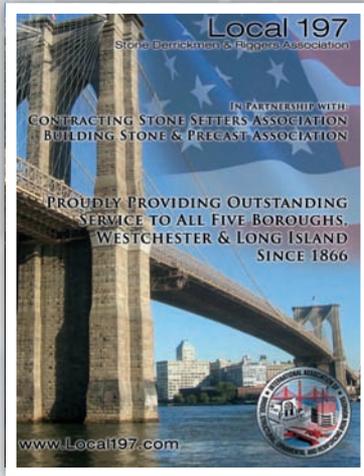
Ironworkers and Employers Partner for Success

2014 IMPACT ANNUAL REPORT



RAB II New York, Philadelphia & Vicinity

Ed Walsh, Labor Co-Chair
Joe Merlino, Management Co-Chair



Advertisement in the NY Rangers and NBA All-Star Game program books, funded by a Labor/Management grant for Local 197, New York.

\$570,522 Worth of Investments in You:

Concrete Reinforcing Steel Institute received membership dues payments for Local 405, Philadelphia and Local 399, Camden. This will give these ironworkers the chance to attend CRSI meetings, developing working relationships and reducing barriers between locals and non-union contractors and fabricators.

Grant money was used for the purchase of a complete swing stage scaffold system to be used for training by Local 197, New York.

IMPACT invested in advertising grants to promote the region's ironworkers in *USA Today's* Super Bowl Preview Edition and the *Best of New York City* guide.

Training For Your Success:

- Effective Project Management, Philadelphia, September
- Getting Paid, Atlantic City, N.J., October

Leading Ironworkers and Contractors Toward the Future:

- RAB II Executive Committee Meeting, New York, April
- RAB II Executive Committee Meeting, Atlantic City, N.J., October
- RAB II Meeting, Atlantic City, N.J., October

(For a full listing of grant disbursements, contact the IMPACT office at 800-545-4921.)

RAB III Ohio, Western Pennsylvania & Vicinity

Bill W. Dean, Labor Co-Chair
Darlaine Taylor, Management Co-Chair

\$327,416 Worth of Investments in You:

Grant money provided for the construction of 14 welding booths in Local 17, Cleveland's training facility.

Two new Lincoln welders were purchased for the Local 301, Charleston Training Facility.

IMPACT provided funding for ongoing marketing targeting owners, general contractors, end users and facility plant managers.

Training For Your Success:

- Getting Paid, Pittsburgh, February
- Superintendent Training, Pittsburgh, April
- Getting Paid, Dayton, Ohio, September
- Superintendent Training for Ironworkers, Indianapolis, October
- Job Profits Program, Pittsburgh, November
- Superintendent Training, Toledo, Ohio, December

Leading Ironworkers and Contractors Toward the Future:

- RAB III Sub-Committee Meeting, Zanesville, Ohio, March
- RAB III Meeting, Dayton, Ohio, September
- Gulf Coast Business Development Meeting, Toledo, Ohio, October



Local 787, Parkersburg used grant money to purchase an air compressor for their training facility.



RAB IV Chicago, St. Louis & Vicinity

David Beard, Labor Co-Chair
Robert Hoover, Management Co-Chair

\$419,070 Worth of Investment in You:

Funding was provided for the Off-the-Job Accident Insurance Program, which provides support to ironworkers who are injured off the job and require recovery time away from work.

IMPACT invested in a joint ironworker/contractor print advertisement in *Building Indiana News Magazine* and a 60 second radio spot promoting Local 395, Hammond and the Northwest Indiana Contractors Association.

The RAB used grant money to purchase a JLG lift for Local 782, Paducah's Apprenticeship School and provide technology upgrades to Local 1, Chicago's Apprenticeship Facility.

Training For Your Success:

- Superintendent Training, Broadview, Ill., March
- Project Manager Academy Course, North Kansas City, Mo., November

Leading Ironworkers and Contractors Toward the Future:

- A Healthy Way of Doing Business, French Lick, Ind., April
- Gulf Coast Business Development Initiative Meeting, St. Louis, April
- RAB IV Executive Committee Meeting, Clayton, Mo., July

Three Indiana Police Departments utilized Local 395, Hammond Apprentices to outfit leased Brinks Security vans into SWAT vehicles.



(For a full listing of grant disbursements, contact the IMPACT office at 800-545-4921.)

RAB V Mid-Atlantic, Tennessee Valley & Southeastern

Richard Ward, Labor Co-Chair
Victor Cornellier, Management Co-Chair



New welding stations at the Local 387, Atlanta Training Facility.

\$661,728 Worth of Investments in You:

As part of IMPACT's efforts to ensure ironworkers receive the best training in the industry, grant money was used to purchase equipment and training materials for JATCs throughout the region.

Grant money supported lobbying and legislative efforts by the Washington, D.C. Iron Workers Employers Association throughout the District of Columbia, Maryland and Virginia.

Funding was approved for upgrading the appearance of all local union training facilities in RAB V.

Training For Your Success:

- RAB V Mid-Atlantic Meeting, Baltimore, September
- Meetings were held with contractors throughout RAB V to promote the Gulf Coast Business Development Initiative.

During 2014, IMPACT staff also gave presentations detailing available programs and services to Local 5, Washington; Local 201, Washington; Local 397, Tampa, Fla.; Local 492, Nashville, Tenn.; Local 798, Semmes, Ala.; and the Iron Workers District Council of Mid-Atlantic States.



RAB VI Texas & Mid-South

Marvin Ragsdale, Labor Co-Chair
David Bennett, Management Co-Chair

\$258,639 Worth of Investments in You:

Funding was approved for JATCs throughout the region to upgrade the appearance of their training facilities.

The RAB sponsored a Certified Welder Incentive Program, which rewarded members achieving and maintaining welding certification by entering them in a cash prize drawing. 73 ironworkers received awards ranging from \$100 to \$1,000.

A mobile training trailer was purchased and outfitted with welding and miscellaneous equipment for training in remote areas throughout the region.

Training For Your Success:

- Innovations In Steel, Houston, September
- Architecturally Exposed Structural Steel, Houston, September
- Safety Trained Supervisor Construction (STSC) Training Pilot Program, Tulsa, Okla., November
- Getting Paid, Arlington, Texas, December

Leading Ironworkers and Contractors Toward the Future:

- RAB VI Meeting, Austin, Texas, November



Volunteers from Local 84, Houston helped assemble the new Mock-Up purchased with grant money.

(For a full listing of grant disbursements, contact the IMPACT office at 800-545-4921.)

RAB VII North Central

Colin Millard, Labor Co-Chair
Darren Lett, Management Co-Chair

\$103,015 Worth of Investments in You:

RAB VII continued to focus on increasing ironworker safety, using IMPACT grant money for the development of a website used to gather incident facts from contractors. The information collected will guide the improvement and development of both new and existing training modules.

IMPACT also reimbursed for costs associated with Local 25, Detroit and Local 340, Battle Creek members completing Management and Unions Serving Together (MUST) Safety Training Modules.

Pre-fabricated metal building and scaffold mock-ups were purchased for the Local 67, Des Moines Training Facility.

Training For Your Success:

- Superintendent Training Course, Cedar Rapids, Iowa, April
- Getting Paid, St. Paul, Minn., October

Leading Ironworkers and Contractors Toward the Future:

- Mini RAB VII Meeting, Altoona, Iowa, May
- Joint RAB VII & XII Meeting, Huntsville, Ontario, July
- RAB VII Mini Meeting, Monona, Wis., November



Before and after photos of the Camp Liberty Bridge rehab in Brooklyn, Mich. Local 25, Detroit members and their employer, Monarch Welding & Engineering, donated time for the project.



RAB VIII Rocky Mountain

Matt Groskie, Labor Co-Chair
Jeff Green, Management Co-Chair

\$142,059 Worth of Investments in You:

IMPACT provided funding for the implementation of a Safety Trained Supervisor program in the states of Kansas and Colorado. This will provide members more employment opportunities and help increase safety performance throughout the region

The RAB used grant money for the purchase and assembly of two welding training trailers with wraps, generators and other equipment.

A Fume Extraction System was purchased for the Local 24 Training Center in Wichita, Kansas.

Training For Your Success:

- URS Safety Trained Supervisor (STS) Prep Course, Denver, July

Leading Ironworkers and Contractors Toward the Future:

- RAB VIII Executive Committee Meeting, Albuquerque, N.M., October

During 2014, IMPACT staff also gave a presentation detailing available programs and services to Local 21, Omaha and the Iron Workers District Council of the Rocky Mountain Area.



Welding Fume Extractor purchased with grant money for the 24A, Wichita training facility.

RAB IX California & Vicinity

Joe Standley, Labor Co-Chair
David McEuen, Management Co-Chair

\$734,620 Worth of Investments in You:

IMPACT reimbursed members throughout the region for Refinery Safety Orientation (RSO) certification cards. These cards are required at many jobsites throughout RAB IX and increase employability of our ironworkers.

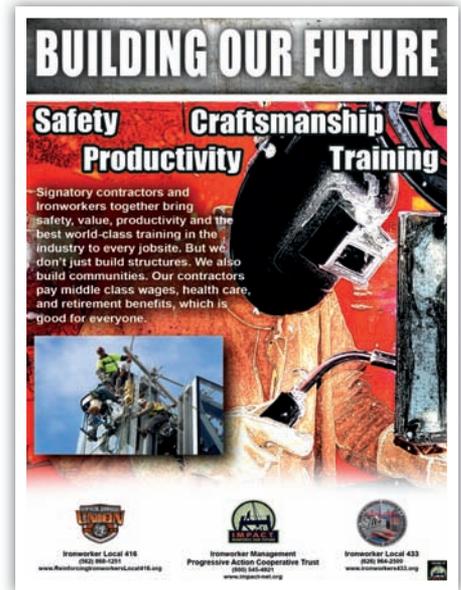
Grant money was used for the purchase of 40 complete tool belts (20 Rod and 20 Structural) for qualified Helmets to Hardhats military veterans, enabling them to begin employment with signatory contractors.

IMPACT provided for costs associated with hiring a safety professional to address safety issues affecting the members and contractors in Region IX.

Leading Ironworkers and Contractors Toward the Future:

- RAB IX Executive Committee Meeting, Pasadena, Calif., February
- RAB IX Executive Committee Meeting, Scottsdale, Ariz., May
- RAB IX Executive Committee Meeting, Lake Arrowhead, Calif., August
- RAB IX Executive Committee Meeting, San Diego, November

Advertisement for Local 416, Los Angeles, created by IMPACT.



(For a full listing of grant disbursements, contact the IMPACT office at 800-545-4921.)



RAB X Pacific Northwest

Steve Pendergrass, Labor Co-Chair
Jeff Ilenstine, Management Co-Chair



New RAB X Mobile Training Trailer.

\$182,132 Worth of Investments in You:

The RAB invested in the Buy America campaign, which is aimed at increasing market share in Alaska.

Grant money was used to purchase a vehicle, materials and equipment that will serve as a mobile training trailer for the Pacific Northwest Ironworkers Apprenticeship. This will enable the locals to teach apprentice ironworkers in remote locations throughout the region.

Chuck Bolland Productions received grant money for an ongoing Employer Advertising Campaign promoting ironworker contractors in RAB X.

Leading Ironworkers and Contractors Toward the Future:

- RAB X Executive Committee Meeting, Portland, Ore., April
- RAB X Executive Committee Meeting, Spokane, Wash., August
- RAB X Executive Committee Meeting, Seattle, Wash., December

During 2014, IMPACT staff also gave a presentation detailing available programs and services to the Iron Workers District Council of the Pacific Northwest.

RAB XI Western Canada

Darrell LaBoucan, Labor Co-Chair
Ross Fraser, Management Co-Chair

\$105,850 Worth of Investments in You:

Local 771, Regina was reimbursed for the purchase of 5 new welding machines for their training facility as part of IMPACT's ongoing efforts to ensure that our local unions' training facilities and equipment conform to the quality and safety standards necessary to train superior union welders.

Grant money was used to fund a contractor forum, vendors and apprentice competition/trade fair held on behalf of Local 97, Vancouver at the British Columbia Institute of Technology (BCIT) campus, which showcased ironworker apprentices and demonstrated our superior training to politicians, contractors and the general public.

The RAB reimbursed Supreme Steel Saskatoon for a portion of training costs incurred training ironworker employees.

Training For Your Success:

- Getting Paid, Edmonton, Alberta, October
- Marketing Skills for Ironworkers, Edmonton, Alberta, October
- Shop Supervisor Training, Edmonton, Alberta, October

Leading Contractors and Ironworkers Toward the Future:

- RAB XI Executive Committee Meeting, Saskatoon, Saskatchewan, June
- RAB XI Executive Committee Meeting, Edmonton, Alberta, October
- RAB XI Mini – Meeting, Edmonton, Alberta, December
- RAB XI Mini – Meeting, Calgary, Alberta, December
- First Western Canada Safety & Health Roundtable Meetings, Edmonton & Calgary, Alberta, December



October 2014 Shop Supervisor Course in Edmonton, Alberta.

(For a full listing of grant disbursements, contact the IMPACT office at 800-545-4921.)



RAB XII Ontario

Kevin Bryenton, Labor Co-Chair
Jack Mesley, Management Co-Chair

\$216,791 Worth of Investments in You:

IMPACT funded lobbying for legislation around prompt payment of contractors and subcontractors.

Grant money provided for costs associated with the purchase of metal building mock-ups for the Local 700, Windsor and Local 736, Hamilton training facilities. These mock-ups provide ironworkers with hands-on training in the area of pre-engineered metal buildings.

The RAB approved funding for the production of an advertising video promoting Ontario ironworkers. The piece will feature footage of the Local 721, Toronto Training Facility, area job sites and interviews with members.

Training For Your Success:

- Superintendent Training for Ironworkers, Toronto, Ontario, October

Leading Contractors and Ironworkers Toward the Future:

- RAB XII Executive Committee Meeting, Toronto, Ontario, April
- Joint RAB VII & XII Meeting, Huntsville, Ontario, July
- RAB XII Executive Committee Meeting, Toronto, Ontario, September
- RAB XII Executive Committee Meeting, Toronto, Ontario, December



“RAB XII Wind Turbine Training Trailer purchased with IMPACT funds.”

(For a full listing of grant disbursements, contact the IMPACT office at 800-545-4921.)

RAB XIII Eastern Canada

Jacques DuBois, Labor Co-Chair
Brad MacLean, Management Co-Chair



The Hebron Project in Newfoundland has employed as many as 1,400 ironworkers, some of whom utilized the Foreman Training Course.

\$54,170 Worth of Investments in You:

Expenses were covered for the coordinator, two structural members and one rodman member of Local 752, Halifax to obtain certification as ironworker instructors.

The region also used grant money to cover expenses for a Foreman Training Course at Local 752, Halifax.

IMPACT provided for the purchase and delivery of three 2x2 curtain wall mock-ups for the Local 752, Halifax training facility.

Training For Your Success:

- Superintendent Training for Ironworkers, Halifax, Nova Scotia, November

Leading Contractors and Ironworkers Toward the Future:

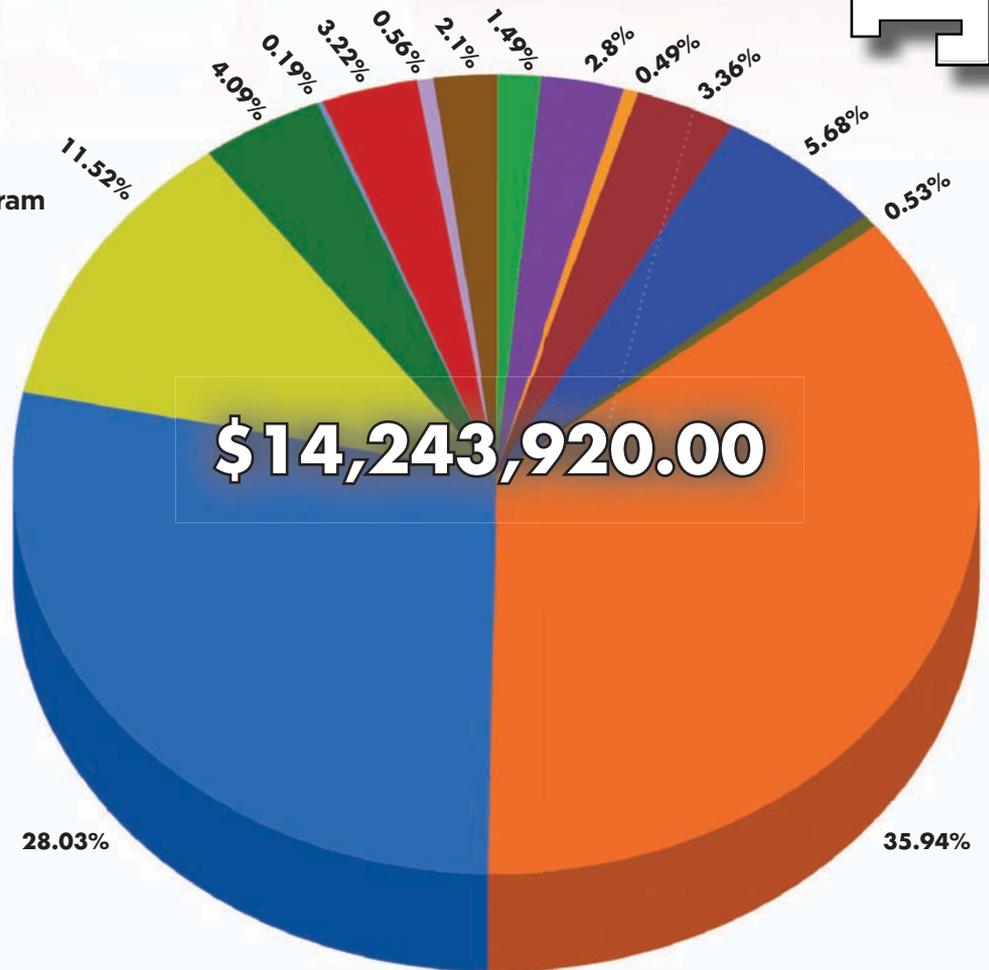
- RAB XIII Executive Committee Meeting, St. John’s, Newfoundland, April

During 2014, IMPACT staff also gave a presentation detailing available programs and services to Local 764, St. John’s, Newfoundland.



2014 BUDGET

- Prevailing Wage Compliance**
\$211,000.00
- Off-the-Job Accident Program**
\$400,000.00
- Shop Dept./Reinforcing Dept./Certification Program**
\$70,000.00
- Online Tracking Systems**
\$480,000.00
- Marketing/PR**
\$810,000.00
- Business Development**
\$75,000.00
- Apprenticeship & Training Dept.**
\$5,129,620.00
- RAB Grants**
\$4,000,000.00
- Drug Free Workforce Program**
\$1,645,000.00
- Safety & Health Dept.**
\$584,300.00
- Safety Trained Supervisor Program**
\$27,000.00
- Labor-Management Training**
\$459,000.00
- TWIC**
\$80,000.00
- Mobile Training Trailers**
\$300,000



A Look Back... The 2014 Conference: Victory Through Leadership

The Merriam-Webster dictionary defines victory as, “achievement of mastery or success in a struggle or endeavor against odds or difficulties.”

With nearly 1,000 ironworkers, contractors, owners and vendors, attendees of the North American Iron Workers/IMPACT Labor-Management Conference expressed their pride in management’s ability to move the construction industry forward. The Rio All-Suite Hotel, with its Brazilian-themed elegance, served as the backdrop for discussions, meetings and how-to sessions at the state-of-the-art conference center and exhibit hall.

With genuine enthusiasm and dedication, General President Walter Wise opened the three-day event to approbation on the strength, power and craftsmanship of ironworkers, local union leaders and contractors whose leadership is vital to the growth of the construction industry in North America.

“We will not remain the best kept secret and untold story in America,” Wise said. “Our resume is the skyline.”

Since 2008 when the first Annual Conference was held in Las Vegas, the number of contractors and owners in attendance has increased dramatically. Survey results show an increasing focus on the growth of construction projects in Canada and in the Gulf Coast region, the increasing demand for and shortage of certified welders and on the need for the creation of and focus on effective safety programs to prevent fatalities and disabling injuries. We will continue the Zero Fatality campaign, which encourages our members to “See Something – Say Something” to help recognize and avoid workplace hazards.

U.S. Navy Captain D. Michael Abrashoff, author of *It’s Your Ship*, a leadership advice book that provides top-down change for anyone trying to navigate today’s uncertain business seas, served as the keynote speaker. Abrashoff captivated the crowd with his no-nonsense advice for the assembled leaders of the construction



COMMITTED TO SAFETY & QUALITY



Six journeyman ironworkers participated in a panel discussion moderated by General Secretary Eric Dean (right) and Berlin Steel President Dave Hunt (left).



U.S. Navy Captain D. Michael Abrashoff gives his Keynote speech on leadership techniques.



Construction Manager Panel, moderated by Bruce D'Agostino (middle), President/CEO, Construction Management Association of America (CMAA).

industry, who were urged to:

- Take Command
- Lead by Example
- Listen Aggressively
- Communicate Purpose and Meaning
- Create a Climate of Trust
- Look for Results, Not Salutes
- Take Calculated Risks
- Go Beyond Standard Procedure
- Build Up Your People
- Generate Unity
- Improve Your People's Quality of Life

The conference featured panels and breakout sessions that provided useful insights and actionable information on training, business development and safety. The Journeymen Iron Workers panel, co-moderated by Iron Workers General Secretary Eric Dean and Berlin Steel, President Dave Hunt provided contractors and owners the opportunity to hear input from field ironworkers on important topics, such as safety, efficiency and training. The following journeymen ironworkers from across the U.S. and Canada participated in the lively panel discussion (pictured above, left to right):

- Roger Cook, Local 495, Albuquerque
- Roland Rodriguez, Local 495 Albuquerque
- Kelly Everett, Local 3, Pittsburgh
- Walter Cracknell, Local 433, Los Angeles
- Steve Seager, Local 771 Regina, Saskatchewan
- Ronnie Borza, Local 5, Washington, D.C.

Gulf Coast Work Opportunities, a panel discussion by

Teresa Magnus, principal, Magnus & Company, presented a dialogue on the opportunities and challenges involved in managing or working on projects in the Gulf Coast. IMPACT has introduced several initiatives to increase opportunities in this largely untapped region.

Bruce D'Agostino, President/CEO, Construction Management Association of America, led the Construction Manager panel discussion. The Q&A session was lively and very informative, including representatives from major players in the U.S. and Canada (pictured above, left to right):

- Darrell Fernandez, Parsons Constructors, Inc.
- Tim Murchison, URS Corp.
- Blake Peck, MBP
- Doug Hyde, Jacobs Project
- Larry Casey, Skanska USA Building, Inc.
- Robert Prieto, Fluor Corp.

"We have excellent speakers and breakout sessions," said Management Co-Chairman Bill Brown, CEO of Ben Hur Construction. "The Frank Discussion with the Iron Worker General Officers is a chance for all of our contractors to come in and visit with the leadership of IMPACT and our general officers. If you are a contractor, it is where you need to be."

The response from attendees was overwhelmingly positive. "If you're serious about improving your business prospects, growing your network and learning new strategies, you can't beat this conference," said Leland Hardy, president of Iron Lady Enterprises, a Philadelphia-based construction and concrete reinforcement contractor.



A FEW FACTS ABOUT THE SAFEST, MOST QUALITY CONSCIOUS AND PRODUCTIVE IRONWORKERS IN THE WORLD. THIS IS OUR STORY...

3,000+

Contractors

157

Training Centers

6,941

Certifications In 2014

11,977

Certified Ironworker Welders

17,941

Apprentices And Trainees

120,000

Ironworkers

AND WE'RE STICKING TO IT.

These numbers speak for themselves and we're just getting started. Thousands of hours of classroom and field training are provided to create the safest, most respected and sought after ironworkers on the planet. North America is constantly changing its landscapes and skylines. We are right there everyday on the front lines building and training our skilled labor force to answer the call today and for years to come. Our contractors and ironworkers are hired to build the most famous structures on earth. Rest assured, your project will be in great hands.



www.impact-net.org



www.ironworkers.org