

IMPACT

2019 ANNUAL REPORT



BUILDING NORTH AMERICA

**Our mission is to directly or indirectly put
contractors and ironworkers to work.**



Every year the conference grows because **IMPACT** brings you what you need to know to stay ahead of the competition. In 2021, your competition won't stand a chance.



2021 NORTH AMERICAN IRON WORKERS/IMPACT CONFERENCE



**FEB 14 - FEB 17, 2021
DISNEY'S CORONADO SPRINGS RESORT**

**REGISTER FOR THE CONFERENCE ON THE IMPACT WEBSITE, WWW.IMPACT-NET.ORG
(EASY STRESS-FREE LUGGAGE & CHECK-IN SERVICE AVAILABLE AT THIS LOCATION)**

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Catch up with our latest news and enrich your understanding of the Iron Workers and the ironworking industry. Get social with us! Have a conversation online.

Iron Workers and IMPACT on social media:

Facebook: www.facebook.com/unionironworkers
www.facebook.com/impactironworkers

Twitter: www.twitter.com/TheIronworkers
www.twitter.com/iw_impact

LinkedIn: www.linkedin.com/company/2870986

YouTube: www.youtube.com/ironworkersimpact

Instagram: www.instagram.com/theironworkers

Flickr: www.flickr.com/unionironworkers

Questions? Comments?

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: 2018 PROJECT OF THE YEAR WINNERS

ARCHITECTURAL / ORNAMENTAL: Architectural Unlimited - Trans Bay Block 8, San Francisco - Iron Workers Local 377 (San Francisco)

BRIDGE / STRUCTURAL: Walsh Construction (Indiana) - KY 152 Over Herrington Lake Bridge Replacement - Iron Workers Local 70 (Louisville, Ky.)

INDUSTRIAL / RIGGING / MACHINERY MOVING: Barnhart Crane & Rigging Company - Holt Dam Lock Gate Replacement - Iron Workers Local 92 (Birmingham, Ala.)

REINFORCING: Titan Reinforcing, LLC - National Veterans Memorial Museum - Iron Workers Local 172 (Columbus, Ohio)

METAL BUILDINGS: Steenblock Erectors Inc. - Union Bank & Trust Sports Complex - Iron Workers Local 21 (Omaha, Neb.)

Letter From The Co-Chairs



Eric Dean
General President
Iron Workers
Ironworker Co-Chair
IMPACT



Bill Brown
Chairman
Ben Hur
Executive Director
Ideal Contracting
Chairman
Penn Services
Contractor Co-Chair
IMPACT

Our industry continues to face challenges. IMPACT addressed many of those challenges through its efforts in 2019.

In 2019, the U.S. Department of Labor released the proposed Industry Recognized Apprenticeship Programs (IRAPs) rule, threatening our world-class apprenticeship and training program. IMPACT partner contractors from key states were called to educate their senators at a critical point in the year. They answered the call in Washington to provide information to staffers on Capitol Hill. The jury is still out on the eventual outcome of their efforts.

Similarly, efforts to ensure the integrity of our multiemployer pension plans were at the forefront in 2019. The Iron Workers and partner contractors worked together in lockstep to protect multiemployer pension plans, monitoring progress of various legislative proposals, to ensure a successful outcome.

The efforts to reform multiemployer pensions and protect our apprenticeship and training programs from IRAPs reflected the hard work of our ironworkers and their contractors on jobsites and shops across North America. It is a testament to the great outcomes ironworkers and their contractors can achieve through collaboration.

A Letter From The CEO



Kevin Hilton

Chief Executive Officer
IMPACT

IMPACT's sole purpose is to, directly or indirectly, create new work opportunities for our ironworkers and their contractors.

When the clock struck midnight marking the end of 2019, the North American ContractorLink program had put our ironworkers and their contractors on 78 projects that didn't have them in the previous year.

The Ironjobs.org initiative, an online recruiting tool, brought 746 ironworkers into the Iron Workers Information Technology Systems.

The Off-the-Job Accident program has brought relief to 2,983 ironworkers while recovering from their injuries as of 2019. The program helps them make ends meet until they return to work.

Since inception in 2017, the Iron Workers (IW) Paid Maternity Leave program has assisted 56 ironworker women who did not have to choose between having a family and their job.

IMPACT grants that assist IW local unions, training centers and contractors in growing market share tell an even more compelling story of our success.

Course evaluations of over 6,000 IMPACT professional development training attendees since 2013 attest to the high quality and effectiveness of business content and delivery. They prove return on investment of our efforts to increase contractor profits and work for the ironworkers.

The pages that follow provide details of our work in 2019. Based on the performance of our contractors in 2019, we expect increased profits and work for the ironworkers.



Board of Trustees



ERIC DEAN
IRONWORKER
Co-Chair
General President
Iron Workers



WILLIAM BROWN
CONTRACTOR
Co-Chair
Chairman
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Executive Director
Ideal Contracting
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Erectors, Inc.



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Harris Davis Rebar



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DAVID HUNT
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Berlin Steel



STEPHEN SWEENEY
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New York/Philadelphia
RAB
President
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Council of Philadelphia
and Vicinity



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Matrix North American
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Gladney Law Group, LLC

Retirements

**MARVIN
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**DARRELL
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**ROSS
FRASER**



Thank you for years of dedicated service! We wish you a happy retirement.

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FEATURE STORY

IMPACT's mission is to create job opportunities for ironworkers and their contractors. IMPACT participants have access to a plethora of programs, services and resources to help them succeed. IMPACT offers professional development education opportunities to support participant ironworking contractors who want to start or advance a business. Since 2013, nearly 6,000 participants have completed IMPACT training courses and attested to the effectiveness. Participation in IMPACT training courses has doubled since 2014.



Training courses such as Construction Contracting Business Fundamentals Academy (BFA), Fundamentals of Cost Estimating & Bidding and Cash Management & Change Order Control have helped many startup and small business contractors stay in business and succeed. Since its inception in July 2015, 465 participants have completed the BFA course, one of the most popular IMPACT training courses, and 91 percent of the participants have reported improvement in job performance and growth. They have reported improved confidence in their ability to take on more work, increase efficiency, attract and retain customers, boost profit margins and employ more ironworkers. "All the instructors were very knowledgeable, and every module had an expert who specialized in the subject matter," said Robyn Ryan from Force Installations who completed a BFA course offered in Pennsylvania. "We learned everything from developing an operations plan, securing business loans and setting up an accounting system, to understanding contract terms and conditions, identifying insurance requirements, establishing a safety program and finding work. I definitely feel more confident after taking the course."



BFA course,
July 16 - 19,
2019, Ann
Arbor, Mich.

Superior Steel Erectors in Kansas saw a significant jump in revenue after participating in IMPACT training programs. The company reported a gross revenue increase from \$13,000 in the first year of participating in IMPACT training to \$280,000 in the second year, nearly \$700,000 by the 5th year and \$1.1 million the following year. "IMPACT provided us the foundation to strengthen our ability to be profitable during the early stage of the company and helped us get established firmly as a successful contractor," said President and CEO of Superior Steel Erectors Jodi Ellis.



Superior Steel Erectors lifting Lenexa Gateway signal truss in Lenexa, Kan.

FEATURE STORY

Continued

Mike and Kim Settles of Midwest Premium Contractors, Inc. in Iowa found IMPACT's BFA course a godsend when they launched their business 3 years ago. Mike dreamed of starting his own construction contracting business since he began his career as an ironworker in 2007. The Iron Workers local business manager put Mike and Kim in touch with IMPACT after their business was incorporated. They had no work lined up at the time. Kim completed the BFA course, where she learned important steps a financial manager should take to avoid bankruptcy and keep a company afloat. "I have a degree in business, but the BFA course taught me to look at our business from a different perspective," said Kim. "BFA brought some important specifics to my attention that I didn't see before." BFA opened new doors for the Settles. In addition to business acumen, it granted them a rare and valuable opportunity to network with other small business contractors and vendors. "We learned and got tips on business survival from other established ironworking contractors," said Mike. "We also met a great insurance provider through BFA." The course gave the Settles confidence they needed to quit their day jobs and commit to making the business a success. "We didn't know how big we could go before we took the course," added Mike. "It helped us tap into a higher level and network of clients. Being an ironworking contractor and the great reputation that comes with it helped us secure large-scale clients and projects."

The company recently secured a few high-profile rebar installation jobs in the area, including a county courthouse/jail and the floodwall in Burlington, Iowa. The company also completed work on several lock and dam projects in the area and secured more projects for 2020, which will double its 2019 annual revenue. "Clients want to pay us before the job is done because we exceed expectations in terms of paperwork and business process, and we attribute our success to the BFA course."



Midwest Premium Contractors works on the Burlington, Iowa floodwall.



Butch Redinger

Redinger Steel Erectors Inc. in Michigan had been in business for 20 years when Butch Redinger, former ironworker with 45 years of experience and president of the company, completed IMPACT business training. "The BFA course opened my eyes to new opportunities and ways of running a business," said Butch. He found the knowledge acquired from the BFA course invaluable. It made him and his team re-evaluate daily business operations. It helped them implement efficient processes for recordkeeping and financial



Redinger Steel Erectors, Inc. crew on the Uptown North Main project in Frenkenmuth, Mich.

FEATURE STORY

Continued

management. Butch found that his business revenue nearly tripled within a couple of years after taking the course. His business grew larger, and he managed to secure a larger piece of the market share. Growth brought some challenges, but IMPACT provided him guidance along the way. "IMPACT was just a phone call or email away, and if they didn't have the answer, they knew whom to call in the industry for the advice we needed," added Butch. "IMPACT helped us train and educate our employees. We have attended many of IMPACT's business courses and gained so much knowledge. You can't learn everything in a week-long class. The support you get from IMPACT after the class is an essential part of the process."

The principal of Architectural Unlimited, Richard Diaz, attributes his success partly to the resources and services IMPACT provided in the early days of establishing his business. The company generated 217,217 work hours for the ironworkers from 2014 to 2018.

As a Hispanic entrepreneur, Richard struggled with securing a line of credit and bonding. While Richard was knowledgeable about the industry as an experienced career ironworker, he lacked necessary business knowledge for daily operations. The company lacked a business plan, legal counsel, construction insurance, a system for accounting and managing finances, knowledge about construction contracts and established labor rates, how to get paid, and a plan for business development. When Richard realized that managing projects as an ironworker superintendent didn't prepare him for operating a construction business, he turned to IMPACT. After completing the BFA course, he felt confident in establishing the business and bidding on larger projects. Revenue tripled after completing the course from \$500,000 in 2013 to \$1.5 million in 2018. "You must be prepared to go into business," said Richard. "IMPACT training courses give you the knowledge needed. When you learn the rules, you can play the game better."



Richard Diaz speaks with crew members of the Trans Bay Block 8 project in San Francisco.

IMPACT continues to support its participants in more ways than one could imagine.

IMPACT continues to support its participants in more ways than one could imagine.



Architectural Unlimited works on the Trans Bay Block 8 project in San Francisco.

MAKING AN IMPACT

EDUCATION & TRAINING

- Apprenticeship & Training Department
- Annual Ironworker Instructor Training
- Biennial International Apprenticeship Competition
- Ironworker Contractor University, which provides professional development education and training including winter and summer training to support aspiring ironworker contractors and those who want to improve business operations and productivity
- Growing a Business Webcast Series
- Ironworker Foreman Pocket Guide
- Ironworker Superintendent Training
- Advanced Layout & Total Station
- IMPACT mentoring program
- Training programs for fabrication shop ironworkers and their employers
- Mobile training trailers across North America
- Contractor access to training reference materials
- Training equipment including welding fume extraction systems and welding booths for training centers
- Reciprocal Canadian Welding Bureau (CWB)/American Welding Society (AWS) Agreement*
- Support for the Helmets to Hardhats program
- Ironworker Welding Certification and Online Verification System
- IMPACT Leadership Experience

SAFETY & HEALTH

- Safety and Health Department
- Countdown to Zero Incidents campaign including Zero Incidents wristbands and Deadly Dozen posters
- Off-the-Job Accident Program†
- Safety training including Ironworker Safety Director Course and Ironworker Safety Supervisor Course
- Iron Workers - IMPACT Safety & Health Roundtable
- Safety webcasts

DIVERSITY & INCLUSION

- Iron Workers Paid Maternity Leave Program
- "Be That One Guy" initiative to curtail workplace harassment†
- Harassment and discrimination awareness training
- Funding for ironworker members to attend Tradeswomen Build Nations Conference

BUSINESS DEVELOPMENT

- North American ContractorLink business development program
- Gulf Coast business development program
- Business development assistance for new and existing partner contractors
- Project tracking to assist local unions and employers
- Prevailing Wage Compliance efforts
- Department of Reinforcing Steel programs
- Assistance in obtaining licenses and certifications including Disadvantaged Business Enterprise (DBE), Veteran-Owned Enterprise, Woman-Owned Enterprise and Small Business Enterprise (SBE)†
- Transportation Worker Identification Credential (TWIC) subsidies
- Consultant to help partner contractors obtain American Institute of Steel Construction (AISC) Erector or Fabricator Certification
- Participation in Canadian business owner groups*

LOBBYING

- Lobbying to create jobs and remove legislative obstacles
- Lobbying to protect pensions
- Lobbying to protect Iron Workers Registered Apprenticeship Program

MARKETING, ADVERTISING, PUBLIC RELATIONS & COMMUNICATIONS

- Promotional displays and recruitment at national conferences, job fairs and conventions
- Advertising in national trade publications
- Marketing collateral to improve brand image
- Website consultation, design and upgrading for local unions and partner contractors
- Canadian Branding Initiative, "Better People, Better Built"*
- Strategic communications including communications plans for the Iron Workers, IMPACT, employers' associations, partner contractors and local unions
- Media relations including media pitching and press material
- Media coverage including articles and opinion editorials in mainstream and trade publications
- Social media campaigns to raise brand awareness and maintain positive brand reputation
- Storytelling via traditional and digital channels, including visual storytelling
- Distribution of The Ironworker magazine to all partner contractors
- Industry promotional events

The Ironworker Management Progressive Action Cooperative Trust (IMPACT) was founded in 2003 with a core mission of directly or indirectly creating work opportunities for partner contractors and ironworkers across North America.

NATIONAL TRAINING FUND



LEE WORLEY

Executive Director of
Apprenticeship and Training
Iron Workers



The 35th Annual Ironworker Instructor Training Program was held at Washtenaw Community College in Ann Arbor, Mich., for the 10th consecutive year. Over 800 instructors, training coordinators, local union officials and partner contractors attended the week-long event to sharpen their skills to lead the industry.

The Iron Workers International Certification Board (IICB) launched the Iron Workers (IW) Crane Rigger & Signalperson Certification program in fall to provide members easy access to third-party certification and recertification without the high price tag. Once the exams, certification board, program manager and standards have been in place for a year, the program will seek accreditation from the National Commission for Certifying Agencies. Unlike other third-party certification programs, the IICB certification requires 6,000 hours of trade-related experience to qualify for the online and practical exams. The IW Qualified Rigger and Signalperson Program is still the best training available. The IICB certification was developed for situations where contractors, states and municipalities request or require a third-party certification.

Train-the-trainer courses were developed and regional training centers (RTCs) were identified to provide qualified instructors training and professional teaching materials. The four RTC's are in Benicia, Calif., Springfield, N.J., St. Louis and Toronto, Ontario. They had a busy year hosting over forty courses in OSHA 500, lead/silica regulations, rigging, certified welding inspector prep, Mine Safety and Health Administration regulations, bonded and unbonded post-tensioning, insulated metal panels and haz-waste worker. Over 465 ironworker instructors attended the training sessions.

Meetings were held with the U.S. military to conduct onsite pre-apprentice training for military personnel. With the opportunity to learn from the construction industry's most qualified instructors in a safe environment, they will gain access to one of many registered apprenticeship programs across the U.S.

DAVIS BACON & WAGE COMPLIANCE



CHRIS BURGER

Wage Compliance
Administrator
IMPACT



The Iron Workers (IW) Davis Bacon and Wage Compliance Program reported continued progress in enforcing and defending wage determinations. The program continues to ward off attacks on the integrity of the ironworker classification, including a victory on new tech in the rebar industry.

The program participated in the response to the proposed Industry Recognized Apprenticeship Programs rule. Public outreach on the IW Registered Apprenticeship Program included students and teachers in Baltimore.

The U.S. Department of Labor's (DOL) new enforcement team was engaged on several projects. IW Wage Compliance Administrator Chris Burger conducted trainings at Local 7 (Concord, NH), Local 28 (Richmond), Local 79 (Norfolk), Local 848 (Charlotte), Local 22 (Indianapolis) and Local 5 (Washington). He met with DOL officials in Anchorage, Alaska, in conjunction with Local 751 (Anchorage, Alaska).

Chris participated in the board and advisory meetings of the 20th annual National Alliance for Fair Contracting in Boston and spearheaded a Nashville enforcement summit for IW Local 704 (Chattanooga). He attended North America's Building Trades Unions' sub-committee meetings. He assembled a well-attended Nevada panel that included various enforcement representatives. He led a U.S. building trades prevailing wage delegation meeting in D.C. with Korean labor and government officials. He hosted a popular workers comp forum for the Ironworkers Organizing Summit in Virginia and met with the Maryland Attorney General's False Claims Unit. The program met with fair contracting compliance groups in Boston, Philadelphia and Washington, and its annual wage scale was published in The Ironworker magazine.

SAFETY & HEALTH



STEVE RANK

Executive Director of
Safety & Health
Iron Workers

Expansion of Safety Department Services

Iron Workers (IW) General President Eric Dean commissioned the expansion of the IW Safety & Health Department to increase safety performance and provide more services to ironworker members and partner contractors. In July, Wayne Creasap, a member of IW Local 851 in Cleveland, joined the safety team as a district representative and Jeff Norris, a member of IW Local Union 720 in Edmonton, Alberta, was named full-time Canadian safety coordinator to better serve Canadian members. Both Wayne and Jeff are pursuing new initiatives to serve ironworker members and partner contractors.

Ironworker Safety Director Training Course Continues to Provide Opportunities to Veteran Members

The Ironworker Safety Director Training Course was launched in 2016 to raise the standard of safety performance throughout the United States and Canada. The IW Safety & Health Department received an overwhelming number of requests from local unions and partner contractors to enroll personnel in the course. Representatives of end users, general contractors and other industry organizations have participated in the course and praised its content and instructors in their class evaluations.

This specialized course is available to ironworker members who want to pursue a safety career with partner contractors. Assuming the role of a corporate safety director and managing safety programs for multiple projects requires specialized training and new skill sets. There are fundamental safety and health checks that must be routinely executed to help identify and avoid workplace hazards. The course is available as part of membership benefits to ironworker members and partner contractors. Since inception in July 2016, over 500 ironworker members and partner contractor safety personnel have completed the 40-hour courses that took place in Ann Arbor, Mich., Houston, San Diego, Philadelphia, Detroit, Indianapolis and Toronto, Ontario. Locations for 2020 offerings are yet to be determined.

Iron Workers taking lead in supervisor safety certification

The IW and ironworker-employer partnership IMPACT are working in concert to launch a national ironworker-specific supervisory safety certification course to meet the high demand from general contractors and end users. The Ironworker Safety Supervisor Certification (ISSC) will be accredited by the International Accreditation Services. It's the first craft-specific supervisory training in the building trades. The ISSC course was developed after analyzing incident trends that demonstrated the need for ironworker-specific supervisory safety training. An online study guide will be available in 2020.

The IW Safety & Health Department will work closely with the National Training Fund to offer the course and testing to apprentices and journeymen through the IW Registered Apprenticeship Program in all 157 IW training centers. The first course will be offered in July 2020.

Voluntary Industrial Hygiene Air-Sampling Program

In 2017, the IMPACT Board of Trustees approved funding for the IW Safety & Health Department to establish a voluntary industrial hygiene air-sampling program for partner contractors throughout the United States and Canada. It is designed to provide professional industrial hygiene services to help detect and evaluate harmful welding fumes, metals, paints, solvents and other chemical compounds that become airborne during common shop and field operations. This program has helped many partner contractors and ironworker members to identify potential health hazards from airborne metals, fumes, vapors and other compounds in the workplace. More air-sampling tests will be conducted and data collected in 2020.

THE OFF-THE-JOB ACCIDENT PROGRAM

IMPACT developed the Off-the-Job Accident Program to bring relief to ironworker members with a short-term disability resulting from an accident that occurred off-the-job and help reduce compensation rates for partner contractors. The program supplements short-term accident benefits of the injured ironworker member's health and welfare plan.

The benefit is the lesser of \$800 or 66.67 percent of the injured ironworker's weekly earnings for up to 6 weeks. The program has been bringing relief to members for over 10 years. Filing a claim is simple and the turnaround time is short. Since inception in 2009, the program has helped 2,983 individuals and paid \$10,915,000 in benefits as of 2019.

Visit bit.ly/IMPACTOTJ to learn more. Contact Kenny Waugh at (202) 383-4890 or kwaugh@impact-net.org for general inquiries.

For claim-related questions, please contact plan administrator Welfare and Pension Administration Service, Inc. (WPAS) or visit their website at www.wpas-inc.com. Once an accident claim has been processed, WPAS will mail a PIN number to the recipient. A PIN request form must be completed in cases where the recipient doesn't receive a PIN. Individual claims can be viewed on MyTrust LogIn bit.ly/WPASLogin.



"The Off-the-Job Accident Program helped me with the recovery process while I was away from work after my injury. It took away my financial worries."

– Louis Delegge, journeyman,
Iron Workers Local 848
(Charleston, S.C.)

DRUG-FREE WORKFORCE



The Drug-Free Workforce Program keeps ironworkers and their employers competitive in the construction industry by ensuring a safer, more productive job site. The program allows for instant, laboratory and random testing. It also allows for reciprocity with end user and general contractor-controlled programs and provides training for reasonable suspicion. It keeps ironworkers safe and helps contractors and end users save money.

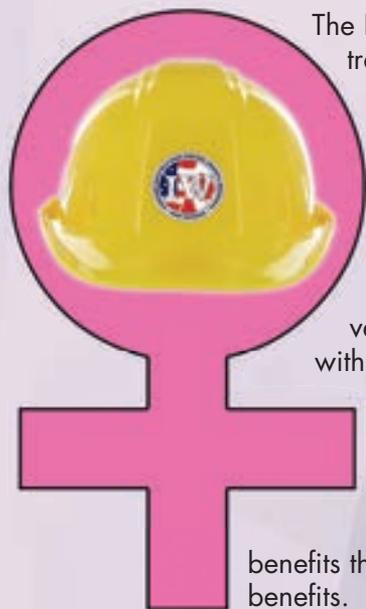
According to the Department of Labor, implementing a drug-free workplace testing program increases employee productivity and significantly reduces accidents. It reduces absenteeism rates, workers' compensation rates, employee turnover and helps employers meet job site requirements for their customers.

The IMPACT program uses pre-qualified, third-party administrators to manage the process. It ensures state testing compliance and provides external administration of the random selection process and access to a large network of quality collection sites. The program utilizes an online Safety Management Database System (SMDS). The SMDS helps increase work hours and reduces lost time from outdated drug test results, making it easier to put ironworkers to work in a timely manner. The SMDS includes the following benefits:

- Local unions and contractors can easily authorize a test and access reports 24/7
- Designated representatives receive email notifications as soon as test results become available
- Nearly all negative test results are reported within an hour or less
- Members can view their drug test status on the IMPACT App for iOS and Android
- Members have the option to receive test authorizations via email or text

Visit bit.ly/IMPACT-DFWF for more information. Contact David Fuson at (202) 383-4850 or dfuson@impact-net.org for all inquiries.

IRON WORKERS PAID MATERNITY LEAVE PROGRAM



The Iron Workers (IW) paid maternity leave program, first of its kind in the building trades, was deployed in 2017. The groundbreaking program offers up to six months of pre-delivery and six to eight weeks of postpartum paid leave to qualifying ironworker women. Physically demanding work in the ironworking trade can endanger a pregnancy.

The benefit is available to ironworker women who meet the following criteria:

- Member has submitted a certification of pregnancy from a medical doctor verifying inability to perform regular job tasks due to physical limitations associated with pregnancy.
- Member is eligible for her local union's health plan on the day of the pregnancy verification and has not used the benefit within the past 24 months.
- There are no such benefits available through other means, such as time-loss benefits through employer or local union health plans or federal, state or local government benefits.

Since inception, 56 ironworkers have claimed a total of \$690,754 in benefits. Not only does the benefit keep ironworkers from having to put their unborn children at risk, but it also helps the organization retain well-trained workers. The IW became a trailblazer in diversity and inclusion in the building trades with the launch of the revolutionary program.

Please direct all claim-related questions to the plan administrator, Welfare and Pension Administration Service, Inc. (WPAS). Once a claim is processed, WPAS will mail a PIN number to the recipient. A PIN request form must be completed in cases where the recipient doesn't receive a PIN. Information about individual claims can be accessed by logging in to the MyTrust Login at bit.ly/WPASLogin. Visit bit.ly/IWMaternity for more information. For general inquiries, please contact Vicki O'Leary at (202) 702-7828 or voleary@iwintl.org.



Jennifer Hose
Local 377 (San
Francisco)
with Nadine



Sarah Hall
Local 7
(Boston)
with Jordan

"IW Paid Maternity Leave Program made my pregnancy a lot less stressful. I'm grateful that I didn't have to put myself and my unborn child at risk, performing physically demanding daily tasks while pregnant.

– Jennifer Hose, journeyman,
Iron Workers Local 377
(San Francisco)

Jennifer Lockyer
Local 11
(Newark, N.J.)
with Dylan



Kelci Mauldin
Local 808
(Orlando,
Fla.)
with Rainey

ONLINE SAFETY TRAINING



The California and Vicinity, Pacific Northwest and Heartland Regional Advisory Boards (RABs) offer convenient online safety training courses in English and Spanish. ClickSafety, an OSHA-authorized provider, allows IMPACT partners to stay up-to-date on OSHA certifications and complete mandatory and optional safety courses in a timely manner.

Since inception, ironworker members have completed 1,646 units of instruction, and IMPACT has reimbursed \$81,225 for 51 courses offered in English and Spanish.

Training courses covering compliance with the new OSHA silica rule and courses in trenching and rebar were added to the offerings in 2017. Voice authentication was recently integrated for OSHA 10 (English and Spanish) and OSHA 30 (English only).

Visit www.clicksafety.com/impact for more information. Please request a passcode from your local union or apprenticeship coordinator. A 20 percent IMPACT discount will be applied at checkout. Members of participating RABs receive a full refund through IMPACT RAB grants upon completion.

Please contact James McGuire for all inquiries at jmcguire@impact-net.org or (714) 425-8214.

CONSTRUCTION CONTRACTING BUSINESS FUNDAMENTALS ACADEMY

"I have attended several business and other educational classes related to our work over the past 10-15 years and, by far, the IMPACT class was the most beneficial I have ever taken. Even though I have been involved in business for some time, I found new ways to approach my daily duties with lessons learned from this course."

– Tom Haught
A.C. Dellovade, Inc.

IMPACT is committed to developing new partner contractors. Starting a new business or transitioning a business can be challenging. This 5-day, intensive program is designed for existing and future ironworking contractors who want to learn or sharpen fundamental business skills. Participants learn how to calculate required startup funding, select an ownership structure, develop a business plan, establish an accounting system, collect payments from customers, identify insurance requirements, understand contract terms and conditions, and avoid problems that jeopardize success. It provides a foundation to strengthen contractors' ability to be profitable during the early startup or transition phase of their companies.

For more information, visit the IMPACT website at bit.ly/IMPACTCourses. Contact Dr. Cindy Menches at 800-545-4921 or CMenches@impact-net.org for all inquiries.

BUSINESS INCUBATOR LEADERSHIP DEVELOPMENT PROGRAM

According to the Bureau of Labor Statistics, construction contractors experience a 64 percent failure rate in the first 5 years. Construction Business Owner magazine reported that the top ten reasons for construction contractors' failure are all within their control.

IMPACT launched the Business Incubator Leadership Development (BILD) program this year to boost contractor success through all stages of development, from startups to established businesses and those in transition.

BILD provides contractors a business process, dedicated coaching team and repository of standard documents and templates. The program guides them through metrics for evaluating success and return on investment.

BILD ensures contractors have what they need to take their business to the next level through personalized engagements. Contractor benefits include discounted rates for professional services from subject matter experts and access to favorable insurance and competitive lending rates.

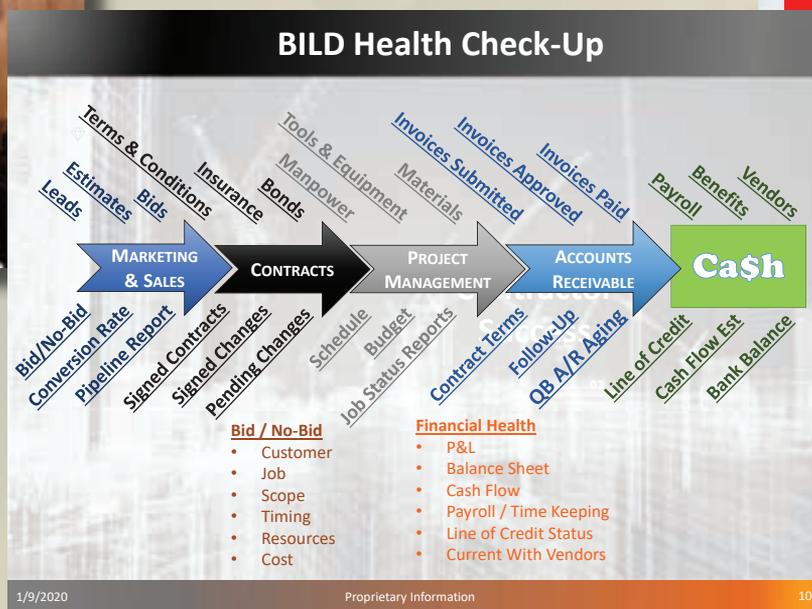
BILD reduces cost and risk for contractors while increasing their profitability. It helps create job opportunities for partner contractors and ironworkers and increase contributions to their pension and benefit funds.

BILD infrastructure started in fall 2019. The pilot program will be launched in winter 2020.

For additional information, please contact IMPACT BILD Program Director Kerry Walters at 703-409-9439 or via email at kwalters@impact-net.org.



BILD contractor site assessment



LIVE INSTRUCTOR-LED COURSES

In 2019, IMPACT conducted 45 live instructor-led courses, offering almost four courses per month.

Popular courses:

- Construction Contracting Business Fundamentals Academy: Establish Your Business
- Getting Things Done© Workshop: Mastering Personal Productivity
- Bluebeam Revu Fundamentals

IMPACT offered new courses:

- Fundamentals of Cost Estimating and Bidding for Beginners
- Business Plan Development Workshop for Local Unions
- Influencer© Workshop

For more information, visit the IMPACT website at bit.ly/IMPACTCourses. Contact Dr. Cindy Menches at 800-545-4921 or CMenches@impact-net.org for all inquiries.



Getting Things Done© Workshop held in Ann Arbor, Mich., July 15, 2019

"IMPACT and the classes they offer are an invaluable asset that I will continue to use in the future."
 – Russell Cramer
 Great Lakes Iron, Inc.

FUNDAMENTALS OF COST ESTIMATING AND BIDDING FOR BEGINNERS



The Fundamentals of Cost Estimating course provides a foundation for those who are new to the estimating process or those seeking to validate their estimating techniques and build confidence in their skills. This course is designed for ironworkers and contractors who need to develop a system for performing a quantity take-off and cost estimate, and prepare a bid submission. Participants learn how to review bid documents, get organized to prepare a cost estimate and bid submission and fundamental quantity takeoff procedures. The course concludes with a review of available software programs that can be used in the cost estimating process.

For more information, visit the IMPACT website at bit.ly/IMPACTCourses. Contact Dr. Cindy Menches at 800-545-4921 or CMenches@impact-net.org for all inquiries.

Course offered in Chicago, October 28 - 31, 2019

WINTER & SUMMER TRAINING



IMPACT offers a series of professional development courses for partner contractors and ironworkers. IMPACT's semi-annual training programs take place in Henderson, Nev., in January and Ann Arbor, Mich., in July. They provide participants opportunities to sharpen their skills, network and energize their careers.

"The food was awesome, the staff was friendly and the information I received is priceless. Thank you for the great job you guys did putting these classes together."
 – Fernando Gonzalez
 JD2, Inc.

WINTER TRAINING PROGRAM IN HENDERSON, NEVADA

- Advanced Layout and Total Station
- Construction Contracting Business Fundamentals Academy: Establish Your Business
- Superintendent Training for Ironworkers
- Getting Things Done© Workshop: Mastering Personal Productivity
- Crucial Conversations© Workshop: Learn to Talk to Anyone about Anything
- Influencer© Workshop: Learn to Lead With Influence
- Project Leadership and Project Management
- Bluebeam Revu Fundamentals

SUMMER TRAINING PROGRAM IN ANN ARBOR, MICHIGAN

- Construction Contracting Business Fundamentals Academy: Establish Your Business
- Business Plan Development Workshop
- Getting Things Done© Workshop: Mastering Personal Productivity
- Project Leadership and Management
- Improving Construction Productivity
- Introduction to Lean Project Delivery and Lean Project Planning
- Bluebeam Revu Fundamentals
- Cash Management and Change Order Control: Techniques for Getting Paid



For all inquiries, contact Dr. Cindy Menches at 800-545-4921 or CMenches@impact-net.org.

TRADE SHOWS & JOB FAIRS



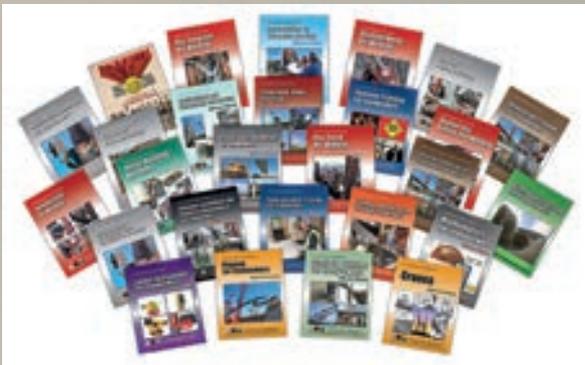
IMPACT exhibit at 2019 Future Farmers of America

IMPACT frequently exhibits at trade shows and job fairs across the U.S. and Canada to showcase skills and expertise of the ironworkers and their employers. IMPACT participated in the following events to make valuable connections with construction industry leaders in 2019:

- World of Concrete
- Construction Users Roundtable
- 2019 North American Iron Workers / IMPACT Conference
- North American Steel Construction Conference
- Building and Construction Trades Department Legislative Conference
- Steel Erector Association of America
- Buildtech
- American Fuel & Petrochemical Manufacturers
- Engineering News Record's Groundbreaking Women in Construction
- SkillsUSA Techspo
- Tennessee Valley Authority
- National Association of Counties
- Southern Company Safety Forum
- Industrial Grade Innovation Conference and Expo
- Construction Management Association of America
- Future Farmers of America
- American Welding Society - Fabtech
- Power-Gen International

For more information, contact Kenny Waugh at kwaugh@impact-net.org or 202-393-1147.

REFERENCE MANUALS



Reference manuals for contactors are available in the "Publications/Resources" section of the IMPACT website.

Keeping skills updated and relevant in a rapidly changing industry can be challenging. IMPACT provides partner contractors with access to many of the Iron Workers National Training Fund's reference manuals. Whether the contractors are looking for Gas Tungsten Arc Welding instruction or Superintendent Training, they can find relevant information on the IMPACT website. The reference manuals below are available to partner contractors for purchase:

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

Visit bit.ly/IMPACT-Store for more information.

AISC STEEL ERECTOR AND FABRICATOR CERTIFICATION



IMPACT works closely with the American Institute of Steel Construction (AISC), independent third-party auditor Quality Management Company and consultants to assist partner contractors in pursuing AISC Steel Erector and Fabricator Certification.

AISC certification programs are the most recognized in the industry. They set quality standards for the structural steel industry with a focus on the entire fabrication and erection process. Having an AISC certification improves consistency of operations and demonstrates commitment to quality, setting partner contractors apart from the competition.

For more information visit bit.ly/IMPACTAISC or call 800-545-4921. For all general inquiries, contact Harvey Swift at (918) 260-0774 or HSwift@impact-net.org. Learn more about AISC Certification at www.aisc.org/certification.

The AISC is a non-profit technical institute and trade association established in 1921 to serve the structural steel design community and construction industry in the United States.

"I would recommend
IMPACT's services without
reservation to any company
seeking AISC Certification."
- Roland Maynard
Forem Manufacturing, Inc.

TRANSPORTATION WORKER IDENTIFICATION CREDENTIAL



The Maritime Transportation Security Act (MTSA) requires the Transportation Worker Identification Credential (TWIC®) for workers who need access to secure areas of the United States' maritime facilities and vessels.

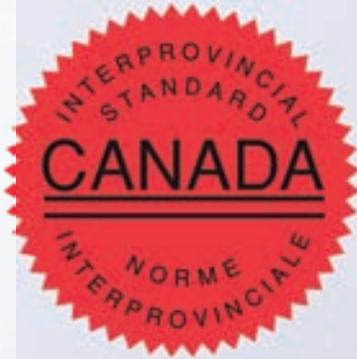
The application process includes a background check and security threat assessment. Applicants are required to provide fingerprints and digital photos. IMPACT reimburses the non-refundable application fee for ironworker members. In 2019, IMPACT reimbursed 557 ironworkers who obtained TWIC® credentials

for a total of \$69,759.

Employers and local unions in MTSA-regulated areas should encourage their ironworkers to take advantage of this program.

Contact your IMPACT regional director for all inquiries. For more information on TWIC®, please visit the Transportation Security Authority (TSA) TWIC® website at www.tsa.gov/for-industry/twic.

INTERPROVINCIAL STANDARDS RED SEAL PROGRAM



Provinces and territories are responsible for trades training and certifications in Canada. Each jurisdiction has its own laws dictating which trades are designated for apprenticeship training and certification within its borders. The Interprovincial Standards Red Seal Program was established to standardize training and certification requirements across Canada. Canadian Council of Directors of Apprenticeship administers 56 designated "Red Seal trades."

Over the years, it has become the national standard of excellence for skilled trades. It's the highest qualification for ironworkers and the final qualifying test of the Iron Workers apprenticeship program. It's used for interjurisdictional collaboration to develop a certified, highly-skilled and mobile workforce. A tradesperson with a Red Seal can work in any province or territory without having to re-qualify for the same skills. IMPACT funds Red Seal journeyman upgrade training.

For all inquiries, contact Bert Royer at (306) 536-0442 or BRoyer@impact-net.org.

IRON WORKERS WELDING CERTIFICATION PROGRAM

The American Welding Society (AWS) estimates that there will be a shortage of welding professionals by 2020. The Iron Workers (IW) and its employer-ironworker partnership IMPACT are dedicated to closing the gap with competent ironworker welders. Independently verified by the AWS, the Ironworkers/AWS National Welding Certification Program (WCP) has stringent guidelines for testing facility accreditation and welder qualification testing and certification.



An IW partnership with the AWS allows the National Training Fund (NTF) to train AWS Certified Welding Inspectors and administer the prep course and exam at the Annual Ironworker Instructors Training program in Ann Arbor, Mich. The IW has also partnered with the Canadian Welding Bureau (CWB), allowing the NTF to train CWB Level I and II welding inspectors.



The WCP is constantly adding new procedures to its curriculum to meet the changing needs in the industry. The program has 125 prequalified welding procedures. It recently added 2 new procedures for qualifying welders on boiler tube and is in the process of adding 14 new procedures.

The WCP provides Welder Performance Qualification Records. A welder certification card is issued when an ironworker welder successfully passes a qualification test to allow easy verification. IW welding certification is portable, allowing ironworker welders to move from project to project without requalification, saving employers time and money.

The program offers convenient online verification at welderscertification.org, allowing employers and end users to verify welding certification and continuity at any time. It eliminates the need for endless paperwork. IMPACT funds the program, and there's no out-of-pocket cost to participants if they keep continuity up-to-date. The IW has 112 AWS Accredited Training Facilities and 157 training centers around the U.S. and Canada and an army of over 15,000 AWS certified welders in the U.S. and 4,500 CWB certified welders in Canada.

Local 44 (Cincinnati)
Apprentices

To learn more, visit bit.ly/IW-Welding. For all inquiries, contact Ed Abbott at 202-383-4802 or eabbott@iwintl.org.

ANNUAL INSTRUCTOR TRAINING



The 35th Annual Iron Workers (IW) Instructor Training program took place at Washtenaw Community College in Ypsilanti, Mich., for the 10th consecutive year, July 15-19. The 40-hour training program exceeds the Department of Labor's requirements for training apprenticeship instructors. The program strengthens IW apprenticeship and journeymen upgrade training by sharpening the knowledge and skills of instructors, apprenticeship coordinators, local union officials and contractors. The IW National Training Fund and IMPACT work to improve course offerings every year to stay ahead of the industry.

Over 800 instructors, training coordinators, local union officials, contractors and vendors from across the U.S. and Canada participated in this year's program, and 49 courses with 83 selections were offered, including the following:

- **Advanced Welding Technologies:** 20-hour course covering safety, inverter power source technology, waveform control, gas tungsten arc welding (GTAW) and gas-shielded flux-cored arc welding (FCAW-G) with classroom instruction and hands-on application.
- **Advanced Layout & Total Station Training:** 40-hour course updated to include point layout data from Autodesk CAD and BIM files.
- **Foreman Training:** 20-hour course updated to include an exercise built around a fictional project including project bid documents, specifications, drawings and a Lego model of the White House.
- **Ironworkers Learning Management System (LMS):** 10-hour course on the use of online manuals with assignments and exams. The LMS will also track homework, score exams and record grades, allowing the instructor more face time with the students.

It takes nearly 5 years of dedicated training to become a qualified instructor. Instructors must complete 220 hours of technical and professional development training to earn their Qualified Instructor Certificate. In 2019, 20 instructors were awarded qualified instructor certifications and 17 local training programs renewed their 5-year Ironworker Apprenticeship Certification Program.

For more information, contact Cinthia Garnica at cgarnica@iwintl.org.

"For the past 35 years, the Iron Workers' Annual Instructor Training program has been training our apprentice instructors to be competitive and stay ahead of the curve."

**– Russ Gschwind,
Iron Workers**

CRANE RIGGER & SIGNAL PERSON CERTIFICATION

The Iron Workers (IW) made it easy to comply with OSHA's 2010 Subpart CC Cranes and Derricks in Construction standard with its comprehensive 80-hour rigging and cranes training. The training consists of 23 instruction units, assignments and written and performance testing. The training and qualifications are documented on the IW Apprentice Tracking System and convenient Quick Response Code verification allows employers to verify qualification online.

The IW Qualified Rigger and Signal Person Certification meets the Canadian National Occupational Analysis requirements. Southern Company and Crosby are among leading end users and contractors who have endorsed the training program.

OSHA's 2010 Subpart CC Cranes and Derricks in Construction doesn't require a certification, but calls for a "qualified evaluator" to ensure that the rigger or signal person is qualified to carry out required tasks. OSHA has recognized that the IW meets the definition of a "qualified evaluator" in a letter of interpretation. Although OSHA doesn't require certification, many contractors, states and municipalities request or require qualified rigger and signal person certification, establishing a need.

Third-party training and certification comes with a hefty price tag without input from subject matter experts, ironworkers and their contractors on testing. Recertification can cost up to \$500.

Sponsored by the ironworker-contractor partnership IMPACT, the program was launched in 2019, eliminating the high price tag of certification and recertification for ironworkers.

Ironworkers International Certification Board designated a program director to work with subject matter experts and an accredited job analysis facilitator from Nocti Business Solutions to develop the certification. Subject matter experts developed testing components using Job Task Analysis and feedback from apprentice coordinators, ironworkers and their contractors. Examinations will be administered through a secure learning management system under proctor supervision. Duties and tasks were identified and prioritized by importance, and the exam was analyzed and piloted.

The certification is based on testing competence, promoting a safe and efficient jobsite. Ironworkers must be drug-free and have 6,000 hours of industry experience to be qualified for the certification. They must complete a 2-hour written exam followed by a 2-hour practical exam that consists of crane hand and voice signals, rigging inspections, rigging hitches, standard knots and safety rigging, and moving an asymmetrical load. The IW has trained proctors and will soon start testing ironworkers. The program is seeking accreditation from the National Commission for Certifying Agencies.

Visit bit.ly/IWCraneRiggerSignalPerson or check the training page in The Ironworker magazine to learn more. Contact Russ Gschwind at rgschwind@iwintl.org for all general inquiries.



SUPERINTENDENT TRAINING

As first-line job site supervisors, ironworker superintendents are a critical link between the production process and profit. They are considered “company management representatives” of contractors who ensure projects are delivered safely, on schedule and budget for maximum return on investment.

The Iron Workers Superintendent Training is designed for journeyman ironworkers who have completed foreman training or have experience as a foreman, general foreman or superintendent. Participants must complete level 1, consisting of self-study with online learning exercises, to qualify for group-based level 2. Those interested in registering for level 1 should contact their local apprenticeship coordinator for a copy of the manual. Local unions, training centers or employers must sponsor participants for level 2.

The level 2 training focuses on the responsibilities of a superintendent and how to manage project schedules, job sites and safety. Participants learn communication skills, how to close out a project and basic construction finance and law.

As of 2019, 1,132 participants have completed level 1 and 920 have completed level 2.

Visit bit.ly/superintendenttraining or check the training page in The Ironworker magazine for details on upcoming level 2 classes. For general inquiries, contact Russ Gschwind at rgschwind@iwintl.org.

BUSINESS DEVELOPMENT

IMPACT continued successful advancement of newly rebranded North American ContractorLink (NACL), formerly known as Great Lakes Business Development. The program mission remains the same, which is to secure work hours in industrial plants that historically have not worked with Iron Workers’ contractors. The new name – North American ContractorLink – was chosen to better represent program expansion beyond the Great Lakes region.

In 2019, program operations and performance metrics were improved to increase transparency and performance. President & CEO of E2E Summit, Tim Speno, joined the team to assist with managing the customer solutions advisors and business development strategy. The NACL team of customer solutions advisors scored 78 projects in plants where previously there were no Iron Workers’ contractors.



North American
ContractorLink



“We are thankful for the invaluable services of North American ContractorLink. It saves us a ton of time and money searching for qualified contractors to meet our project needs.”

– Todd Alberts
Northern Stamping, Inc.

PROJECT TRACKING



IMPACT's Project Tracking Program provides participant contractors and ironworkers vital tools to build a database of projects and customers. Each contributing local union and district council office is eligible for a complimentary user access to Dodge Pipeline and IIR's PEC Reports, and each partner contractor office is eligible for complimentary access to Dodge Pipeline and access to IIR's PEC Reports at a 25 percent discounted rate.

Dodge Pipeline is extremely fast, user-friendly and reflects the most up-to-date commercial project information. Use Dodge Pipeline to locate projects at the bidding stage and identify top end users, general contractors and prime subcontractors in the area. Dodge Pipeline allows users to map project locations on their smartphones or tablets and connects with Salesforce to link projects with customers.

IIR is a leading global industrial plant, project information and market intelligence provider, covering power, oil and gas, manufacturing and heavy process industries. IIR has been providing IMPACT participants complementary or discounted access to the IIR PEC database of industrial plants and project activity since 2009.

Visit bit.ly/IMPACT-Projects to sign up. Contact Susan Avery at (202) 383-4801 or savery@impact-net.org for all inquiries.

WEBSITE PROGRAM



Every year the IMPACT website program grows in popularity with both contractors and locals as it helps them establish digital exposure in today's extremely competitive marketplace. IMPACT provides partner contractors and local unions

with modern website templates, saving time and money. Local unions continue to successfully accept dues on their websites using the new 4.0 website system.

IMPACT will always make the process as simple as possible to assist partner contractors and local unions through all stages of their website development. This program allows customers to get a glimpse of member online portfolios. End users get a better understanding of which contractors and locals to hire to build their projects on time and budget. Organizations cannot afford to be without a website. Having a digital footprint is of utmost importance. The website service is offered as part of IMPACT participant benefits.

Contact Joseph Matos at (202) 383-4883 or jmatos@impact-net.org for more information.



"IMPACT has done a great job helping us build our digital footprint and brand for the world to see. We are very happy with the services provided through the website program. It's a great resource to have at our fingertips. I recommend that contractors utilize this IMPACT service for peace of mind."
- Walter Ashford
Allied Steel
Construction Co.

ADVERTISING, MARKETING, BRANDING & CREATIVE SERVICES



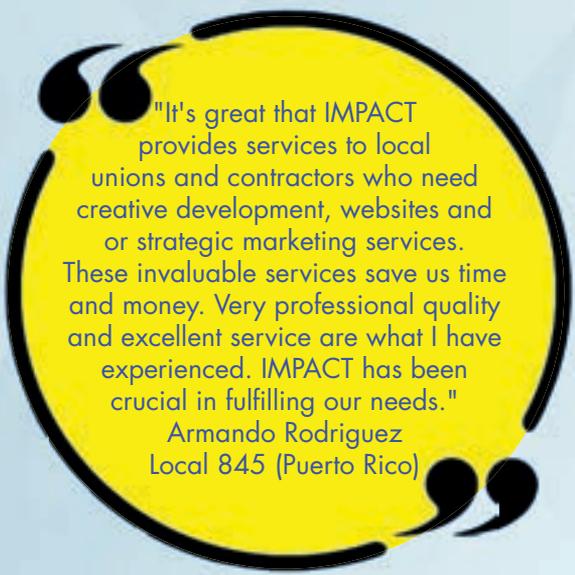
Your branding blueprint is our top priority. The IMPACT advertising & marketing program has assisted contractors and locals in building their brands for the last five years. Delivering professional collateral created in-house, this program continues to provide world-class advertising, marketing, branding and creative services that would otherwise be out of reach for many partner contractors and locals.

IMPACT offers a wide range of services:

- Brochures
- Two fold or tri-fold jackets
- One pages
- Custom logos
- Website development
- Event/meeting marketing
- PowerPoint templates
- E-mail signature graphics
- Apps
- Organization taglines/slogans
- Official letterheads
- Business cards
- Building & on-site signage
- Top-off banners
- Radio and television scripts
- TV/radio/sports stadium placement
- Contract review & negotiations
- Advertising
- Special announcements
- Contractor & local union marketing consultations
- Newsletter templates
- Videos and more

These services are provided as part of IMPACT membership benefits, so that you can focus on winning more work and expanding market share.

Contact Joseph Matos at (202) 383-4883 or jmatos@impact-net.org for more information.



"It's great that IMPACT provides services to local unions and contractors who need creative development, websites and or strategic marketing services. These invaluable services save us time and money. Very professional quality and excellent service are what I have experienced. IMPACT has been crucial in fulfilling our needs."
 Armando Rodriguez
 Local 845 (Puerto Rico)



PR & COMMUNICATIONS SERVICES



Managing reputation is of utmost importance in the business world. It is critical for the survival and success of a business to consistently maintain a positive brand image to increase brand loyalty and equity. Though public relations strategy employs owned, paid and earned media strategies, brand reputation is managed primarily through earned media, at no cost to the brand. Earned media provides brands significantly higher reach and credibility without breaking the bank. It's proven to be more effective due to the element of third-party validation. In contrast to paid advertising and marketing, earned media is challenging to secure.

IMPACT added public relations and communications to its portfolio of services three years ago. IMPACT's PR and communications program develops strategic communications plans and messaging for partner contractors, employer associations and local unions with a goal of increasing brand awareness, loyalty and equity. The program works to increase media exposure and positive news coverage through media relations for the Iron Workers brand and partner contractors in the U.S. and Canada. According to data analysis, the program has more than doubled the Iron Workers' positive media coverage and brand recognition over the past three years. The program also conducts website assessments for partner contractors and assists contractors and local unions with business development initiatives, branding, event marketing, content marketing and social media. Increasing brand awareness and maintaining a positive brand image lead to improved brand equity and in turn, create more work for the ironworkers and their contractors.

Contact Sara Schuttloffel at (202) 383-4885 or sschuttloffel@impact-net.org for more information.



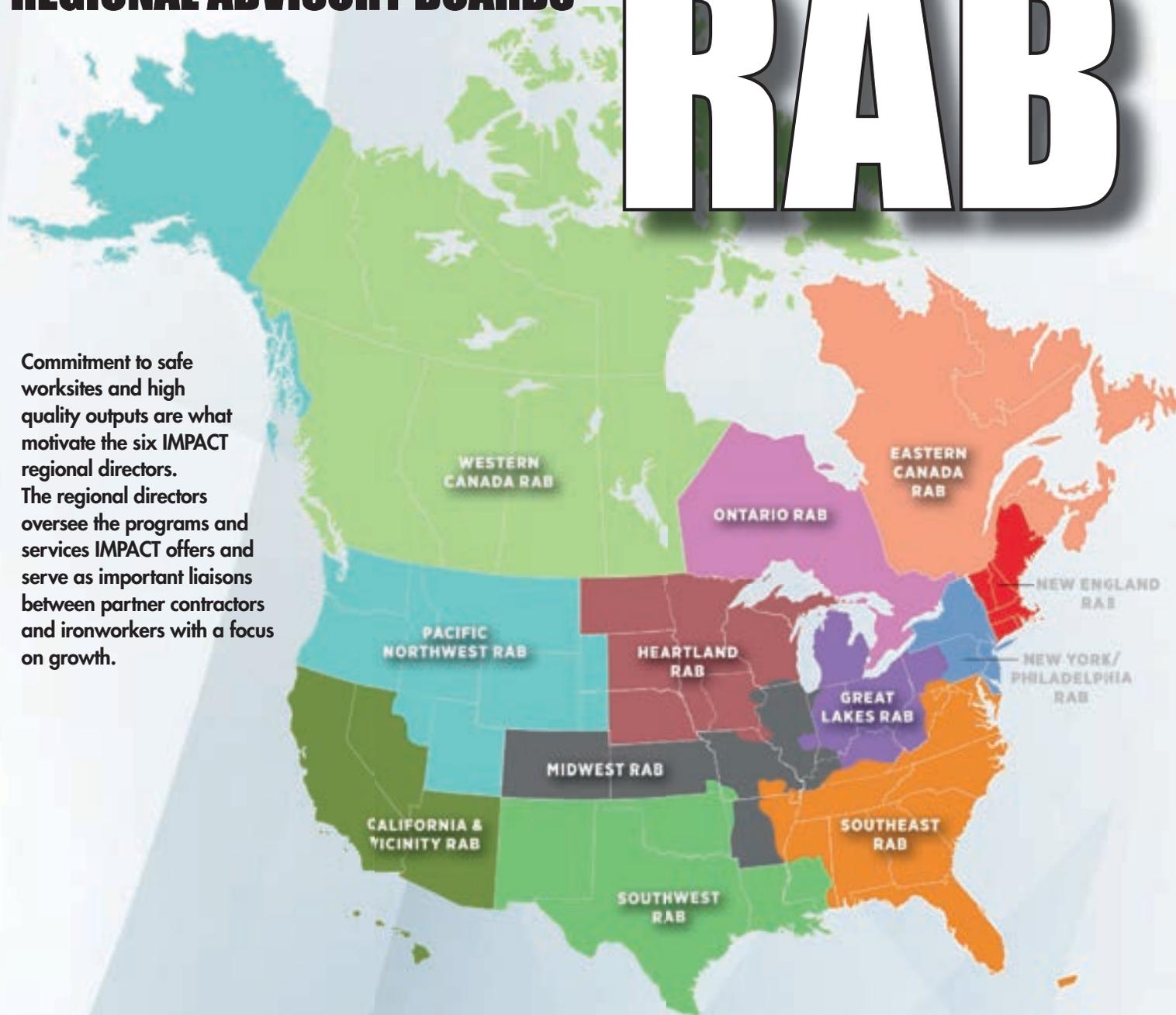
IMPACT has done a phenomenal job increasing media coverage for the Iron Workers brand and partner contractors and executing strategic communications plans to promote them. Recently, IMPACT more than tripled the number of participants for the international safety call I host to raise awareness for safety issues among contractors and ironworkers.

– Pete Hayes
Red Cedar Steel

REGIONAL ADVISORY BOARDS

RAB

Commitment to safe worksites and high quality outputs are what motivate the six IMPACT regional directors. The regional directors oversee the programs and services IMPACT offers and serve as important liaisons between partner contractors and ironworkers with a focus on growth.



THE IMPACT REGIONAL DIRECTORS:

Zach Gorman, James McGuire, Bert Royer, Harvey C. Swift, Mark Thomas and Kenny Waugh each possess deep institutional knowledge about the ironworkers and their contractors. Their role in the administration of the Regional Advisory Boards (RABs) is vital to the success of IMPACT's mission: supporting and fostering regional initiatives, programs and projects to generate more work for the ironworkers and their contractors.

An executive committee comprised of an equal number of ironworkers and contractor representatives guides each RAB. IMPACT relies on its regional directors, participants and business partners to share feedback, ideas and helpful input that foster continued prosperity for all.

RAB

REGIONAL ADVISORY BOARDS

REGIONAL DIRECTORS

(Appearing in alphabetical order)



Zach Gorman

IMPACT Midwest Regional Director

202-394-0898

zgorman@impact-net.org
Midwest and Heartland RABs
Member of Local 89
(Cedar Rapids, Iowa)



Jim McGuire

IMPACT Western Regional Director

714-891-0004

jmcguire@impact-net.org
California & Pacific Northwest RABs
Member of Local 433
(Los Angeles)



Bert Royer

IMPACT Canadian Regional Director

306-536-0442

broyer@impact-net.org
Western Canada, Ontario,
Eastern Canada RABs
Member of Local 771
(Regina, Saskatchewan)



Harvey C. Swift

IMPACT Southwest Regional Director

AISC Certification Program
918-260-0774

hsswift@impact-net.org
Southwest RAB
Member of Local 584
(Tulsa, Okla.)



Mark Thomas

IMPACT Eastern Regional Director

202-679-6328

mthomas@impact-net.org
New England, New York/
Philadelphia, Great Lakes RABs
Member of Local 3
(Pittsburgh)



Kenny Waugh

IMPACT Southeast Regional Director

Director of Industry Liaisons
202-393-1147

kwaugh@impact-net.org
Southeast RAB
Member of Local 5
(Washington)





New England RAB

Ironworker Co-Chair, Bernie A. Evers, Iron Workers District Council of New England States

Contractor Co-Chair, David Hunt, Berlin Steel

Grant Investments: \$75,076

- IMPACT reimbursed the cost of 10 laptops for Bluebeam training at Iron Workers Local 7 in Boston.
- IMPACT reimbursed Hartland Building & Restoration Company and R. I. Welding & Fabricating Company their expenses for Superintendent Training.

Training for Success:

- Superintendent Training for Ironworkers – April – Worcester, Mass.
- Business Plan Development Workshop for Local Unions – October – Portland, Maine

Leading Ironworkers and Contractors:

- New England Regional Advisory Board Meeting – October – Portland, Maine
- New England District Council-IMPACT Safety Summit – October – Boston



Superintendent Training course held in Worcester, Mass., April 23 - 25, 2019



New York/Philadelphia RAB

Ironworker Co-Chair, Stephen Sweeney, Iron Workers District Council of Philadelphia and Vicinity

Contractor Co-Chair, Joe Merlino, BayShore Rebar, Inc.

Grant Investments: \$1,583,274

- IMPACT invested in a virtual welder for Iron Workers Local 33 (Rochester, N.Y.).
- IMPACT invested in training facility upgrades for Iron Workers Locals 399 (Westville, N.J.), 417 (Wallkill, N.Y.), 9 (Niagara Falls, N.Y.) and 33 (Rochester, NY).
- IMPACT covered the cost of a steel vs. precast stair systems independent analysis for McGregor Industries.

Training for Success:

- Business Fundamentals Academy: Establish Your Business – April – New York
- Bluebeam Revu Fundamentals and Document Control & Measurement – May – Philadelphia
- Bluebeam Revu Fundamentals and Document Control & Measurement – August – New York



Bluebeam Revu course held in Philadelphia, May 14 - 15, 2019



Great Lakes RAB

Ironworker Co-Chair, William Woodward, Iron Workers District Council of Southern Ohio & Vicinity

Contractor Co-Chair, Darlaine Taylor, Century Steel Erectors

Grant Investments: \$515,335

- IMPACT invested in training facility upgrades at Iron Workers Locals 292 (South Bend, Ind.), 17 (Akron, Ohio), 207 (Youngstown, Ohio), 290 (Dayton, Ohio), 147 (Fort Wayne, Ind.), 172 (Columbus, Ohio), and 17 (Cleveland).
- IMPACT paid for GTAW welding certifications at Iron Workers Local 549 (Wheeling, W. Va.),
- IMPACT, in partnership with the Ironworker Employers Association of Western Pennsylvania and Iron Workers Local 3 (Pittsburgh), helped fund the development of Ground Up Construction, a video game that aims to build awareness of career opportunities in the building trades.

Training for Success:

- Cash Management and Change Order Control: Techniques for Getting Paid – March – Pittsburgh
- Cash Management and Change Order Control: Techniques for Getting Paid – May – Indianapolis

Leading Ironworkers and Contractors:

- Great Lakes Regional Advisory Board Meeting – January – Columbus, Ohio



IMPACT, Iron Workers Local 3 (Pittsburgh) and the Ironworker Employers Association of Western Pennsylvania helped fund the Ground Up Construction Video game.



Midwest RAB

Ironworker Co-Chair, David Beard, Iron Workers District Council of St. Louis and Vicinity

Contractor Co-Chair, Robert Hoover, Matrix North American Construction

Grant Investments: \$489,623

- IMPACT covered the cost of welding certifications for journeymen at Iron Workers Local 1 (Chicago).
- IMPACT paid for curtainwall and total station training at Iron Workers Locals 392 (East St. Louis, Ill.) and 396 (St. Louis).
- IMPACT invested in a scissor lift, 40-foot telescopic boom lift and welding equipment for Iron Workers Local 392 (East St. Louis, Ill.) and IT equipment for Iron Workers Local 498 (Rockford, Ill.).

Training for Success:

- Project Manager Development Academy – February – Rosemont, Ill.
- Bluebeam Revu Fundamentals and Document Control & Measurement – March – St. Louis.
- Bluebeam Revu Fundamentals and Document Control & Measurement – March – Rosemont, Ill.
- Improving Communications Skills – April – Omaha, Neb.
- Leadership Development Academy – April/May – Denver
- Fundamentals of Cost Estimating & Bidding for Beginners – October – Broadview, Ill.



Cost Estimating and Bidding course held in Broadview, Ill., October 28 - 31, 2019.



Southeast RAB

Ironworker Co-Chair, Kendall Martin, Iron Workers District Council of Mid-Atlantic States

Contractor Co-Chair, Victor Cornellier, TSI/Exterior Wall Systems

Grant Investments: \$266,512

- IMPACT covered the cost of eighteen 2' x 2' window frames for apprenticeship and training centers in the Iron Workers District Council of Southeastern States.
- IMPACT invested in training facility updates at Iron Workers Local 568 (Cumberland, Md.), welding booth upgrades at Iron Workers Local 704 (Chattanooga, Tenn.) and a scissor lift for Iron Workers Local 28 (Midlothian, Va.).
- IMPACT covered consulting expenses for the Water Street Tampa Development project.

Training for Success:

- Superintendent Training for Ironworkers – March – Atlanta
- Bluebeam Revu Fundamentals and Document Control & Measurement – March – Upper Marlboro, Md.
- Bluebeam Revu for iPad – March – Upper Marlboro, Md.
- Leadership Strategies: Motivating a Changing Workforce – May – Tampa, Fla.
- Leadership Strategies: Motivating a Changing Workforce – May – Cape Canaveral, Fla.
- Superintendent Training for Ironworkers – June – Upper Marlboro, Md.
- Getting Things Done® (GTD®) Workshop: Mastering Personal Productivity – June – Ocean City, Md.

Leading Ironworkers and Contractors:

- Southeast Regional Advisory Board Meeting – December – Orlando, Fla.



IW DC of Southeastern States President Jack Jarrell and IW Local 397 (Tampa) BM Keven Barber speak to high school students at a recruitment event held in Tampa, Florida.



Southwest RAB

Ironworker Co-Chair, Jerry Wilson, Iron Workers District Council of Texas & Mid-South States

Contractor Co-Chair, Dave Bennett, Bennett Steel, Inc.

Grant Investments: \$118,296

- IMPACT paid for the Southwest Region Safety Assessment Program.
- IMPACT covered Off-the-Job Accident Program and Workers Assistance Program payments.
- IMPACT invested in a welding booth fume extraction system for Iron Workers Local 623 (Baton Rouge, La.).

Training for Success:

- Introduction to Lean Project Delivery and Lean Project Planning – February – Catoosa, Okla.
- Getting Things Done® (GTD®) Workshop: Mastering Personal Productivity – March – New Orleans
- Improving Communications Skills – June – Oklahoma City, Okla.
- Advanced Layout & Total Station – September – Tulsa, Okla.
- Construction Contracting Business Fundamentals Academy: Establish Your Business – September/October – Houston



Iron Workers General President Eric Dean speaks to attendees of the Getting Things Done® (GTD®) Workshop held in New Orleans, March 14, 2019.



Heartland RAB

Ironworker Co-Chair, Mike Baker, Iron Workers District Council of North Central States

Contractor Co-Chair, Pete Hayes, Red Cedar Steel Erectors, Inc.

Grant Investments: \$541,554

- IMPACT invested in layout and measurement tools for Iron Workers Local 67 (Des Moines, Iowa), a two-story structural mock up for Iron Workers Local 383 (Madison, Wis.) and four welding booths, welders and wire feeders for Iron Workers Local 21 (Omaha, Neb.).
- IMPACT covered the cost of SafeStart safety initiative for Iron Workers Local 8 (Milwaukee).

Training for Success:

- Superintendent Training for Ironworkers – December – St. Paul, Minn.

Leading Ironworkers and Contractors:

- Heartland Regional Advisory Board Meeting – September – Duluth, Minn.



IMPACT paid for welding facility upgrades at the Iron Workers Local 8 (Milwaukee) training center.



California & Vicinity RAB

Ironworker Co-Chair, Don Zampa, Iron Workers District Council of the State of California & Vicinity

Contractor Co-Chair, Dave McEuen, California Erectors, Inc.

Grant investments: \$520,743

- IMPACT invested in training facility upgrades at Iron Workers Locals 790 (Patterson, Calif.) and 378 (Benicia, Calif.).
- IMPACT covered 50 percent of the fees to retain a regional safety consultant and 50 percent of the expenses for a regional market retention program.
- IMPACT paid to electronically record training certifications in the Iron Workers District Council of the State of California & Vicinity.

Training for Success:

- Ironworker Safety Director Training Course – May – Henderson, Nev.
- Fundamentals of Cost Estimating and Bidding for Beginners – September – Henderson, Nev.

Leading Ironworkers and Contractors:

- California & Vicinity Executive Committee Meeting – February – Pasadena, Calif.
- Safety Summit Roundtable Meeting – April – Oakland, Calif.
- Safety Summit Roundtable Meeting – May – Costa Mesa, Calif.



Safety Summit Roundtable Meeting held in California



Pacific Northwest RAB

Ironworker Co-Chair, Steve Pendergrass, Iron Workers District Council of Pacific Northwest

Contractor Co-Chair, Jeff Ilenstine, Tri States Rebar, Inc.

Grant Investments: \$314,715

- IMPACT invested in welding machine upgrades for Iron Workers Local 732 (Pocatello, Idaho).
- IMPACT paid for a Key Performance Indicators incentive program in the region.
- IMPACT covered the cost of a study by Washington State University on the benefits of steel construction as opposed to cross laminated timber construction, in partnership with the American Institute of Steel Construction.

Training for Success:

- Improving Communication Skills – September – Billings, Mont.

Leading Ironworkers and Contractors:

- Pacific Northwest Executive Committee Meeting – April – Stevenson, Wash.
- Pacific Northwest Regional Advisory Board Meeting – August – Spokane, Wash.



The SpeedCore design used for the Rainer Tower in Seattle took 9 months off typical construction time.



Western Canada RAB

Ironworker Co-Chair, Colin R. Daniels, Iron Workers District Council of Western Canada

Contractor Co-Chair, Ken Bird, Supreme Steel

Grant Investments: \$102,718

- IMPACT covered apprentice competition expenses for Iron Workers Local 97 (Burnaby, British Columbia).
- IMPACT covered training and certification expenses for Supreme Steel.
- IMPACT invested in fall protection, Elevated Work Platform and Reasonable Suspicion Supervisor training for Waiward Steel.
- IMPACT invested in train the trainer certification for overhead cranes and in-house training materials for Aggressive Tube Bending Inc.

Training for Success:

- Bluebeam Revu Fundamentals and Document Control & Measurement – April – Acheson, Alberta.
- Influencer© Workshop: Learn to Lead with Influence – October – Calgary, Alberta

Leading Ironworkers and Contractors:

- Western Canada Executive Committee Meeting – June – Kelowna, British Columbia.
- Western Canada Executive Committee Meeting – November – Calgary, Alberta.



One of the newest IMPACT course offerings, Influencer© Workshop, Calgary, Alberta, October 31, 2019.



Ontario RAB

Ironworker Co-Chair, Kevin Bryenton, Iron Workers District Council of Ontario

Contractor Co-Chair, Jack Mesley, Ontario Erectors Association, Inc.

Grant Investments: \$295,126

- IMPACT invested in training facility upgrades at Iron Workers Local 736 (Ancaster, Ontario) and a computer lab for Iron Workers Local 765 (Metcalf, Ontario).
- IMPACT paid for an Aboriginal Apprenticeship Board of Ontario sponsorship in the region.
- IMPACT covered Canadian Tri-Council Meeting and RAB Executive Meeting operational expenses.

Training for Success:

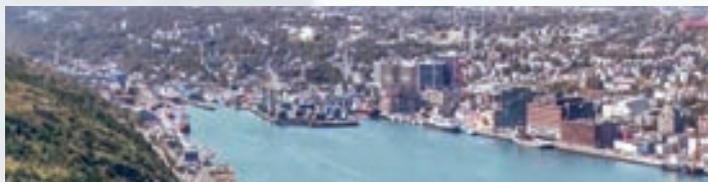
- Improving Communication Skills – March – Etobicoke, Ontario.
- Political Coordinators' Course – July – Toronto, Ontario.
- Bluebeam Revu Fundamentals and Document Control & Measurement – October – Ancaster, Ontario.

Leading Ironworkers and Contractors:

- Ontario RAB Executive Committee Meeting – June – Kelowna, British Columbia.
- Ontario RAB Executive Committee Meeting – December – Toronto, Ontario.



Improving Communications Skills, one of IMPACT's more popular courses, held at the Iron Workers Local 721 (Etobicoke, Ontario) training center, March 12 - 13, 2019.



Eastern Canada RAB

Ironworker Co-Chair, Thomas Woodford, Iron Workers Local 764 (St. Johns, New Foundland)

Contractor Co-Chair, Brad MacLean, Black & McDonald Limited

Grant Investments: \$54,197

- IMPACT invested in Boom Lift & Scissor Lift equipment for Iron Workers Local 752 (Lakeside, Nova Scotia).
- IMPACT paid for OSSA Fall Protection, OSSA Elevated Work Platform, OSSA Confined Space, OSSA Safety Training and forklift operator training at Iron Workers Local 842 (Saint John, New Brunswick).

Leading Ironworkers and Contractors:

- Eastern Canada Executive Committee Meeting – June – Kelowna, British Columbia.



Josh LeBlanc from Local 752 (Halifax, Nova Scotia) at Superintendent Training in Henderson, Nevada, January 2019.

A LOOK BACK AT THE 2019 CONFERENCE

2019 Iron Workers/IMPACT Conference Showcases Innovative Initiatives

End users, contractors and industry experts converged at The Mirage Hotel in Las Vegas for the 2019 North American Iron Workers/IMPACT Conference themed "IMPACT of Change," February 24 - 27, to address the most pressing issues and timely topics that will shape the landscape of the North American construction industry for decades to come. The conference broke last year's record with over 1,200 attendees.

Patrick Haggerty, a legislative grassroots advocacy expert, shared tips for successful lobbying. Iron Workers (IW) General President Eric Dean, IMPACT CEO Kevin Hilton and IMPACT Co-Chair Bill Brown discussed IMPACT's role in nurturing new contractors for success through mentorship and training.

Mike Staun from Proctor & Gamble (P&G) shared the company's lean construction journey and how end users like P&G use lean construction methods to avoid waste, lower cost, save time and improve quality.

A panel of end users that don't typically employ partner contractors shared their project expectations and needs on Monday during the general session. The panel agreed that the skilled labor shortage is a perpetual challenge. Bob Schulz from Dow Chemical said that the company often ends up absorbing the cost when a project exceeds projected time of completion as contractors are hesitant to take such risk. Dow expects contractors to be more efficient to avoid out-of-pocket expenses. James Peckham from Chemours said that the company tends to coordinate with other end users to schedule turnaround times to mitigate the skilled labor shortage. Tony Buzzeo from Praxair said that the company brings contractors on board early in the proposal phase to plan and maximize efficiency. Praxair also uses modulization to mitigate the labor shortage.

Each end user representative listed Key Performance Indicators that matter when planning and awarding projects to contractors. "If you can't work safe, you are not coming through the gate, and I don't care if you cost only a dollar an hour," said Schulz.

"Measuring absenteeism and turnover is important because contractors are judged based on that," added Peckham. "Chemours prefers contractors with management systems to measure workforce performance."



Continued

The panel praised IW training. "The IW provides excellent training and the ROI is very high," said Patrick Duffy from Tampa Electric Company. "Keep it up and keep making it better. You are leading the pack."

"I saw the IW training facility in San Diego and it was outstanding!" commented Schulz. "But how many owners know that? Make sure they understand what you bring to the table."

"I was astounded by the quality of training the building trades were providing when I was transferred to DowDuPont's plant in Louisville, Ky.," said Peckham. "The ironworkers did what felt impossible on an old plant where steel was corroding. It's only possible with superior training."

IW Executive Director of Apprenticeship and Training Lee Worley shared goals and accomplishments of the Construction Industry Institute's Research Team 335. Apprentice competitors from the IW Outstanding Apprentice Competition were recognized following Lee's presentation.

Anirban Basu from Sage Policy Group, Inc. kicked off the general session on Tuesday with an analysis of the U.S. economy and projections for 2019 and beyond. Chris Fussell, former Navy Seal officer, New York Times best-selling author and president of the McChrystal Group, told the general session about the value and effectiveness of high-performance teams. Timothy Mack from EEW shared his thoughts on renewable energy and offshore wind market.

A panel of end users shared their stories about implementing the latest construction technology. IW Executive Director of Safety & Health Steve Rank moderated a panel discussion about the Ironworker Safety Supervisor Certification, an ironworker-specific certification accredited by the International Accreditation Services. A panel of partner contractors from diverse backgrounds, representing several minority groups, shared their inspiring stories of defying the odds to reach new heights.

Value-added breakout sessions on Monday and Tuesday covered a wide range of timely industry topics.



PROJECT OF THE YEAR 2018 WINNERS

Best projects of 2018 in five categories were celebrated during a luncheon at the 2019 North American Iron Workers/IMPACT Conference. During the awards ceremony, winning contractors, local unions and customers received their awards from IMPACT. Metal Building, a new category, was added to the 2018 awards. A panel of third-party, independent judges selected the winners ahead of the conference. The panel consisted of DuRoss Group Vice President Ted Sheppard and retired Iron Workers General Vice President and former IMPACT Regional Director Tad Kicielski. Safety, quality and innovation were the top criteria in selecting winners.



ARCHITECTURAL / ORNAMENTAL

Trans Bay Block 8, San Francisco

Contractor Company:

Architectural Unlimited

Local:

Iron Workers Local 377 (San Francisco)



BRIDGE / STRUCTURAL

KY 152 Over Herrington Lake Bridge Replacement

Contractor Company:

Walsh Construction

Local:

Iron Workers Local 70 (Louisville, Ky.)



INDUSTRIAL / RIGGING / MACHINERY MOVING

Holt Dam Lock Gate Replacement

Contractor Company:

Barnhart Crane & Rigging Company

Local:

Iron Workers Local 92 (Birmingham, Ala.)



REINFORCING

National Veterans Memorial Museum

Contractor Company:

Titan Reinforcing, LLC

Local:

Iron Workers Local 172, (Columbus, Ohio)



METAL BUILDINGS

Union Bank & Trust Sports Complex

Contractor Company:

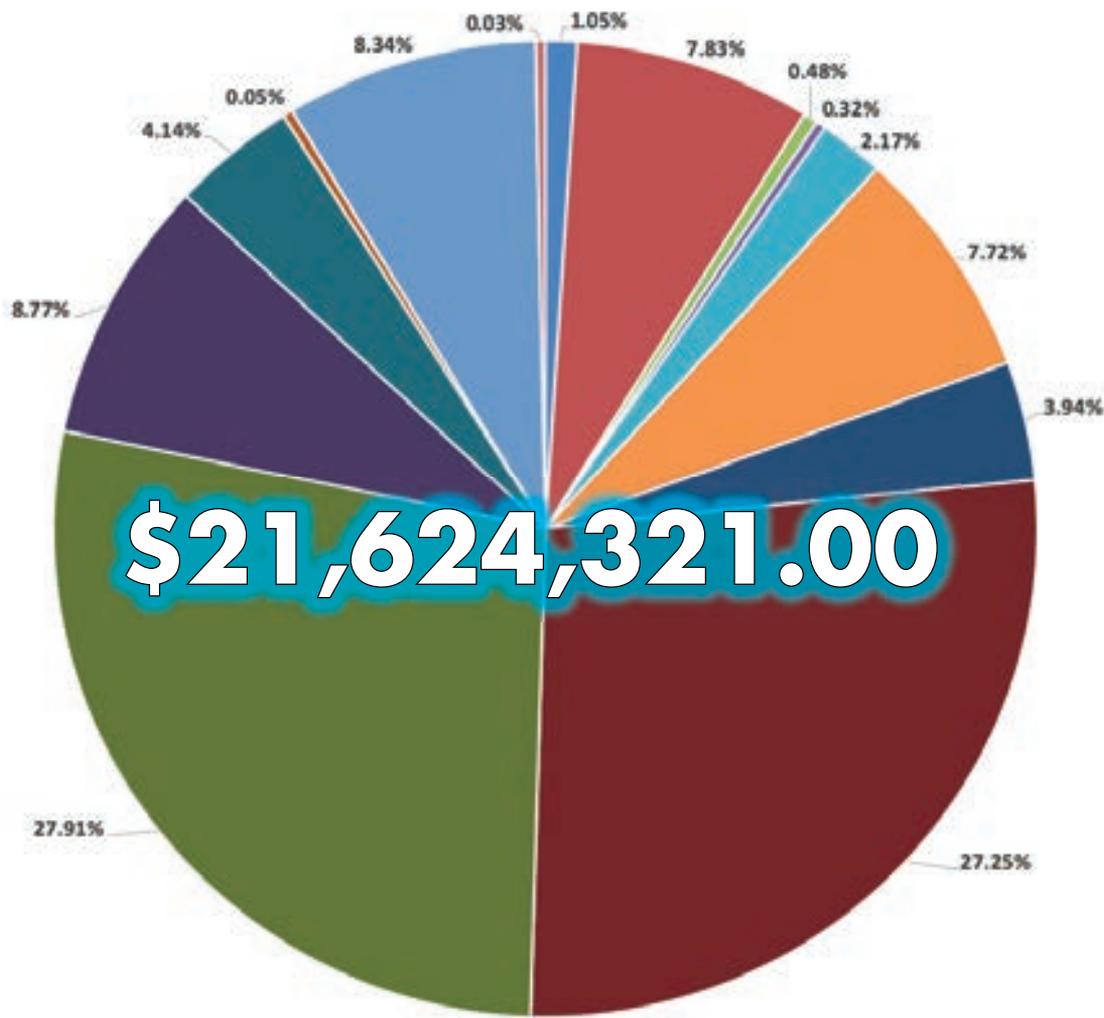
Steenblock Erectors Inc.

Local:

Iron Workers Local 21 (Omaha, Neb.)

2019 FINANCIAL EXPENDITURES

- PREVAILING WAGE COMPLIANCE = 1.05%
- OFF-THE-JOB ACCIDENT/MATERNITY PROGRAM = 7.83%
- SHOP DEPT./REINFORCING DEPT./CERTIFICATION PROGRAMS = 0.48%
- TWIC = 0.32%
- ONLINE TRACKING SYSTEMS = 2.17%
- MARKETING/PR = 7.72%
- BUSINESS DEVELOPMENT = 3.94%
- APPRENTICE & TRAINING DEPT. = 27.25%
- RAB/SUPPLEMENTAL GRANTS = 27.91%
- SUBSTANCE ABUSE PROGRAM = 8.77%
- SAFETY & HEALTH DEPT. = 4.14%
- SAFETY TRAINED SUPERVISOR CONSTRUCTION (STSC) = 0.05%
- LABOR-MANAGEMENT TRAINING = 8.34%
- MOBILE TRAINING TRAILERS = 0.03%





IRONWORKER CONTRACTOR PROFESSIONAL DEVELOPMENT

Summer Training Program July 13-17, 2020

Washtenaw Community College

4800 E Huron River Dr, Ann Arbor, MI 48105

Date	Course
BUSINESS SKILLS TRACK	
July 13-17	Construction Contracting Business Fundamentals Academy: Establish Your Business: This course is designed for current and future contractors who want to develop fundamental business skills. This program focuses on skills needed to start a contracting business or strengthen an existing business. Length: 5 days.
July 13-17	Fundamentals of Cost Estimating & Bidding for Beginners (Structural Steel Only): This 5-day course is an intensive program designed for ironworkers and contractor personnel who need to develop FUNDAMENTAL skills for performing a quantity takeoff, developing a cost estimate, and preparing a bid submission. Length: 5 days.
LEADERSHIP TRACK	
July 13-14	Influencer® Workshop: Learn to Lead with Influence: To be an effective leader, you must be able to influence individuals to work together to accomplish goals with minimum conflict and maximum results. This workshop will help you develop skills that will effectively alter the behavior of those you influence by teaching an effective strategy to create positive behavior change. Length: 2 days.
July 13-14	Dale Carnegie's How to Win Friends and Influence People in Business: Interpersonal relationships are as important as ever in today's business world, but it can be difficult to balance strong leadership and likeability. Dale Carnegie's methods will help you create a friendly and open communication environment where people want to work harder together. Length: 2 days.
COMMUNICATIONS TRACK	
July 15-16	Crucial Conversations® Workshop: Learn to Talk to Anyone about Anything Important: A crucial conversation is a discussion between two or more people where the outcomes are important, opinions vary, and conflict is possible. This workshop teaches skills for creating alignment and agreement by fostering open dialogue around important, emotional, controversial, or risky topics.
July 15-16	New Rules of Customer Service: Thriving on the Front Line: This powerful program provides a practical guide to providing high quality service without draining yourself in the process. It offers field-tested techniques that can be used to provide truly outstanding customer service that will transform customer relationships from "customer" to "partner." This program is appropriate for all employees who interface with your customers. Length: 2 days.
COMPUTER SKILLS TRACK	
July 13	Basic Computer Skills: The course provides information technology literacy and basic skills training for learners with limited experience. Course learning outcomes focus on skill development related to basic computer operations including introduction to file storage and maintenance, Windows navigation, and information technology. Length: 1 Day
July 14	Basic Microsoft Outlook, Email & Internet Training: Introduction to the operational and technical aspects of communication using Microsoft Outlook and Internet resources. Topics include account set-up, contact management, electronic scheduling, ribbon and command features. Length: 1 day.
July 15	Basic Microsoft Word Training: Microsoft Word training will help you develop or improve your Word processing and formatting skills, including creating documents, formatting, and inserting graphics, tables, and charts used in current business environments. Learn to make the most of this industry standard application. Length: 1 day.
July 16	Basic Microsoft Excel Training: Microsoft Excel is the most commonly used spreadsheet application. Learning how to use Excel is an investment in both your personal and professional life. Excel makes it easy to monitor financial performance, such as business profit or loss, calculate payments on large purchases, plan a budget, or stay organized with checklists. This program teaches you the basics of how to use a digital spreadsheet. Length: 1 day.

Register for courses on the IMPACT Events website:
bit.ly/IMPACTProfessionalDevelopmentTraining

THE SPECIAL POWERS THAT OUR CONSTRUCTION HEROES HAVE ARE BASED ON **SAFETY.**



- **4,000** Contractors • **157** Training Centers • **6,941** Certifications in 2019
- **20,143** Certified Ironworker Welders • **19,885** Apprentices and Trainees
- **6,000,000** invested annually on SAFETY • **130,000** Ironworkers and billions in contracts for the most recognizable projects on earth.

There are literally thousands of reasons to put your trust in Ironworkers.

Ironworkers.

SAFETY. QUALITY. PRODUCTIVITY.

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