



2016 ANNUAL REPORT

IMPACT

Building North America
Ironworkers and Employers Partner for Success



Save The Date



2018

NORTH AMERICAN IRON WORKERS / IMPACT CONFERENCE

CORONADO SPRINGS RESORT, FLORIDA

FEBRUARY 11-14, 2018



"I thought the quality and content of this IMPACT Conference was the best ever, and I have been to 5 in the last 6 years...

One of the finest conferences I attend each year; there's lots of value for everyone involved with our industry. I will certainly spread the word that if contractors don't attend they are simply missing out on a great opportunity for themselves and their businesses."

Lyle Sieg
EVP Safety
Harris Rebar

"As a group, we attended the IMPACT Conference last year in Orlando. In addition to a great networking opportunity, we picked up great information on contract language, mitigating risk and, most importantly, foreman requirements."

Tim Quinn
Quinco Contracting

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Catch up with our latest news and enrich your understanding of the Iron Workers, IMPACT and the ironworking industry.
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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: Construction on the Amazon Project in Seattle

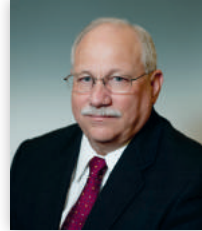
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Letter From The Co-Chairs

Eric Dean

Labor Co-Chair
General President
Iron Workers



Bill Brown

Management Co-Chair
Chairman
Ben Hur Construction Co.

We never start a meeting without addressing the most important item on the agenda first: SAFETY. In 2016 we continued to add ironworkers to the rolls of those who carry the Safety Trained Supervisor - Construction® credential, and IMPACT funded the Iron Workers (IW) Safety Director Training course, which you will read about in more depth in the following pages. We continue to raise awareness for safety issues among our ironworkers and contractors, as we know well that there are two components of safety in our business. The first is the moral component: no ironworker should go home from work in a different physical state than he arrived. The second is the financial component: a world-class safety record gives our contractors a competitive advantage in our cut-throat construction industry. Raising the bar on safety every year makes us better in both categories.

We continue to see our efforts bear fruit. One of the most promising initiatives is our Business Fundamentals Academy (BFA). This year we conducted 6 courses in various locations across North America. The BFA is multi-tiered, offering training to both ironworkers who seek to start their own business and our existing contractors who need additional training. We have found that when we provide this training to our contractors we are directly creating IW jobs.

The fact remains that the IW cannot exist without organizations who risk their own money to secure projects that create employment. In addition, we pour literally millions of dollars into training men and women to be the safest, most productive ironworkers in the world. Training our contractors to best take advantage of that asset only makes good sense. We also know that the vast majority of our contractors are journeymen

ironworkers who have not had the benefit of formal business training, which often causes them to struggle and, in many cases, go out of business. Out of business contractors cannot create jobs!

Another new initiative funded through IMPACT focuses on diversity. IW District Representative and U.S. Safety Coordinator Vicki O'Leary was brought on board in part to aid the IW safety effort, but she also focuses on outreach to women and minorities. Primary among her efforts is looking into local union practices and areas that do the best job at recruiting and sustaining under-represented groups in our society. As we begin to look more and more like a mirror image of our countries, we will become strong and reach more markets. In addition, we have worked extensively on fostering the creation and growth of under-represented contractors, be they women, minorities or veterans. A large piece of our tax dollars goes to projects that must be performed by this class of contractor, and we continue to build an army of those legitimate contractors that qualify for these jobs.

It is ALWAYS about creating jobs!

We are in spaces where we have not been before. Last year on this page we talked about an attempt to join the Construction Industry Institute (CII), an organization based in Austin, Texas, that conducts extensive research on industry best practices. We are now organizational members. We seek out channels like CII as a two-fold opportunity. In one respect we seek to maintain our edge as the leader in training and make it our business to keep our finger on the pulse of a constantly changing construction industry. On the other, we seek to engage industry leaders that have not had the benefit of knowing a progressive organization such as ours.

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The CII, the Construction Management Association of America, the Construction Users Roundtable and the ACE Mentorship Program, just to name a few, are international organizations to which we belong that give us the advantage of monitoring the industry at the highest levels of leadership. It also gives us a venue to educate their membership on our capacity to provide their projects with the skills they so desperately need. We have over 150 brick-and-mortar training facilities that churn out skilled, credentialed trades men and women all over North America, and we can do the same for those owners and contractors that don't currently use us. This opens opportunities for us where we have not had them before or where we have not had them in ages.

Of course, we would be remiss if we did not mention the extreme success we saw in 2016 at the North American IW/IMPACT Conference. In Orlando this past February, we hosted over 1,100 industry leaders at what has become a major – if not *the* major – industry event. This event draws representatives from end users like the Ford Motor Company, Manitoba Hydro, Shell, the Southern Company and Tampa Electric, just to name a few. The annual conference agenda is always jam-packed with take-home value for the contractor, the IW and our customers. Those who attended also had the opportunity to see leaders from other trades that look to our leadership on how to engage the industry.

We continue our Business Development Initiative. We are all salesmen. From the two of us down to the first-term apprentice, we all must tell our story all the time. But to get us into plants and projects where we are not currently working, it takes a seasoned business development professional. We launched a pilot in the Gulf Coast region that has seen a measure of success and has spurred other regions around North America seeking to duplicate that success. As we employ these talents we will see IWs and their contractors in places and on projects where they have not been. This gives us the opportunity to grow at a pace faster than the industry. This is the definition of market share growth.

There remains a skilled craft shortage in many regions of North America. We follow industry information closely and see almost daily articles from various sources that speak to the “skilled craft shortage crisis.” We brand, market and advertise with highly professional material through our local unions, our contractors, our regions and our headquarters to let the industry know we are here and can answer this need. This is a hallmark of IMPACT and just another critical reason why we devote our time and treasure to these efforts.

Other programs, like the Project of the Year awards, Off-the-Job Accident Program and project tracking services, to name a few, continue to be refined and improved, as you will see in the pages that follow. We just wanted to highlight some of the most important items in this space.

We thank you for delving more closely into the pages that follow. If you take a closer look at our offerings you will see that what we do at IMPACT is rarely, if ever, repeated by any other organizations and, further, that the work done is very professionally delivered. You deserve to know how IMPACT uses its resources. We welcome your questions and comments, as we know that some of the best ideas come from the field. We thank you for your support and hard work in 2016 and thank you, in advance, for a safe and productive 2017.

Bill Brown and Eric Dean
IMPACT Co-Chairmen

“The fact remains that the IW cannot exist without organizations who risk their own money to secure projects that create employment.”

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A Letter From The CEO

Kevin Hilton

Chief Executive Officer
IMPACT



Nothing happens by accident. Tasks and activities must be pursued by people, and at IMPACT we are blessed to have some of the very best in the business.

2016 saw IMPACT further develop and refine business training that is available to our contractors and ironworkers. In charge of the development of this training is Dr. Cindy Menches, your director of contractor training and development. What started as a meager offering has developed into a robust series of both virtual and live training that allows our participating local unions and their contractors the ability to harness material that applies equally to both groups. As you will see in the following pages, these training opportunities were provided throughout North America in 2016, served as a catalyst for growth and eliminated risks associated with the unknown. As we collectively develop our business acumen, we find ourselves reaching into markets that have been closed or neglected for many years.

As a logical follow-up to the business training events, our Director of Business Strategy and Development, Cindy Quiroz, works closely with contractors who show a strong desire to move forward. She helps them tap into markets in which we currently do not compete. We learned early on that there is a vast difference between taking a class and practical application of that knowledge. Ms. Quiroz aids the participants from the business courses in developing business plans, strategies and practices. In a similar fashion, she has worked closely with our Regional Advisory Boards to assist them in analyzing their markets and drafting plans to explore those markets. We have seen the seeds of our labor begin to sprout into business ventures that employ our ironworkers in spaces where we currently don't have a presence. A significant amount of time has been devoted to creating a stock of contractors that carry special monikers, such as woman-owned, veteran-owned or minority-owned. More and more projects across North America, both public and private, are requiring the use of veteran, minority and women-owned businesses. We want to be the organization that fosters diversity in our ranks and delivers it on our many and diverse projects.

We have said for years, "If we don't tell our story, then who will?" We now have a small but extremely capable marketing, branding and communications component that gets us into every outlet in the construction industry. Joseph Matos, director of marketing, branding and creative development, can take a concept and deliver it as a highly professional and engaging marketing piece in an amazingly short amount of time. In addition, Joe has worked with our local unions, district councils, employers and contractor associations to develop and implement both their print and digital marketing and branding efforts. One only needs to look at our advertisements and marketing materials to quickly see that they are second to none in our space in the construction industry.

Any person who picked up the December 12th edition of Engineering News Record will see the Viewpoint piece on the coveted back page of the magazine. IMPACT Director of Communications Sara Schuttloffel worked closely with Iron Workers (IW) Executive Director of Apprenticeship and Training Lee Worley in writing an article for the foremost construction periodical in the world. Literally tens of thousands of readers will see the piece focused on the IW addressing the skills shortage in America, due largely to Sara developing relationships with reporters and editors who cover our industry.

IMPACT operates its automated grant system diligently and systematically, ensuring that every grant has the appropriate documentation and that the vote tallies are accurate. David Fuson, IMPACT's administrator of accounting and finance, devotes many hours each week to this task and others. IMPACT processes checks for the Off-the-Job Accident program, which bring relief to our ironworkers in case of an accident that keeps them away from work. Mr. Fuson makes it his utmost priority to process those checks that are going to ironworker members in their time of need. The Off-the-Job Accident program is just a small portion of what he does on a daily basis. The transparency that Dave has worked into our processes is praiseworthy.

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A Letter From The CEO cont'd

Supporting these efforts are Ms. Elaine Darby and Ms. Susan Avery. Both have a tremendous amount of institutional knowledge on the operations of the IWs and how those interactions intersect with IMPACT. Elaine, among many other duties, administers the data that is vital to the IMPACT mission. Virtually all communication with board members, local union leadership and contractor contacts funnels through her. Elaine's level of customer service is unparalleled in any industry. Susan is primarily focused on supporting the marketing, branding and communications functions at IMPACT. When an attendee has all the information needed by tapping into the app at the IW/IMPACT Conference, they can thank Susan. It is safe to say that without the efforts of people like Susan and Elaine, the communication and delivery of products and services to the IW membership and our contractors would be greatly diminished.

Few people in America have more knowledge concerning prevailing wage laws than IMPACT's Mr. Chris Burger. The breadth of his knowledge in prevailing wage laws is impressive. Wherever our ironworkers and their contractors need those services, they are able to tap into Mr. Burger's experience and expertise. Chris has also developed relationships within the Building Trades community as well as with Department of Labor representatives and other government agencies, including branches of the U.S. military.

The IMPACT Regional Directors, all of whom have held high office in their respective IW local unions, are the tip of the spear for IMPACT and a valuable resource. Mr. James McGuire covers a territory from the Aleutian Islands to Mississippi. His knowledge of IMPACT programs and services is stellar. Mr. Bert Royer, the Canadian IMPACT regional director, has a tremendous rapport with local union leaders and contractors throughout Canada. Bert has worked closely with the highest levels of Canadian IW leadership to bring the value and benefit of IMPACT to

Canada in a remarkable fashion. Mr. Mark Thomas covers the Northeast U.S. and part of the Midwest for IMPACT. Mr. Thomas has boldly embraced aspects of the industry that many do not see regularly, such as lean construction. In order to gain more work, one must develop relationships that will generate profitable work opportunities. Mark works with his contractors to encourage them to reach further into the market using innovative business development approaches. Finally, our newest Regional Director, Mr. Zach Gorman, covers the Midwest and Rocky Mountain regions. He has leveraged the power of IMPACT's offerings to benefit the local unions and contractors we serve. Zach has taken IMPACT staffers and outside vendors to see the local unions and contractors, giving them the opportunity to participate in a thought process usually reserved for off-site strategic planning sessions.

I could not sleep at night if we did not have the benefit of having Mr. Kenny Waugh on the IMPACT staff. One would think that Kenny literally knows everybody in the construction industry. As our Director of Industry Liaisons and Regional Director of RAB V covering the Mid-Atlantic and Southeastern U.S., Kenny engages industry leaders at every level and has promoted the IW brand and its contractors across North America. I can't tell you how many times I have introduced myself to someone in the industry, only to hear them say, "Oh, do you work with Kenny Waugh?" His insights on our industry and the relationships he has personally developed have resulted in more work for our ironworkers.

These professionals show a level of dedication that is truly exemplary. I am proud and extremely fortunate to be able to count on them and call them my colleagues. I encourage you to make it your resolution to reach out to one or all of the aforementioned professionals to ensure you get the best results and most value from IMPACT in 2017.



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Mid-Atlantic,
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VICTOR CORNELLIER
MANAGEMENT
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& Southeastern
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MARVIN RAGSDALE
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Texas & Mid-South
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Mid-South States



DAVE BENNETT
MANAGEMENT
RAB VI
Texas & Mid-South
President
Bennett Steel, Inc.

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LABOR
 RAB VII
 North Central
 President
 Iron Workers District Council
 of North Central States



PETER HAYES
MANAGEMENT
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 North Central
 President
 Red Cedar Steel Erectors,
 Inc. - Midwest



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LABOR
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 Rocky Mountain
 President
 Iron Workers District
 Council of the Rocky
 Mountain Area



JEFF GREEN
MANAGEMENT
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 President
 Harris Davis Rebar



DON ZAMPA
LABOR
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 California & Vicinity
 President
 Iron Workers District
 Council of State of
 California and Vicinity



DAVE MCEUEN
MANAGEMENT
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JEFF ILENSTINE
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JACK MESLEY
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 Association, Inc.



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Department Highlights



Chris Burger

Wage Compliance Administrator
IMPACT

Wage Compliance Administrator Christopher Burger continued to hold a key, on-going role as chairman of North America's Building Trades Unions (NABTU) Davis-Bacon (DB) subcommittee and participated in a series of U.S. Department of Labor (DOL) talks on wage determinations. In December he began participating in a new NABTU joint legislative/DB committee. Chris continues work to give federal public works projects a level playing field on standardized wage and fringe benefits instead of downgrading living standards and encouraging unrealistic bidding.

He collaborated with the Iron Workers (IW) District Council of California and Vicinity's appeal to the wage board to contest the unnecessary carving up of the ironworking trade in several rural counties during a residential wage survey. The appeal opposes the codification of an anti-craft, task orientation that supports a de-skilled, low-wage for contracting. In December, on behalf of IW Local 7 (Boston) and Local 60 (Syracuse, N.Y.), Chris also appealed unnecessary attempts to carve up the ironworker classification in New Hampshire and New York.

Chris spearheaded much-needed building trades survey training events in the states of New Hampshire, Massachusetts, Connecticut and New Mexico. In October, joined by IW General President Eric Dean, he attended his 17th National Alliance for Fair Contracting (NAFC) annual conference in San Diego. He was honored to address the group and introduce IMPACT CEO Kevin Hilton. Chris participated as a founding member of the NAFC Advisory Board (NAFCAB). He joined Mr. Dean and Mr. Hilton in touring the apprenticeship center of Local 229 in San Diego, as well as addressing an apprenticeship class. Chris was a featured speaker at the IW District Council of Mid-Atlantic States' annual meeting and was invited to teach an advanced business manager course at the annual Ironworker Instructor Training Program in Michigan for the first time.

Chris instructed at the Iron Workers A.C.E.S. organizing program in Baltimore and presented the basics of Davis-Bacon for the annual IW New Officers Seminar. He visited and conducted meetings at IW Locals 495 (Albuquerque, N.M.), 489 (Scranton, Pa.), 16 (Baltimore) and 424 (New Haven, Conn.). He was a featured speaker for the IW Organizers Summit in October, addressing nearly 150 attendees.

In early 2016, Chris delivered a jam-packed and well-received panel discussion at the North American Iron Workers/IMPACT Conference featuring the U.S. DOL chief of government contracts enforcement, a West Virginia State University historian, the Washington D.C.-based Foundation for Fair Contracting, ACT Ohio, Labor Advisors from the U.S. Air Force and the Massachusetts Insurance Fraud Bureau's chief investigator. Chris attended the annual NATBU Legislative Conference and joined various policy and legislative meetings. He was added to the weekly state prevailing wage legislative conference call hosted by NABTU's director of education and research.

Chris spearheaded an effort with District Council President Donald Zampa, whose testimony was key for the DOL. The nonunion Utah rebar contractor in the case was debarred for three years, paying \$425,204 in back wages.

During the year, Chris regularly attended NAFC's Labor Advisor Meetings in Washington, D.C., at the U.S. Army Corps of Engineers Headquarters, fostering relationships with federal agencies such as the U.S. Army Corps of Engineers, the DOL, the Department of Transportation and the General Service Administration.



Steve Rank

Executive Director of Safety & Health
Iron Workers

As we conclude 2016 and begin a new year, it is important for our members to recognize some of the safety initiatives that were introduced as part of the "2016 ZERO Incident" campaign commissioned by Iron Workers (IW) General President Dean and funded by the IMPACT Board of Trustees. The Safety and Health Department evaluates workplace incident trends and causations to initiate specific programs and pursue regulatory reform to help protect our members throughout the United States and Canada.

One of these 2016 safety initiatives was specifically designed to prevent "falls in the workplace," which is one of the Deadly Dozen hazards. The Safety and Health

Department Highlights

Department, in conjunction with Lee Worley, executive director of the IW National Training Fund (NTF), obtained funding for the completion of the “fall protection training structure” at the IW Local 84/135 training facility in Houston. The NTF has distributed a set of engineered shop drawings and details to all apprentice training facilities throughout the United States and Canada as a prototype for erecting new structures or upgrading current structures. This structure is designed to provide hands-on use of various types of fall arrest equipment. In addition to training on the fall protection structure, apprentices are provided classroom instruction on the proper installation and use of fall arrest equipment that is commonly used in the workplace.

We are pleased that other training centers are either building new structures or upgrading their existing structural mock-ups to include fall arrest systems and training. Steve Pendergrass, president of the IW District Council (DC) of the Pacific Northwest, currently has new structural mock-ups in Seattle, Spokane, Wash. and Portland, Ore. Special thanks to Marvin Ragsdale, president of the IWDC of Texas and the Mid-South States, and Greg Schultze, statewide director of training for the Texas Ironworkers Apprenticeship Program, for their efforts to coordinate and erect this structure at the Local 84/135 training facility in Houston. Please contact the NTF if you would like a complete set of engineered shop and detail drawings for a two-story “fall protection training structure.”

The “2016 ZERO Incident” campaign commissioned by General President Eric Dean featured the Ironworker Safety Director Training Course as one of the programs designed to raise the standard of safety performance throughout the United States and Canada. We have ironworker members with great knowledge and skill, and we want to make this course available to those who elect to pursue a safety position with our signatory contractors. Assuming the role of a corporate safety director and managing comprehensive safety programs for several projects requires additional basic training and new skill sets.

There are several fundamental safety and health tasks that must be routinely implemented on each project in order to comply with regulatory and contract safety requirements. In 2016 over 160 ironworker members and contractors completed the Ironworker Safety Director Training Courses that were held in Ann Arbor, Mich., July 14-15, and at the Local 84/135 Training Center in Houston, November 2-4. This course is available at no cost to members who want to pursue a safety position with our contractors and to signatory contractors who want to designate company personnel to receive this training. Due to popular demand from members

and contractors, the training course will be offered twice in 2017: February 8-10, 2017, at the IW Local 229 training center in San Diego, and in May of 2017 in Toronto, Ontario. The Toronto location will be announced soon.

Another key initiative was developed as a part of the “Zero Incident Campaign” to address “Protecting Floor and Roof Openings,” which is also one of the Deadly Dozen Hazards. A video was posted on the IW and IMPACT websites, and the NTF distributed it to coordinators for classroom instruction. The Safety and Health Department is in the process of developing additional “Deadly Dozen Hazards” videos in the near future, starting with “Off-Loading Structural Members from Trucks” and “Fall Protection.” We want to make every effort to address the primary incident trends and causes effecting our members and help prevent reoccurrence.

The safety and health of our members is the primary focus at our NTF-administered regional and local training centers throughout North America. An OSHA 500 course was conducted at the University of Iron training center in Benicia, Calif., for IW instructors from local union training facilities throughout the country. Upon completion of the OSHA 500 course, instructors are approved to conduct OSHA 10 and OSHA 30-hour classes for apprentices and journeymen. The OSHA 510 class is a prerequisite, and it is routinely scheduled two times per year. OSHA mandates that instructors take the week-long OSHA 500 class every four years as a refresher to maintain eligibility to conduct the training. The course in Benicia is often visited by David Moon, a federal OSHA compliance officer who assists with the multi-employer and inspection policies segment. Disaster Response training is included in the week-long class. OSHA 10 and OSHA 30 classes are important components of the IW apprenticeship programs in the United States. Recognition of hazards and the prompt corrective action taken to prevent them continues to keep ironworkers safe and productive.

We continue to challenge all members to follow the principle, “See Something - Say Something” to recognize and avoid fall hazards. Jeff Norris, Vicki O’Leary and I will continue to work with district councils, local unions and IMPACT Regional Advisory Boards (RAB’s) to address workplace safety and health issues. Please contact me in the Safety and Health Department at (800) 368-0108; Jeff Norris, Canadian safety coordinator at (780) 459-4498, or Vicki O’Leary, district representative for safety and diversity, at (202) 702-7828 if you have any questions pertaining to fall protection issues in the workplace.

Department Highlights



Lee Worley

Executive Director of Apprenticeship and Training
Iron Workers

The Apprenticeship & Training Department had another busy year, especially through the summer months. Much time and effort goes into planning the annual Ironworker Instructor Training Program at Washtenaw Community College in Ann Arbor, Mich., and this year was no different. Over the past five years this conference has grown to include contractors and local union officers, making it an industry-wide training program. More than 700 instructors, coordinators, business managers/agents, employers, contractors, special presenters, vendors and guests from across the United States and Canada met to upgrade their skills. The training provides the opportunity for contractors to gain a competitive advantage and business managers to improve their skills and knowledge to better serve their members. Attendees made new industry contacts and learned how to better serve the ironworking industry.

The Iron Workers 43rd Convention was held in August, and we were tasked with setting up the Iron Workers (IW) history exhibition for the delegates and guests. Items dating back to our founding days, tools, equipment and other memorabilia were on display. Many items of historical significance get donated every year from our members,

and it's exciting to exhibit them for all to see.

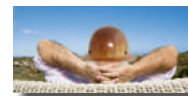
The IW National Training Fund (NTF) held its bi-annual International Apprentice Competition and apprentice coordinator meeting in Houston, September 28 – October 1. Local 84 (Houston), Local 135 (Galveston, Texas) and the IW District Council of Texas and the Mid-South States did a fantastic job hosting the competition and spectator events. This year's coordinator meeting was well-attended with both coordinators and Joint Apprenticeship Training Committees / Trade Improvement Committee members in attendance. During the meeting, the participants were given an update on new developments within the apprenticeship and training department.

The competition began on Thursday afternoon with a written exam. Welding, burning, rigging, architectural and instrument reading competitions were held on Friday, leaving the reinforcing and column climb competitions for Saturday. The shop apprentices participated in their own competition, which included a blueprint reading and math test followed by an intense, hands-on project. This project tested their skills in blueprint reading, layout, burning, fit-up and welding.

The 2016 competition was one of the finest to date. All of the apprentice competitors worked hard and deserve praise. Though there can only be one winner, they are all champions. With apprentice members like them, the IW will be in very good shape for years to come. We all look forward to seeing great things from these young leaders.



Retirements



Darren Lett, president of C.R. Meyer, retired in 2016 as management co-chair for IMPACT's RAB VII. Darren is an engineer registered in the states of Wisconsin and Michigan and has been an employee of CR Meyer for over 25 years. He started as a laborer in the field and served in Labor Relations for more than 10 years before being appointed president of the company on January 1, 2011. Darren served on IMPACT's Board of Trustees from 2012 - 2016. We appreciate Darren's dedicated service to IMPACT and our industry.

How IMPACT continues to make an impact...

IMPACT FUNDS THE APPRENTICESHIP AND TRAINING DEPARTMENT, INCLUDING THE FOLLOWING:

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 • Green Construction for Ironworkers training materials and participation in the U.S. 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 training access 24 hrs/365 days-a-year

IMPACT ALSO FUNDS:

Assistance for ironworkers who venture into business • The “Countdown to Zero Incidents” campaign and all associated marketing materials, including the “Zero Fatalities” wristbands and “Deadly Dozen” posters • Prevailing Wage Compliance efforts • Training programs that focus 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 union apprenticeship schools • The Iron Workers - 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, which helps ironworkers who need assistance • Legislation to protect our pensions • Regional Advisory Boards (RABs)

IMPACT supports education programs for ironworkers and our contractors by funding:

- Courses for contractors at the annual Ironworker Instructor Training Program and other locations across North America, which ensure our contractors are ready to face their competition
- The Ironworker Contractor University (ICU) program, which includes education and training courses to support individuals who want to start a business, improve their project management skills, advance their business, increase their productivity and become stronger leaders.
- Safety Webcasts hosted by the Iron Workers Executive Director of Safety & Health
- Harassment and Discrimination Awareness modules
- Webinars on bonding and creating a paperless operation
- The Growing a Business Webcast Series
- A Learning Management System that provides ironworkers and contractors with access to online eLearning courses

IMPACT supports marketing and participant engagement by funding:

- Marketing Skills for Ironworkers training
- Local and regional marketing efforts and advertising in national trade publications
- Website design and upgrading for local unions and participant 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
- Participant engagement – IMPACT Industry Nights
- Displays for industry promotion and recruitment at national conferences, job fairs and conventions

IMPACT supports leadership training by funding:

- The Ironworker Foreman Training Program and the Ironworker Foreman Pocket Guide
- The Ironworker Superintendent Training Program and online course
- The IMPACT Leadership Experience
- Shop Supervisor Training Courses
- IMPACT mentoring program
- Safety Trained Supervisor – Construction ® Certification Program for ironworkers and contractor management personnel

IMPACT helps ironworkers and contractors acquire more work by funding:

- Business Development assistance for new contractors and to penetrate underserved markets
- 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 Workers Comp
- Transportation Worker Identification Credential (TWIC) subsidies so ironworkers receive their cards at no charge
- A consultant for American Institute of Steel Construction (AISC) Erector or Fabricator Certification
- Lobbying efforts to oppose Right-to-Work legislation
- Assistance in getting Disadvantaged Business Enterprise (DBE), Veteran-Owned Enterprise, Woman-Owned Enterprise and Small Business Enterprise (SBE) certifications

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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. Twenty percent of contributions collected are returned directly to the individual RABs.

Our IMPACT on CANADA

FUNDING

- The entire budget of the Iron Workers National Training Fund (NTF)
- Training materials are developed jointly with Canadian representatives, who participate throughout the process of updating manuals and creating new training materials
- The annual Ironworkers Instructor Training Program
- The bi-annual 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
- 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 in number
- Programs of the Department of Reinforcing Steel (partial funding)
- The Iron Workers (IW) Safety & Health Department
- The IW - 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
- Lobbying against Offshore Fabricated Steel

LEADERSHIP TRAINING

- The Ironworker Foreman Training Program and the Ironworker Foreman Pocket Guide
- The Ironworker Superintendent Training Program and online course
- The IMPACT Leadership Experience
- The IMPACT Mentoring Program
- Shop Supervisor courses

MARKETING/PARTICIPANT ENGAGEMENT

- Marketing Skills for Ironworkers, to retain our existing contractors and grow our contractor base
- 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 and owners
- Project tracking systems to assist local unions and our contractors in identifying new construction and maintenance projects and capturing more work
- Participant engagement – IMPACT Industry Events
- Displays for local unions for industry promotion and recruitment
- Funding for the Canadian Branding Initiative: “Better People, Better Built”
- Participation in Canadian business owner groups

PROGRAMS & SERVICES

Project Tracking in 2016: Dodge Pipeline and Industrial Info Resources

IMPACT's project tracking program includes Industrial Info Resources and Dodge Pipeline, both of which are vital for business managers and contractors to find projects that are in the planning stages and bid phases and build a pipeline of projects and customers. The construction economy continues to grow and will provide great opportunities for our ironworkers and contractors.



At IMPACT we are always trying to make sure that the services we provide are the best and most competitive programs in the industry. IMPACT is now providing the NEW Dodge Pipeline. Dodge

Pipeline is extremely fast, easy to use and takes advantage of the best up-to-date project information and firms in the industry.



**Industrial Info
Resources**

Dodge Pipeline also connects with Salesforce to help you track projects with your customers.

According to the latest forecast (Dodge Outlook, October 2016), construction starts will grow 5 percent to \$713 billion in 2017 in the United States, and Total

Canadian permit value will climb 6 percent to \$87 billion in 2017.

Use Dodge Pipeline to find out where the projects are bidding and identify the top owners, general contractors and prime subcontractors in your area. Easily map project locations on your smartphone or tablet.

Project Coverage

Since 2009, Industrial Information Resources (IIR), a top industrial project data service provider, has been providing tracking services to IMPACT. IIR is the leading provider of global industrial plant and project information, covering 12 market segments in the power, oil and gas, manufacturing and heavy process industries. IIR's Active Project database coverage in North America grew by 12 percent over the last 12 months, containing 22,500 projects, and the Operational Plant database grew by 6 percent, covering 51,700 plants.

IIR's industry experts assess each individual project to determine the probability of execution. According to Industrial Info's North American Project Spending Index, the value of U.S. and Canadian construction starts planned to kick off through December 2016 is \$191 billion. The IIR outlook for U.S. spending in 2017 is \$214 billion, an 8.8 percent increase over 2016. The forecast for Canada is for \$29.8 billion, a 15.9 percent increase over 2016.

Market Intelligence / Networking Opportunities

IMPACT users can register to attend free, live regional industrial spending outlooks in 2017 in Valley Forge, Pa. , Baton Rouge, La. and Houston and webinars during the year for market analysis and networking. All IMPACT members are invited for networking and business development.

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IMPACT's Ironworker App



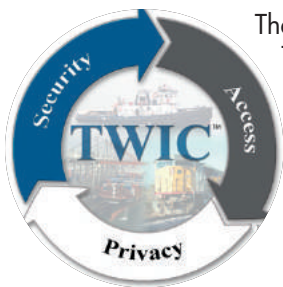
The Ironworker App continues to be a convenient and valuable resource for both ironworkers and contractors. The app is free to download in both the iTunes and Google Play stores and offers many useful resources, including:

- Electronic Worker Log – record work activities, expenses, mileage, hours and more
- View Worker Credentials – access Drug-Free Workforce testing statuses for ironworkers
- The Ironworker Foreman Pocket Guide – access 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 Code Reader – scan Iron Worker membership cards to view training, certifications and membership information
- Link to the Ironworkers Jobline – view available positions across North America
- Local Union Directory – access contact names, phone numbers and website information
- Links to the American Institute of Steel Construction and Canadian Institute of Steel Construction – reference structural steel design in the U.S. and Canada

Logging into the app is easy! Contractors and Drug-Free Workforce designated reps simply use their username and password for the IMPACT website. Ironworkers log on using their book number as the username and the FIRST 4 digits of their social security number as the password.

For more information, visit bit.ly/IronWorkerApp or call the IMPACT office at 800-545-4921.

TWIC® Reimbursement



The Transportation Worker Identification Credential, also known as TWIC®, is required by the Maritime Transportation Security Act (MTSA) for workers who need access to secure areas of the nation's 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 ironworkers the \$125.25 non-refundable application fee. In 2016 IMPACT reimbursed 636 ironworkers who obtained TWIC® credentials, for a total of \$81,000.

Employers and locals who work in MTSA-regulated areas should encourage their ironworkers to take advantage of this program. 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 the local unions for distribution.

Contact your IMPACT Regional Director for more information about IMPACT's TWIC® reimbursement program. For more information on TWIC® and the requirements to obtain a card, please visit the Transportation Security Authority (TSA) TWIC® website at www.tsa.gov/for-industry/twic.

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Drug-Free Workforce Program Improves Safety and Efficiency



The Drug-Free Workforce Program helps ironworkers and contractors stay competitive in the construction industry. The goal is to ensure a safe job site. The program provides training for Reasonable Suspicion and includes a comprehensive contractor training component. The program keeps the ironworkers safe and helps contractors and owners save money.

According to OSHA, substance abuse is a contributing factor in the high fatal and non-fatal injury rate in construction. **Implementing a drug-free workplace testing program is proven to increase employee productivity and significantly reduce accidents.** Furthermore, the program helps lower absenteeism rates, workers' compensation rates and employee turnover. Employers with longstanding programs report better employee health. It helps ironworker members and contractors meet jobsite requirements.

Participation in the program continues to grow as contractors and ironworker members recognize the need. IMPACT has made the program user-friendly and reporting easier with its new state-of-the-art Safety Management Database System (SMDS). The SMDS helps increase work hours and reduce lost time due to outdated drug testing information. It has made it simpler for members and contractors to put ironworkers to work in a timely manner:

- Local unions and contractors can now easily authorize a test and access reports 24/7
- Designated representatives receive email notices as soon as member test results become available
- Results come faster than ever before – nearly all negative test results are reported within an hour and often within 16 minutes
- Members can now view their drug test status on the Ironworker 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.



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 participant 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 our 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

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Safety Trained Supervisor - Construction® (STSC®)

Safety is our top priority on the jobsite, and having highly-skilled and safe ironworkers was the key to achieving a significant reduction in serious incidents in 2016. As part of our ongoing efforts to achieve zero incidents, IMPACT sponsors the Safety Trained Supervisor Construction® (STSC®) certification, administered by the Board of Certified Safety Professionals (BCSP).

Since its inception in November 2014, more than 670 ironworkers have received the certification. Furthermore, the number of serious safety incidents declined nearly 45 percent in 2016. While it may take a few years to identify the causal connection between certifications and decline in incidents, the potential link between number of STSC®-certified ironworkers and the significant reduction in serious safety incidents is compelling.

"The key to reducing incidents on the jobsite is to develop a culture of like-minded ironworkers who implement safe practices and set the example for all trade workers," said IMPACT Management Co-chair Bill Brown.

Evidence suggests that having a core team of ironworkers with the STSC® certification on a jobsite may result in a safer work environment and fewer incidents.

"It is critically important that we continue to promote STSC® and encourage our members to seek certification," said Kevin Hilton, chief executive officer of IMPACT. "The STSC® certification program is a very important part of our overall strategy to achieve zero incidences."

For more information, visit bit.ly/IMPACT-STSC.

Online Safety Training

Iron Workers Regional Advisory Boards (RABs) VIII, IX and X offer the convenience of obtaining relevant safety training online. With the implementation of ClickSafety, an OSHA-authorized provider, members can now stay up-to-date on OSHA regulations and complete mandatory and optional safety courses. Made possible through IMPACT grants, members receive a full refund upon completion.

Click Safety courses:

- Cal Confined Spaces for Construction
- Confined Space
- OSHA 10 Construction Course
- OSHA 30 Construction Course
- Subpart R – Steel Erection
- Awareness
- Confined Spaces in Construction: An introduction
- Fall Protection in Construction
- Fall Protection in Construction Spanish
- Motorized Mobile Platforms
- OSHA 10 Hour General Industry Training Course (Shops)
- Workplace Violence R2 (Shops)

New courses added in 2016:

- OSHA 10 Spanish
- Confined Spaces in Construction



"ClickSafety integrates important content into interactive exercises to increase safety awareness and promote safe behaviors," said James McGuire, western regional director for IMPACT. "Participant safety is our number one goal. A safe ironworker is a productive ironworker, and we want everyone to come home safely at the end of the day."

Local unions and contractors in the Rocky Mountain, California and Vicinity and the Pacific Northwest can visit www.clicksafety.com/impact. Participants will need a passcode from their local union or coordinator to login. A 10 percent IMPACT discount will be applied to your total at checkout. After completion of the courses, reimbursements are available through IMPACT regional grants.

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Live Contractor Courses

In 2016, IMPACT continued to expand the number of expert-led, live contractor courses offered across the U.S. and Canada. Our experts include business professionals from FMI, legal professionals from Smith, Currie & Hancock and insurance experts from TrueNorth. Courses offered include:

- Business Fundamentals Academy Track 1 and Track 3
- Project Leadership and Project Management
- Introduction to Lean Construction
- Succession Planning for the Ironworking Industry: For Contractors and Fabricators
- Ironworker/Contractor Construction ProfitAbility© Program
- Getting Paid
- Job Profits Program
- Win More Work: Negotiating Strategies to Boost Market Share
- Leadership Strategies for Contractors

The expert-led live courses received numerous positive testimonials, including:

"I have taken approximately 15-20 different classes during my estimating career and have never before walked out of any classroom as well-informed on the usage and capabilities of a product. My hat is off to the instructor for providing such a knowledgeable presentation. Congratulations on hitting this one Out of the Park." – David Rutledge, Monarch Welding & Engineering, proud member of Local 25 (Detroit)

For a complete listing of expert-led, live contractor courses offered by IMPACT, visit our website at bit.ly/LiveContractorCourses. To learn what live contractor courses are currently scheduled, contact Dr. Cindy Menches at 800-545-4921 or visit the events page of our website at bit.ly/IMPACT-Events.

Business Fundamentals

IMPACT is committed to helping prospective, new and more established contractors strengthen their business knowledge and skills, ensuring that our ironworkers continue to be gainfully employed, grow and thrive.

Track 1: Establish Your Business – This five-day academy is an intensive program designed for current and future ironworking contractors who want to develop or improve their fundamental business skills. This program focuses on the skills needed to start a contracting business or strengthen an existing business. Participants will learn how to develop an operations plan, obtain financing, set up an accounting system, collect money from customers, understand contract terms and conditions, identify insurance requirements, establish a safety program, find work and avoid problems that will compromise business success.

Track 3: Manage Projects – This five-day academy is an intensive program designed for current and future contractors, project managers or field supervisors who want to develop fundamental project management skills. This program focuses on the skills needed to manage projects successfully. Participants will learn how to develop a schedule and sequence project activities; techniques for effective record-keeping and document management; the importance of daily logs; how to develop and process submittals, requests for information and change order requests; methods to manage customers and communication; effective techniques for reducing waste, collaborating with other contractors and solving problems, and best practices for project leadership.

For more information please contact Dr. Cindy Menches at 800-545-4921.

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Business Development

Shattering stereotypes, expanding contractor businesses, regaining market share and growing our locals; 2016 has produced significant results. Marking the completion of the Dow Chemical Company project in Freeport, Texas, the Iron Workers (IW) and its contractors put to rest preconceived notions of continuing past practices, giving the industry a fresh look at integrating ironworkers onto projects in the Gulf.

IW contractors were awarded contracts on multiple Kinder Morgan terminal sites on the Texas ship channels, and they completed steel erection at the new TPCO America pipe mill in Corpus Christi, Texas. These are examples of work generated through the initiative, bringing new owners, new contractors and new jobs.

On the opposite end of the Gulf, IW Local 397 (Tampa, Fla.) developed a relationship with Tampa Electric Company through training center tours and active engagement, such as providing training to TECO employees on rigging and fall protection safety. This relationship has resulted in a number of IW contractors being added to their bid lists and project awards to our contractors.

In Alabama, a participating IW contractor was awarded a coal handling conveyor system and it credits the initiative for its success. With over 150 companies engaging in the initiative to learn about marketing and advertising, business development and business expansion through new market development, the year was full of educational working sessions for contractors and IW leadership, one-on-one business consulting for contractors and direct selling to owners and general contractors.

We didn't stop at the coast. The initiative has expanded through a business development project piloted in the Ohio Valley region. Challenging traditional ideas and practices, the initiative works directly with business managers to create and implement an ironworker-led business development plan on the local level more specific to the industrial facilities in their territory. The first moment of success was an opportunity cultivated in Charleston, W. Va., mobilizing ironworkers at a Dow Chemical plant.

Did You Know?

IMPACT offers its members the best resources in the industry to be competitive and increase market share. The construction industry is relationship-based. Our customers, the owners, general contractors and prime sub-contractors, want to know your company by name, how many years you've been in the industry and if you can perform successfully and safely on the job, meeting project budgets and deadlines.

IMPACT staff and supporting consultants meet one-on-one with local unions and contractors to complete market and competitive analyses, target specific government agencies and private industry leaders, identify networking events and schedule one-on-one meet and greets to get members in the door to the next job.

If you're a small business with an average revenue of \$15 million for trade contractors or \$32.5 million for general contractors, IMPACT will walk you through the various small business certification programs. Obtaining a small business certification gives you a competitive advantage when bidding on government projects or projects requiring diversity. In addition, IMPACT works with contractors one-on-one, assisting company owners and executive management in understanding the financial health of their company by preparing financial ratios and comparing them with industry benchmarks. If your company needs assistance in setting up job costing systems or an overview of existing accounting systems, we can do that too. IMPACT pulls all of these resources together to work with you, developing a strategy for success that fits you.

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Webcasts & Digital Resources

In 2016 Director of Contractor Training & Development Dr. Cindy Menches continued to host the monthly webcast series, *Growing a Business*. The series covers topics designed to aid contractors in expanding their knowledge of business, strategy, leadership and legal matters. Topics covered in 2016 include:



- Collecting Money and Getting Paid
- Financial Key Performance Indicators
- Small Business Certification and Contracting
- Bonding
- Succession Planning and Selling Your Business
- Crisis Communication on the Jobsite
- Construction Claims
- Lean Construction
- Selecting an Insurance Broker

To take advantage of this training, visit bit.ly/BusinessWebcasts.

IMPACT launched its new Learning Management System (LMS) in 2016. The LMS provides ironworkers and contractors with access to online eLearning courses, including OSHA 10/30 and 200 courses on business, management, leadership and safety topics. The LMS can be accessed at www.ironworkercontractoru.com.

Tradeshows & Job Fairs

IMPACT frequently exhibits at tradeshows and job fairs across the U.S. and Canada. In 2016, IMPACT exhibited at the following events:

- World of Concrete
- IW/IMPACT Conference
- Steel Erector Association of America (SEAA)
- Tennessee Valley Authority (TVA) Labor-Management Conference
- North American Steel Construction Conference (NASCC)
- Building and Construction Trades Department Legislative Conference
- Metal Building Construction Employers Association (MBCEA)
- SkillsUSA Techspo
- Specialized Carriers & Rigging Association (SCRA) Crane Rigging Workshop
- Construction Management Association of America (CMAA)
- Future Farmers of America Expo and National Conference
- Power-Gen International
- American Welding Society (AWS) – Fabtech
- Southeastern Construction Owners and Associates Roundtable (SCOAR)
- Construction in Indian Country National Conference
- Construction Users Roundtable (CURT) National Conference
- Solar Power International
- B2G Conference & Expo
- Environmental, Health & Safety (EHS) Seminar
- National Association of Agricultural Educators (NAEE) Convention

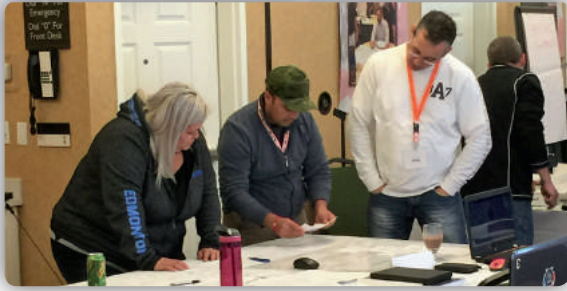
Director of Industry Liaisons Kenny Waugh is joined at the American Welding Society (AWS)/Fabtech show in Las Vegas by the apprentice coordinator, instructor and apprentices from Local 433 (Las Vegas)



For more information about the tradeshow program, contact Kenny Waugh at kwaugh@impact-net.org

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Level 2 Superintendent Training course in Edmonton, Alberta

Superintendent Training for Ironworkers

The Superintendent Training for Ironworkers course uses a combination of online self-study and group-based training to prepare journeymen to be the next generation of skilled ironworker superintendents. Participants learn the roles and responsibilities of a superintendent as well as how to manage project schedules, information, people, the job site and safety. Participants also learn communication skills, how to close out a project and basic construction finance and law.

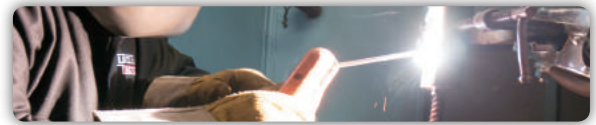
The first level of the course consists of self-study and online exercises. Those who complete level one may participate in level two at the request of the District Council Presidents or IMPACT Regional Advisory Boards (RABs). Participants must be sponsored by their local union or employer. The group-based level two course focuses on solving problems superintendents face every day on the job site.

IMPACT expanded the program to Canada. The following group courses were offered in 2016:

- Toronto, Ontario – January
- Ann Arbor, Mich. – July
- Edmonton, Alberta – October

“We are thrilled so many contractors and ironworkers came together for this leadership training,” said IMPACT Labor Co-Chair and General President of the Iron Workers (IW) Eric Dean. “Developing strong ironworker and contractor leadership will only lead to more job opportunities and help us continue to complete projects safely, on time and on budget.”

Ironworkers who are interested in registering for the Superintendent Training for Ironworkers course should contact their local apprenticeship coordinator. Visit the “IMPACT Construction College” page at bit.ly/IMPACT-ICC for more information.



Ironworkers National Welding Certification Program

The demand for skilled welders has skyrocketed due to a recent boom in the manufacturing industry and the large number of welders hitting retirement age. Welding is a core competency in the construction industry. The Iron Workers (IW) is dedicated to preparing competent, American Welding Society (AWS) qualified welders to help close the skills gap.

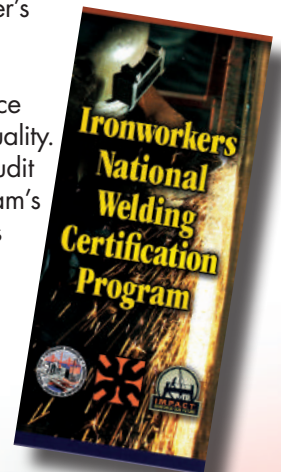
The Ironworkers National Welding Certification Program is administered by the IW National Training Fund (NTF) and independently verified by the AWS. Developed in conjunction with the AWS, the program has stringent guidelines for the accreditation of testing facilities and ironworker welder qualification and certification.

The IW has partnered with the Canadian Welding Bureau (CWB) to allow welder qualification for Canadian members. In addition, the NTF can train CWB Level I and Level II welding inspectors at the annual Ironworker Instructors Training Program in Ann Arbor, Mich.

The IW has 115 AWS Accredited Training Facilities (ATFs) and 157 training centers around the United States and Canada. It has an army of 14,000 AWS certified welders in the United States and 6,000 CWB certified welders in Canada. The U.S. program offers easy online verification at welderscertification.org, allowing employers and owners to view or print a participating ironworker's welding certification.

The AWS audits the NTF program office regularly to ensure compliance and quality. ATFs are required to pass an on-site audit every three years by one of the program's trained auditors. Additional ATF audits are conducted randomly by the AWS.

To learn more about the certification program, visit bit.ly/IW-Welding or contact IW General Organizer Ed Abbott at 202-383-4802 or eabbott@iwintl.org.



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AISC STEEL ERECTOR AND FABRICATOR CERTIFICATION

IMPACT works closely with the American Institute of Steel Construction (AISC) and Quality Management Company, an independent third-party auditor, to assist its contractor members in pursuing certification through the AISC Steel Erector and Fabricator Certification Programs.

The partnership between The DuRoss Group, IMPACT and McGowan Technical Services provides ten hours of correspondence for contractors interested in obtaining the AISC Steel Erector Certification and the AISC Fabricator Certification, followed by one day of onsite advisory sessions at no cost.

The AISC certifications ensure that contractors have the personnel, knowledge, equipment, experience, procedures and capability to produce quality work. Having an AISC certification improves consistency of operations and

demonstrates commitment to quality.

Contractors find the service very helpful. "Thanks for all your help with our Advanced Certified Steel Erector certification with AISC," said Composite Company President Gary Hawkins. "IMPACT's advice, encouragement and consulting proved very helpful in completing the complex requirements of the AISC."

"Giving contractors the tools they need to be successful is our primary goal," said IMPACT CEO Kevin Hilton. "Assisting them with sometimes difficult process of becoming AISC certified ensures a pipeline of high-quality, knowledgeable contractors ready to tackle the largest projects in the country."

Learn more about the AISC Certification Program at bit.ly/AISCCert or call 800-545-4921.

THE IMPACT WEBSITE PROGRAM

Southeastern States District Council



IW Local 395



Redinger Steel



The IMPACT website program has helped contractors and locals establish their footprint in the digital age by providing them with true online exposure. Their work is showcased and can be found by employers seeking the best the construction world has to offer – those who have built the most recognizable projects imaginable and have done it SAFELY and on budget the FIRST time. Our very popular website program continues to show the industry cutting-edge work of our members.

Over 130 of our members have taken full advantage of this complimentary service because they understand the importance of online exposure. We can't overlook any channel when seeking to dominate the online world with our solid expertise and reputation for putting safety first.

Contact Joseph Matos at jmatos@impact-net.org or call 202-393-1147 to take advantage of the IMPACT Website Program.

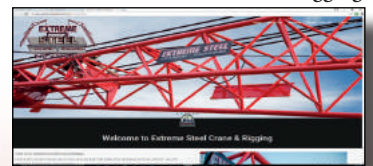
IW Local 8



IW Local 751



Extreme Steel Crane and Rigging



PROGRAMS & SERVICES

The Off-The-Job Accident Program

IMPACT created the Off-The-Job Accident Program to give ironworkers peace of mind while recovering from an injury that occurred off the jobsite. The program is designed to aid ironworker members with a short-term disability caused by an off-the-job accident and help reduce compensation rates for member contractors. It supplements the Short-Term Accident benefits of the injured ironworker member's health and welfare plan.

IMPACT covers two-thirds of the injured ironworker's paycheck, up to \$800 per week for up to six weeks. Medical emergencies often break the bank, and this program allows participants to rest a little easier while they recover. IMPACT's Off-the-Job Accident Program has been bringing relief to members for over 5 years. In 2016, IMPACT paid 467 members benefits totalling \$1,314,407. Filing

a claim is simple, and the turnaround time is short. Claims are typically processed within a week.

"The Off-The-Job Accident Program has been a godsend for our injured members and helps them from digging a financial hole," said Mike Baker, RAB VIII labor co-chair and president of Iron Workers District Council of the Rocky Mountain Area.

"I applied for IMPACT's Off-The-Job disability and received \$800 a week for six weeks," said Keith Williams, a member with Local 396 in St. Louis. "It saved me. It is a terrific IMPACT program."

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

What's the difference between a leader and a manager?
Managers create goals, but leaders create a vision.
Managers instruct, while leaders inspire.

The IMPACT Leadership Experience is a structured program in which industry professionals examine their personal leadership qualities and role in their organization through thought-provoking experiences. The focus is on developing innovative leadership skills for ironworkers and contractors. The goal is to improve leadership skills and increase productivity by bridging the gap between labor and management.

During the course leaders learn to identify methods to communicate effectively with those who employ differing leadership and communication styles.

"The IMPACT Leadership Experience course is valuable because leadership styles differ from person to person, from position to position and from age group to age group," said IMPACT CEO Kevin Hilton. "This course provides an all-in-one experience. It is not only diverse enough to apply to labor and management but also targeted enough to allow ironworkers and contractors to identify their own strengths and weaknesses through the course exercises."

Visit the IMPACT website to view the course schedule for 2017 and learn more about the Leadership Experience.

Leadership Experience courses held in 2016:

- Colorado Springs, Colo. – April
- Colorado Springs, Colo. – December

PROGRAMS & SERVICES

IRONWORKER INSTRUCTOR TRAINING PROGRAM



With close to 800 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 2016 schedule:

- **Safety Trained Supervisor Trainer:** A 7-hour course to help prepare ironworker and contractor management personnel to take the STSC® examination and to teach the course at the local level.
- **Installing Metal Roof Systems:** A 20-hour course designed to prepare ironworker instructors to teach proper standing seam roof installation practices as developed by the roofing manufacturers.
- **Bar Joists, Decking and Erection Drawings:** A 10-hour course focused on the subjects and information of units 7, 11 and 19 of the Structural Steel Erection Manual. Specific material covered includes methods and procedures for erecting bar joists and decking and reading structural erection drawings.
- **Ironworkers Learning Management System:** A valuable 10-hour course for all coordinators and instructors. It is also open to all administrative assistants. Participants will learn how to use the Learning Management System (LMS) to improve every aspect of their training program and record-keeping. LMS is one of the most important, powerful and time-saving tools of the Iron Workers National Training Fund (NTF).
- **Canadian Welding Bureau Inspector L2:** Designed for Level 1 welding inspectors who'd like to further improve their knowledge of inspection and testing techniques. The course duration is 52.5 hours.



Total Station Training



Ironworkers Learning Management System

IMPACT also conducted the following contractor courses:

- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business
- Construction Contracting Business Fundamentals Academy Track 3: Manage Projects
- Construction ProfitAbility© Program
- Lean Construction: Collaborative Problem Solving, Planning & Scheduling
- Project Leadership and Project Management

For completing 200 hours of training, 11 instructors received their Qualified Ironworker Instructor Certificate during the opening session.

29 local unions received recognition for the Ironworker Apprenticeship Certification Program (IACP).



Rigging and Cranes For IW's

Building North America
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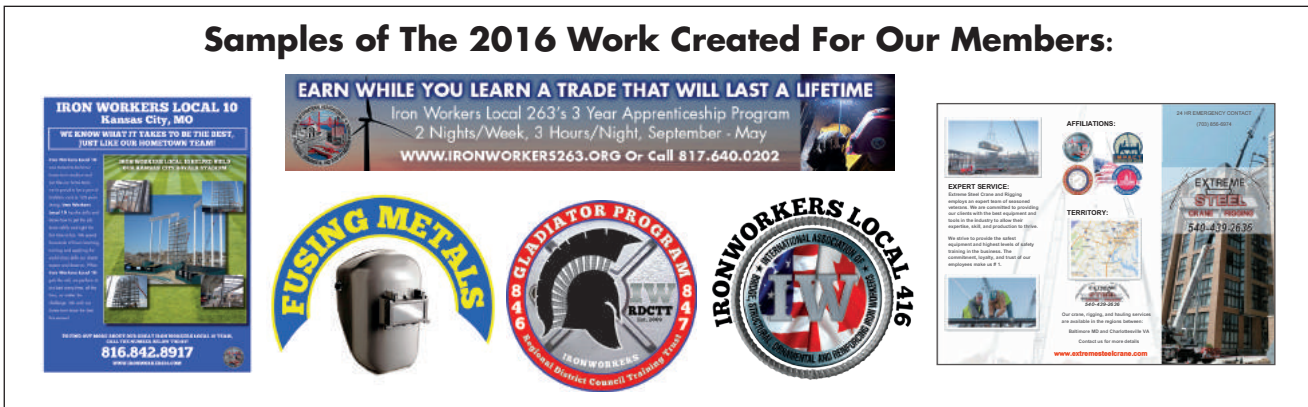
PROGRAMS & SERVICES

WORLD-CLASS ADVERTISING, MARKETING, BRANDING & CREATIVE SERVICES

IMPACT understands that image is everything, and that is why IMPACT offers our membership world-class advertising and marketing services. Since 2014, IMPACT has helped polish, restore, upgrade and develop the image of contractors and locals across North America. Having an advertising and marketing professional on staff gives our membership the opportunity to take advantage of in-house services that would otherwise be out of their reach.

IMPACT offers a range of services, such as media purchasing assistance, branding, website development, communications strategies, collateral materials, logo development, radio and television concepts, voice-overs, custom videos and much more. Our goal is to save our members time and money. Customer service and attention to detail are both top priorities. We guarantee our members satisfaction with the work we provide, as we know that we are trusted to help each of our contractors and locals look their best in order to compete and get noticed for their amazing work. Below are just a few testimonials from individuals that have benefited from the services available to them.

Samples of The 2016 Work Created For Our Members:



2016 TESTIMONIALS

Thank you for the great work you did on the design and layout for the Solar brochure highlighting the work Red Cedar has done. I was able to pass them out to many new contacts I made at the SPI national convention in Las Vegas. I was impressed with how well they highlighted our work. I was also able to leave a stack with Kenny Waugh at the IMPACT booth to handout. I truly believe they will help us win more work and gain market share for union ironworkers in this new and exciting industry.

Pete Hayes
President
Red Cedar Steel Southwest

I want to thank you for the work that you do on the ads for Local 263. You always jump right on the them and knock them out, because there is always a deadline to meet. I used to have to come up with this stuff myself. I am sure glad that the International hired you. Please let me know if there ever is anything I can do for you!

Ron Smitherman
FST/BM
Local 263 (Dallas/Ft. Worth, Texas)

I would like to thank you for a job well done on my Washington Construction Company business cards. I really like the way they came out and I have received numerous compliments. Again, thanks for all of the hard work, dedication and attention to detail that you displayed through your professionalism and your talents.

Walter Washington
President
Washington Construction Company, LLC

Some more services that the Advertising & Marketing

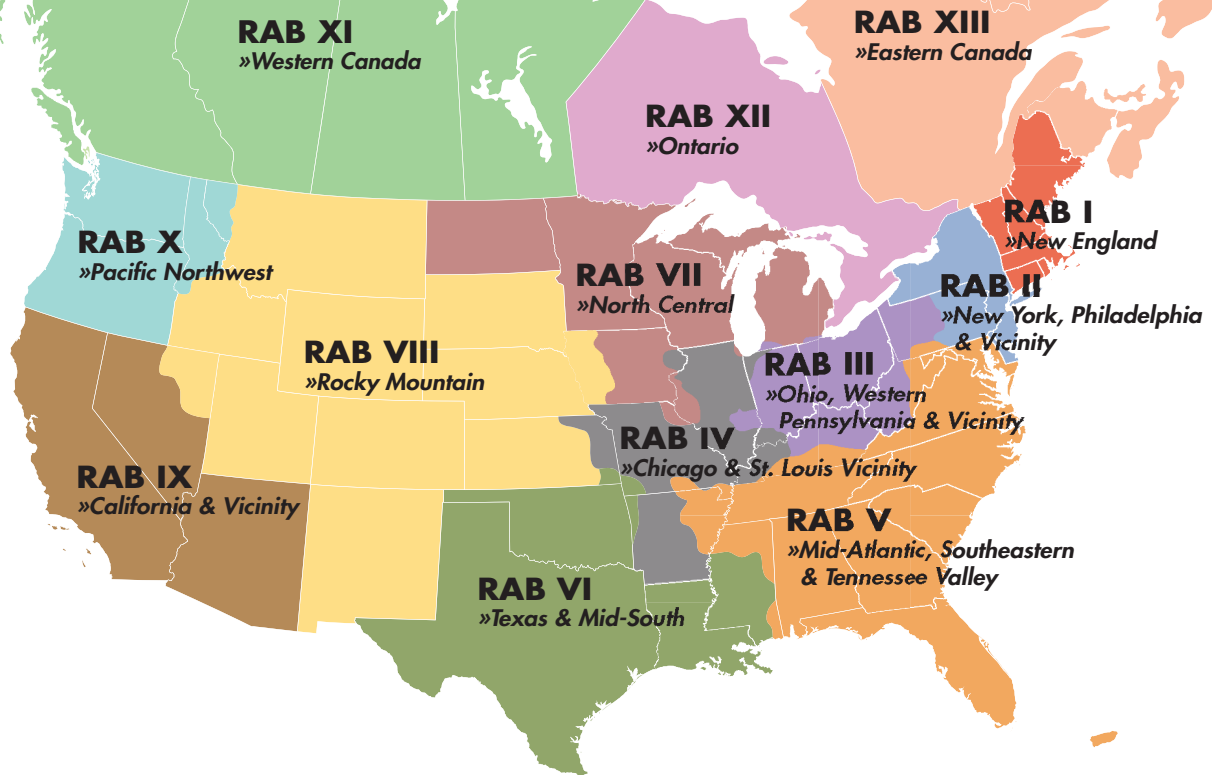
- Two Fold or Tri-Fold Brochures • Two fold or Tri-Fold Jackets • One Sheets • Tri-Folds • Logo Development • Website Development Program
- Event / Meeting Invitations (print or email) • PowerPoint Presentation Templates • Email Signature Graphics
 - Organization Taglines / Slogans • Official Letterhead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

Contact Joseph Matos, Director of Advertising, Marketing, Branding, and Creative Services at jmatos@impact-net.org today to schedule a meeting to help market your organization effectively.



Experience, insight, determination and commitment to safe worksites and quality output is what motivates the five regional directors of IMPACT. With oversight of the programs and services offered by IMPACT and used by district councils, locals and contractors, the regional directors provide an important conduit between our contractors and ironworkers with a focus on growth.

IMPACT REGIONAL ADVISORY BOARDS



THE IMPACT REGIONAL DIRECTORS:

Kenny Waugh, James McGuire, Bert Royer, Zach Gorman and Mark Thomas each hold deep institutional knowledge about the Iron Workers and their contractors, the daily triumphs and challenges faced by ironworkers and strong business acumen. Their role in the administration of the 13 Regional Advisory Boards (RABs) is vital to the success of IMPACT's mission: supporting and fostering regional 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 14th year, IMPACT relies on its regional directors, the Iron Workers 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)

Zach Gorman

IMPACT Midwest Regional Director
202-394-0898 (phone)
zgorman@impact-net.org
RAB IV, VII, VIII
Member, Local 89
(Cedar Rapids, Iowa)

Jim Mcquire

IMPACT Western Regional Director
714-891-0004 (phone)
jmquire@impact-net.org
RAB VI, 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

Invested \$240,066 in You:

IMPACT invested in the construction of a new Apprentice Training Center in Hartford, Conn., that will be used by Iron Workers Local 15 (Hartford, Conn.) and Local 424 (New Haven, Conn.). All construction was performed by members of Local 15.

The region used grant money to fund a sponsorship for the 2016 Cushing Gavin Award, which epitomizes effective Labor/Management relations.

IMPACT reimbursed wages for 7 field foreman ironworkers who attended an Improving Construction Productivity course taught by FMI. These new skills will assist them in increasing productivity on jobsites.

Leading Ironworkers and Contractors Toward the Future:

- RAB I Strategic Planning Meeting – March, Berlin, Conn.



Welding Shop in the new Local 15 (Hartford, Conn.) training center

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

RAB II New York, Philadelphia & Vicinity

Stephen Sweeney, Labor Co-Chair
Joe Merlino, Management Co-Chair



Training structure purchased with grant money for Local 9 (Niagara Falls, N.Y.)

Invested \$867,994 in You:

The region awarded funding to Local 9 (Niagara Falls, N.Y.) to assist in purchasing portable welding machines for outdoor field training and job fairs.

IMPACT contributed to a New York City Building Trades media campaign to combat negative ads that are being run by unionfacts.com. The ads accuse Building Trades unions of racism and member abuse and are funded by non-union developers.

The region invested in upgrades to the Local 399 (Camden, N.J.) training facility, including an overhead projection system and upgrades to the welding shop.

Training For Your Success:

- Win More Work: Negotiating Strategies to Boost Market Share – October, Harrisburg, Penn.

Leading Ironworkers and Contractors Toward the Future:

- RAB II Executive Committee Meeting – May, Springfield, N.J.

RAB III Ohio, Western Pennsylvania & Vicinity

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

Invested \$484,352 in You:

The region funded repairs and upgrades to the Local 44 (Cincinnati) training facility.

IMPACT invested in marketing and advertising throughout the region to raise brand awareness, targeting general contractors, end users and facility plant managers.

Grant money was used for upgrades to the Local 292 (South Bend, Ind.) training facility, including a new roof, floors and siding, remodeled bathroom and upgraded meeting rooms.

Training For Your Success:

- Construction Contracting Business Fundamentals Academy Track 1 - January, Cleveland
- Safety Trained Supervisor Construction® (STSC®) Training Course – February, Canton, Ohio; April, Pittsburgh
- Construction Selling Skills – May, Youngstown, Ohio; July, Columbus, Ohio

Leading Ironworkers and Contractors Toward the Future:

- RAB III Meeting – October, Columbus, Ohio



Local 55 (Toledo, Ohio) used grant money to purchase a new forklift

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

RAB IV Chicago, St. Louis & Vicinity

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

Invested \$648,004 in You:

IMPACT helped fund the purchase of a battery powered track crane for the Local 10 (Kansas City, Mo.) training center. The crane will be used to conduct the Electric Power Research Institute's (EPRI) Standardized Task Evaluation (STE) Industrial Rigging course.

IMPACT invested in membership dues for the Transportation for Illinois Coalition (2016), which is comprised of business owners, professional organizations, contractors and labor representatives who have an interest in building and maintaining transportation infrastructure in Illinois.

The RAB used grant money to purchase a lift and storage receiver for the Local 444 (Joliet, Ill.) training facility.

Training For Your Success:

- Succession Planning for the Ironworking Industry: For Contractors and Fabricators – January, Chicago
- Getting Paid – March, Broadview, Ill.
- Safety Trained Supervisor Construction® (STSC®) Training Course – March & June, Kansas City, Mo.



New mini crane purchased for the Local 10 training facility

RAB V Mid-Atlantic, Tennessee Valley & Southeastern

John Cefalu, Labor Co-Chair
Victor Cornellier, Management Co-Chair



Grant money was used to upgrade the welding shop at the Local 402 (West Palm Beach, Fla.) training facility

Invested \$462,915 in You:

IMPACT reimbursed Local 397 (Tampa, Fla.) for promotional materials used at the Hillsborough County Schools Career Fair.

IMPACT contributed to lobbying and legislative efforts in the District of Columbia, Maryland and Virginia by the Washington Iron Workers Employers Association. These efforts addressed issues involving union contractors and the Iron Workers, such as misclassification of employees as independent contractors and prompt pay by general contractors and owners.

Local 28 (Richmond, Va.) received grant money to purchase 6 welding machines and electrical upgrades for their training facility.

Training For Your Success:

- Improving Communication Skills – December (2 classes), Orlando, Fla.

Leading Ironworkers and Contractors Toward the Future:

- RAB V Southeast Meeting – December, Orlando, Fla.

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

RAB VI Texas & Mid-South

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

Invested \$217,379 in You:

The RAB used IMPACT funding to provide welding classes to meet the high demand for welders. The training was held at Local 482 (Austin, Texas).

Also in order to meet the high demand for skilled welders, Local 263 (Dallas/Ft. Worth) used IMPACT funding to purchase welding booths for a new apprenticeship school.

RAB VI used IMPACT funding to assist participants with the National Commission for the Certification of Crane Operators (NCCCO) Rigger Level 1 and Rigger Level 2 certifications.

Training For Your Success:

- Construction Contracting Business Fundamentals Academy Track 1 – March, Houston
- Safety Trained Supervisor Construction® (STSC®) Prep Course – October, Arlington, Texas

Leading Ironworkers and Contractors Toward the Future:

- Gulf Coast Business Development Initiative Quarterly Contractor Meetings – January, Lake Charles, La.; June, New Orleans; November, Houston



RAB VI drug-free members hard at work

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

RAB VII North Central

Colin Millard, Labor Co-Chair
Peter Hayes, Management Co-Chair



New welding fume extraction system installed in the Local 8 (Milwaukee, Wis.) training facility.

Invested \$247,152 in You:

The region used grant money for materials and instructor training needed to certify Local 8 (Milwaukee) as an Electric Power Research Institute (EPRI) training facility.

IMPACT reimbursed the cost of Management and Unions Serving Together (MUST) module training for members of Locals 8 and 25 (Detroit) and funded training and facility upgrades for EPRI advanced rigging certification.

IMPACT also helped fund a new welding fume extraction system for the Local 8 training facility's weld shop.

Training For Your Success:

- Safety Trained Supervisor Construction® (STSC®) Prep Courses – April (4 Courses), St. Paul, Minn.
- Improving Communication Skills – November, St. Paul, Minn.

Leading Ironworkers and Contractors Toward the Future:

- RAB VII Meeting – May, St. Paul, Minn.
- RAB VII Michigan Meeting – October, Detroit

RAB VIII Rocky Mountain

Michael Baker, Labor Co-Chair
Jeff Green, Management Co-Chair

Invested \$167,978 in You:

RAB VIII used IMPACT funding to have a structural mock-up fabricated for the Local 24 (Denver) training facility in Kansas.

Grant money was used to purchase fall rescue and descent training equipment for all of the local union training facilities in the region.

IMPACT reimbursed Safety Trained Supervisor Construction® (STSC®) Training instructor wages and participant fees for prep courses held in February and June of 2016.

Training For Your Success:

- IMPACT Leadership Experience – April, Colorado Springs, Colo.
- Safety Trained Supervisor Construction® (STSC®) Course – August, Denver.
- IMPACT Leadership Experience – December, Colorado Springs, Colo



Fall retrieval equipment purchased with grant money for the Local 24 (Denver) training center to use in fall protection training

RAB IX California & Vicinity

Don Zampa, Labor Co-Chair
David McEuen, Management Co-Chair

Invested \$534,676 in You:

This year RAB IX used funds to purchase Curtain Wall Mock-ups for each training center in the region.

The region also used grant money to help create a documentary film on the trades highlighting the construction of the Wilshire Grand. The film will be used in media, at tradeshow and jobfairs and in classrooms throughout California.

IMPACT contributed to lobbying for *Build Better Los Angeles* and *Measure R Part 2*, which would increase funding for infrastructure and transportation and promote responsible building.

Training For Your Success:

- Safety Trained Supervisor Construction® (STSC®) Training Course – March, Henderson, Nev.; November, Anaheim, Calif.; December, San Jose, Calif.
- Construction Contracting Business Fundamentals Academy: Track 1 – January, Los Angeles
- Project Leadership and Project Management – October, Los Angeles
- Ironworker/Contractor Construction ProfitAbility© Program – October, Los Angeles
- Succession Planning for the Ironworking Industry: For Contractors and Fabricators – October, Oakland, Calif.

Leading Ironworkers and Contractors Toward the Future:

- RAB IX Executive Committee Meetings – February, Pasadena, Calif.; May, Sacramento, Calif.; September, San Diego



Participants in the Women's Pre-Apprentice Program

(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



The Erection Co./Local 86 (Seattle) ironworkers topping out on the Amazon Project

Invested \$332,094 in You:

RAB X used IMPACT funds to purchase total stations for every local training center in the Pacific Northwest.

The region also approved the use of grant money to reimburse employer representatives for attending a Succession Planning course held in Oakland, Calif.

RAB X continues to contribute to both lobbying efforts and employer advertising throughout the Pacific Northwest in order to positively effect legislation and increase market share for the Iron Workers and their employers.

Training For Your Success:

- Safety Trained Supervisor Construction© (STSC©) Prep Course – November, Seattle
- Improving Communication Skills – November, Seattle

Leading Ironworkers and Contractors Toward the Future:

- RAB X Executive Committee Meetings – April, Portland, Ore.; July, Spokane, Wash.; December, Seattle

RAB XI Western Canada

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

Invested C\$489,378 in You:

Grant money was used for Off Campus Exploratory Program expenses at Local 725 (Calgary, Alberta). The program is designed to give students the opportunity to experience ironworking in a safe and positive learning environment.

The region used grant money for a Go Productivity and GO-PAAD Skills and Competency Working Group Pilot Project sponsorship. This is an industry collaboration that will sharpen ironworker trade competencies.

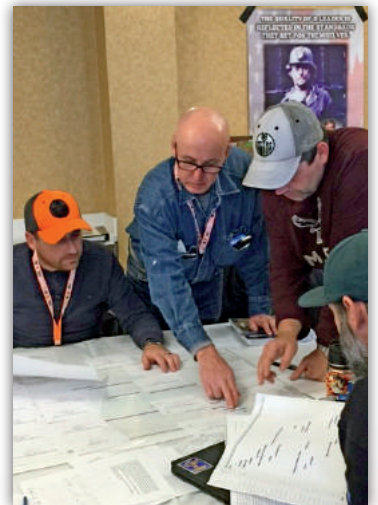
IMPACT provided funding toward the cost of a mobile training trailer for Local 97 (Vancouver, British Columbia).

Training For Your Success:

- Business Plans for Local Unions – June, Saskatoon, Saskatchewan
- Leadership Strategies for Contractors – June, Saskatoon, Saskatchewan
- Shop Supervisor Training for Ironworkers – June, Saskatoon, Saskatchewan
- Win More Work: Negotiating Strategies to Boost Market Share – October, Burnaby, British Columbia
- Superintendent Training – October, Edmonton, Alberta

Leading Contractors and Ironworkers Toward the Future:

- IW District Council of Western Canada Apprenticeship Competition and Contractor Fair – May, Vancouver, British Columbia
- RAB XI Executive Committee Meetings – June, Saskatoon, Saskatchewan; October, Burnaby, British Columbia



Small group discussion at a Superintendent Training 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

Invested C\$177,265 in You:

IMPACT provided funding for the development of a Canadian Reinforcing Steel Institute (CRSI) standard placing manual.

The region used grant money to conduct a Leadership Strategies course taught by FMI in Toronto, Ontario.

IMPACT contributed to Prompt Payment Ontario. This program's objective is to promote, advocate, supply and distribute information regarding Prompt Payment language and legislation.

Training For Your Success:

- Superintendent Training Course - January, Toronto, Ontario
- Construction Contracting Business Fundamentals Academy Track 1 – February, Mississauga, Ontario
- Job Profits Program – June, Mississauga, Ontario

Leading Contractors and Ironworkers Toward the Future:

- RAB XII Executive Committee Meetings – April & December, Toronto, Ontario



Apprentices training at the Local 736 (Hamilton, Ontario) training center

RAB XIII Eastern Canada

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



Nightshift ironworkers cutting out a bridge section on the Halifax Bridge. IMPACT funded special welder training for this project.

Invested C\$43,467 in You:

IMPACT provided funding to transport a mobile windmill turbine training trailer from Hamilton, Ontario to Halifax, Nova Scotia. The training trailer will be used to train members of Local 752 (Halifax, Nova Scotia) in torquing.

Grant money was used to reimburse Locals 842 (Saint John, New Brunswick) and 752 instructors for travel expenses incurred attending a Leavitt Machinery Telehandler Train the Trainer course in Edmonton, Alberta.

The region reimbursed members of Local 752 (Halifax, Nova Scotia) who trained in Rope Access. The skills learned will enhance their ability to work at heights and provide more job opportunities.

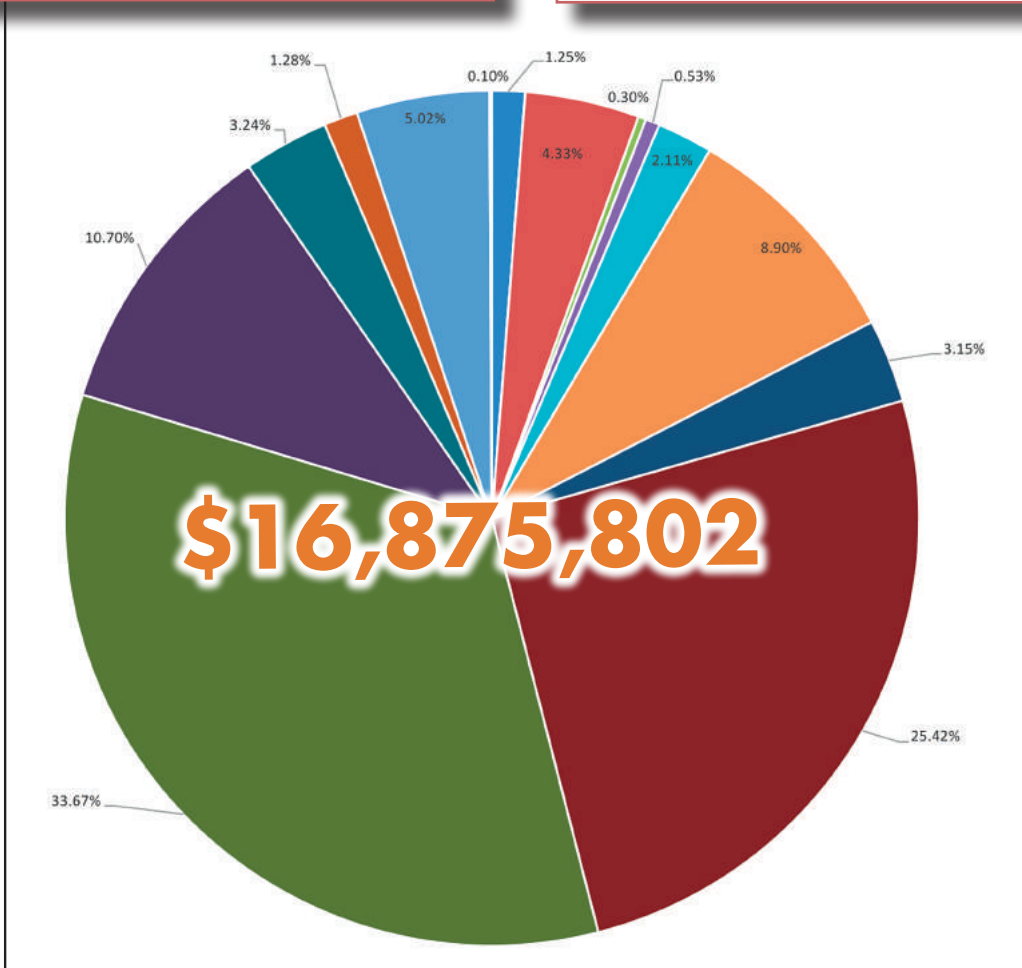
Leading Contractors and Ironworkers Toward the Future:

- RAB XIII Executive Committee Meetings – July, New Brunswick, Canada; November, Quebec City, Quebec

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

2016 EXPENDITURES

- Prevailing Wage Compliance
- Off-the-Job Accident Program
- Shop Dept. / Reinforcing Dept. / Certification Programs
- Transportation Workers Identification Credentials (TWIC)
- Online Tracking Systems
- Marketing / PR
- Business Development (Gulf Coast)
- Apprenticeship & Training Dept.
- RAB / Supplemental Grants
- Drug-Free Workforce
- Safety & Health Dept.
- Safety Trained Supervisor Construction® (STSC®)
- Contractor Training
- Mobile Training Trailers



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PROJECT OF THE YEAR



THE 2015 WINNERS



At the 2016 North American Iron Workers/IMPACT Conference, IMPACT Co-Chairs Eric Dean, general president of the Iron Workers (IW), and Bill Brown, chairman of Ben Hur Construction Co., presented the IMPACT Project of the Year awards to the top five projects completed in 2015.

The first-ever Project of the Year awards were presented last year, and now they cover five different areas of the ironworking industry: Bridge/Structural; Architectural/Ornamental; Fabrication; Industrial/Rigging/Machinery Moving, and Reinforcing.

The IW and IMPACT are very proud of the fine work displayed in all of the submissions. It was certainly not an easy task to select the winner of each category, and the panel of independent judges deliberated for many hours before making their decisions.

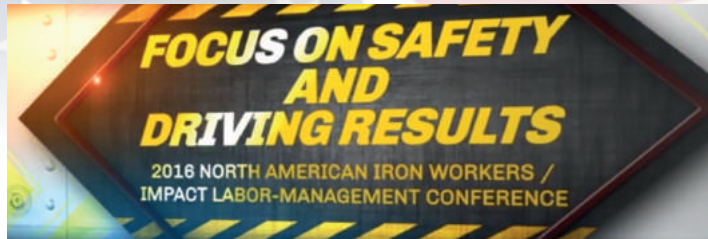
The deciding panel consisted of Ted Sheppard, vice president of The DuRoss Group; Eric Waterman, former chief executive officer of IMPACT, and Tad Kicielinski, retired general vice president of the IW and a former regional director of IMPACT. Taking home the top prizes this year were:

- **Bridge/Structural:** Koch Skanska, Inc. / IW Local 40 (New York) - World Trade Center Oculus Project
- **Architectural/Ornamental:** Enclos Corporation / IW Local 5 (Washington) - National Museum of African American History
- **Reinforcing:** West Wind Reinforcing / IW Locals 846 and 847 - Dupont Ileminte Silos
- **Industrial/Rigging/Machinery Moving:** National Steel City, LLC. / IW Local 92 (Birmingham, Ala.) - Gorgas Civil Prime Contract/Pants Leg Project
- **Fabrication:** Waiward Capital LTD. / IW Locals 720 (Edmonton, Alberta), 725 (Calgary, Alberta) and 805 (Calgary, Alberta) - NWR Sturgeon Refinery

“Across the board, we saw a serious focus on safety,” said IW General President Eric Dean. “These projects and project leaders made safety the first and last point of concentration each and every day.”

For more information about the Project of the Year awards, please visit bit.ly/IMPACTProjects or call 800-545-4921.

A LOOK BACK AT THE 2016 CONFERENCE



More than 1,100 ironworkers, contractors and business owners gathered in sunny Orlando to celebrate safety in the construction industry and to discuss best practices and innovative ideas at the North American Iron Workers/IMPACT Conference February 28 - March 2, 2016. This year's record-breaking attendance demonstrates the commitment of owners, contractors and ironworkers alike to cooperative practices and the value of IMPACT's programs.

The conference is IMPACT's showcase, where the Iron Workers (IW) and their contractors exhibit their expertise: unparalleled safety, unrivaled quality and supreme productivity. The conference helps build new relationships and strengthen existing ones between ironworkers, contractors and end users.

"In today's recovering economy, it's increasingly important for all members of the industry – ironworkers, contractors and end users – to come together and work in a collaborative fashion," said IMPACT CEO Kevin Hilton.

This year's conference featured speakers and panels who engaged attendees with a variety of topics, ranging from retrospectives on ironworking careers, to safety certifications and the owner's role in driving results. Comprised of seasoned and emerging construction and business professionals, the speakers provided members with techniques for solving everything from basic problems, like securing qualified manpower, to monumental issues, such as ensuring a safe workplace. The diverse topics were beneficial to every level of construction or business professional.

Jaynie Smith, an author, internationally recognized business keynote speaker and CEO of Smart Advantage Inc., addressed attendees about determining and selling competitive advantages. Anirban Basu, chairman and CEO of the Sage Policy Group, spoke about economics and how they relate to the construction industry. And Stephen Lindauer, CEO of the National Maintenance Agreements Policy Committee (NMAPC) and The Association of Union Constructors (TAUC), recognized the IW's local unions, contractors and customers – the owners – who achieved world-class safety and received a NMAPC Zero Injury Safety Award.

Building North America
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2016 IMPACT ANNUAL REPORT

COMMITTED TO SAFETY & QUALITY



“When you focus on safety, the results follow. We have no higher commitment than our commitment to safety, and we make it a point of focus every step of the way,” said IW General President and IMPACT Labor Co-Chair Eric Dean. “Our next highest commitment is to quality, productive work, which is required to drive the results we consistently deliver.”

This year two ironworker armed forces veterans were chosen from each IW District Council to attend the conference. Veterans from across North America were recognized for their service, which has not only protected nations, but helped build them. And during Monday’s luncheon, attendees listened to disabled veteran and Colts Community Spokesperson Josh Bleill share his story of courage, hope and moving forward *One Step at a Time*.

During the first general session, IW General Secretary Ron Piksa announced the Key Performance Indicator (KPI) Golden Eagle Award of Achievement recipient, Local 512 (St. Paul, Minn.). This award recognizes excellence based on KPIs: 15 standards used by the IW as benchmarks for measuring and evaluating the performance of local unions throughout the United States and Canada. Since its inception in 2007, only 31 awards have been given.

“The bar is set extremely high to achieve a Golden Eagle Award – purposely so, because a lot of the KPI tasks are almost unachievable. But in ironworker fashion, our guys find a way to do it. This really shows the strength of management,” said IW General Secretary Ron Piksa. “To change structure in any organization, it takes everybody working together and a lot of hard work.”

IMPACT also honored 2015’s top projects with their Project of the Year awards, which were expanded this year to include 5 categories. The winning projects in each category were completed by the end of 2015, used creative solutions to make sure the jobs were done right the first time and had safety as the top priority.

“The successes of the Iron Workers and of IMPACT are directly related to the success of this conference and the commitment to excellence by our board of trustees, staff and partners,” said IMPACT Contractor Co-Chair and Chairman of Ben Hur Construction Company Bill Brown. “The attendance at this conference alone is confirmation of the value of our programs and the need in the market for what we do.”

3,000 Contractors 130,000 Ironworkers



National Museum of African American History and Culture

These are numbers you can't ignore: **3,000** Contractors, **157** Training Centers, **6,941** Certifications in 2016, **20,143** Certified Ironworker Welders, **19,735** Apprentices and Trainees, **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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