



2017 **IMPACT** ANNUAL REPORT

Building North America

Ironworkers and Employers Partner for Success



2019
NORTH AMERICAN
IRON WORKERS / IMPACT CONFERENCE
THE MIRAGE, LAS VEGAS
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Catch up with our latest news and enrich your understanding of the Iron Workers 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.

ANNUAL REPORT

Letter From The Co-Chairs

Eric Dean

*Ironworker Co-Chair
General President
Iron Workers*



Bill Brown

*Contractor Co-Chair
Chairman
Ben Hur Construction Co.*

As IMPACT Co-Chairs, we would love the opportunity to share our deepest insights on IMPACT with all our ironworker members and partner contractors. A large portion of our audience still has a limited understanding of IMPACT's offerings.

IMPACT is far more involved in the industry than one would imagine. IMPACT's efforts to be a catalyst for work opportunities have spurred growth in places that were inconceivable 14 years ago. IMPACT's Board of Trustees takes calculated risks to increase market share in the industry.

For example, the board approved a measure in 2017 to engage a firm to assist in a lobbying effort to save troubled pension plans. We believe in dignity in the workplace and having a secure retirement after years of hard work, and we intend to take every measure possible to ensure a dignified retirement for our members.

In addition, the board acted swiftly to ensure that ironworker women don't have to choose between having a healthy child and career. The Iron Workers (IW) Paid Maternity Leave program was greeted with great fanfare across the nation and around the world. It's just another example of the IW leading the industry.

This year, IMPACT began assisting local union business managers in developing business plans geared toward long-term success. Business plans not only provide local unions sound financial footing, but also helps them explore markets, allowing the leadership to develop strategies to capture those markets.

The ironworkers cannot go to work without our partner contractors bidding and securing projects. To grow our ranks and mitigate the risk of partner contractors struggling more than necessary, IMPACT offers professional development courses focused on best business practices. In 2017, IMPACT conducted 48 professional development courses ranging from Business Fundamentals Academy 1, a class all new and aspiring contractors must take, to Succession Planning focused on bridging the gap between baby boomer contractors and the next generation. These courses are open to all member ironworkers and partner contractors and have one goal: increase work opportunities.

Ironworkers erect wind turbines virtually every day. The board sought to expand our reach further to include off-shore wind projects. We secured the services of a firm focused exclusively on creating relationships with those building off-shore wind turbines. Many of the companies building off-shore wind mills are not based in the U.S. or Canada, making the challenge that much greater. But we will not wait for the work to come to us.

We would be remiss if we fail to thank the members of the IMPACT Board of Trustees for their dedication and service to the industry. We have representatives from companies with varied interests. We have steel erectors, rebar placers and ornamental contractors, as well as three Canadian contractors on the board. They are paired with the respective IW district council president, which may also be a general vice president. We have three "at-large" members whose service correspond with the roles of the IW general officers.

Many readers may not understand the fact that the members of the IMPACT Board of Trustees, comprised of equal numbers of ironworker and contractor leaders, have an obligation to leave their personal and business interests at the door when they enter the board room. Their mission in service is to ensure that each dollar is spent with IMPACT's mission of creating jobs for the ironworkers and their employers in mind. Furthermore, they use their collective brainpower as contractors (many of whom are former ironworkers) and ironworkers to explore strategies and tactics that have not been employed before to create work opportunities.

The industry is watching us. Believe it or not, it is all too common for a contractor association not affiliated with us or another building trades union to tell us that our efforts have the attention of their membership and they are watching us closely. While it is flattering to hear those words, the bottom line remains that we must continue to keep our eyes on the growth necessary for the success of our ironworkers and partner contractors. Fortunately for us, IMPACT supplies many tools and resources to assist us in achieving that goal.

ANNUAL REPORT

A Letter From The CEO

Kevin Hilton

Chief Executive Officer
IMPACT



YOU WIN WITH PEOPLE!

IMPACT had an amazing year. The 2017 North American Iron Workers/IMPACT conference set another attendance record last year. It featured amazing speakers and served as a platform to launch the IMPACT-funded Iron Workers (IW) Paid Maternity Leave program. This one-of-a-kind program provides ironworker women with a safety net during pregnancy. The program allows pregnant ironworkers up to six months of paid leave and six weeks postpartum. The IW Paid Maternity Leave program launch was met with overwhelming media attention. The story appeared in leading news outlets such as the Washington Post, Buzz Feed, and National Public Radio. Media outlets from around the world including print, television and radio as well as social media simply exploded praising the IW and IMPACT for making such a groundbreaking move. More on this program can be found on page 14 of this annual report.

The IW Paid Maternity Leave program, a subset of the Off-the-Job Accident program, may have garnered the biggest splash this year but it was only one among many valuable programs IMPACT offers that are geared to be a catalyst to generate more work for the ironworkers and their contractors, setting them on a path for success. This annual report documents IMPACT's programs and services designed to reach that goal.

Whether it is the administration of the Off-the-Job Accident program or providing the Business Fundamentals Academy training course that teaches business basics to ironworkers and their contractors, none of it can be accomplished without the efforts of amazing and driven people.

Every organization experiences a degree of turnover and IMPACT is no different. Last year, Cindy Quiroz left IMPACT to launch a construction consulting firm. We wish her well in her future endeavors. We welcomed back Harvey C. Swift as a regional director based in Tulsa, Oklahoma. Harvey had worked at IMPACT under the guidance of Dr. Rick Sullivan before returning to Oklahoma to further his career at Bennett Steel. We consider our organization fortunate to have him back.

The regional directors remain the backbone of IMPACT, who meet with contractors and local union and district council officials on a daily basis. They act as liaisons between the field and the office in Washington. They are self-motivated, driven and professional. The Washington-based staff support the regional directors in their efforts better than any other association I have ever seen in my career. The level of professionalism and attention dedicated to customers is truly astonishing. I knew that we were on the right track last year in Ann Arbor, when an ironworker told me that his interactions with our staff made him feel like a member of the family.

We often reflect on our efforts and do not rest. Our existence is defined by our work and our sole purpose is to assist the ironworkers and their contractors in generating more work and exploring new markets. We will continue in the coming years to utilize every means at our disposal to achieve that goal. I sincerely thank you for your support for IMPACT and look forward to the day we dominate the construction and industrial maintenance markets.





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Making an IMPACT

IMPACT FUNDS:

- The Apprenticeship and Training Department • Development of all training materials, including state-of-the-art Superintendent Training • Annual Ironworker Instructor Training Program in Ann Arbor, Mich. • 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
 - Mobile training trailers across North America • Contractor access to training reference materials
 - Online Learning Center with 24 hrs/365 days-a-year access.

IMPACT ALSO FUNDS:

- Assistance for ironworkers who venture into business • The Countdown to Zero Incidents campaign and all associated marketing materials, including the Zero Incidents wristbands and Deadly Dozen posters • the IW Paid Maternity Leave Program • Prevailing Wage Compliance efforts • Training programs that focus on fabrication shop ironworkers and their employers • Department of Reinforcing Steel programs • The Iron Workers (IW) Safety and Health Department • Dozens of new welding fume extraction systems and welding booths in local union training centers • The Iron Workers - IMPACT Safety & Health Roundtable, which brings all the organizations in the ironworking industry together to address important safety and health issues in the industry
- The Off-the-Job Accident Program • Regional Advisory Boards (RABs)

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

- Courses for partner contractors at the annual Ironworker Instructor Training Program and other locations across North America, which ensures partner 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 to improve their project management skills, advance their businesses, increase productivity and become stronger leaders
- Safety Webcasts hosted by the IW Executive Director of Safety & Health
- Harassment and Discrimination Awareness modules
- Webinars on bonding, social media and paperless operation
- Growing a Business Webcast Series
- Learning Management System (LMS) to provide ironworkers and contractors with access to online eLearning courses

IMPACT supports brand marketing and participant engagement by funding:

- Marketing Skills for Ironworkers training course
- Promotional displays and recruitment at national conferences, job fairs and conventions
- Contractor/local regional marketing efforts and advertising in national trade publications, TV, Radio, digital and sports venues
- Website consultation, design and upgrading for local unions and participant contractors across North America

IMPACT invests in public relations to manage reputation by funding:

- Strategic communications including crisis communications for the Iron Workers (IW), IMPACT, business development initiatives, partner contractors and local unions

- Media relations to increase publicity and raise brand awareness
- Social media campaigns to tell the story of the ironworkers and their contractors
- Distribution of The Ironworker magazine to all contributing partner contractors
- Industry events

IMPACT supports leadership training by funding:

- The Ironworker Foreman Training and Ironworker Foreman Pocket Guide
- The Ironworker Superintendent Training 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 win more work by funding:

- Business development assistance for new contractors and existing partner contractors to explore underserved markets
- Project tracking to assist local unions and employers in identifying new construction and maintenance projects
- Infrastructure lobbying efforts around the country
- Transportation Worker Identification Credential (TWIC) subsidies for ironworkers to receive their cards at no cost
- A consultant for American Institute of Steel Construction (AISC) Erector or Fabricator Certification
- Lobbying efforts to oppose Right-to-Work legislation
- Assistance in obtaining Disadvantaged Business Enterprise (DBE), Veteran-Owned Enterprise, Woman-Owned Enterprise and Small Business Enterprise (SBE) certifications

Making an IMPACT in CANADA



IMPACT FUNDS:

- The Iron Workers National Training Fund (NTF) • Training materials developed in coordination with Canadian representatives • Annual Ironworkers Instructor Training Program • 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 partner contractors • Green Construction materials for ironworker training • Mobile training trailers across North America • Access to training reference materials for partner contractors • The distance learning prototype for training programs • Marketing and training programs for the Shop Department that help partner shops stay competitive and grow • Programs of the Department of Reinforcing Steel (partial funding) • The Iron Workers Safety & Health Department • The IW - IMPACT Safety & Health Roundtable, which brings all the major organizations in the ironworking trade together to address major safety and health issues • Project tracking systems to assist local unions and partner contractors in identifying new construction and maintenance projects to capture more work • Continued support for the Canadian Helmets to Hardhats program • Participation in Canadian business owner groups

EDUCATION

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

LOBBYING

- Major infrastructure lobbying efforts around the country to generate more work for the ironworkers and their employers
 - Lobbying against offshore fabricated steel

LEADERSHIP TRAINING

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

MARKETING/PARTICIPANT ENGAGEMENT

- Marketing Skills for Ironworkers training to retain existing contractors and grow contractor base • Website program to help local unions and contractors establish or upgrade their websites at no cost • Displays for industry promotion and recruitment at national conferences, job fairs and conventions • Funding for the Canadian Branding Initiative: "Better People, Better Built."

PUBLIC RELATIONS & COMMUNICATIONS

- Strategic communications including crisis communications for the Iron Workers (IW), IMPACT, business development initiatives, partner contractors and local unions • Media relations to increase publicity and raise brand awareness • Social media campaigns to tell the story of the ironworkers and their contractors • Distribution of The Ironworker magazine to all contributing partner contractors • Industry events

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

DEPARTMENT HIGHLIGHTS



Lee Worley

Executive Director of Apprenticeship and Training
Iron Workers

The Iron Workers (IW) National Training Fund (NTF) held its 33rd Annual Ironworker Instructor Training Program at Washtenaw Community College in Ann Arbor, Mich. last July. More than 750 instructors, coordinators, business managers, employers, contractors, special presenters, vendors and guests from across the United States and Canada attended the 2nd largest instructor training conference held to date. There were more than 100 new instructors and first-time attendees. The increased number of new instructors at this year's event indicated an increase in work opportunities and local union investment in training.

Related training materials and certifications are constantly being upgraded and developed. In the past two years, the NTF has reviewed and revised the reference manuals, student workbooks and instructor guides to ensure the ironworker members are receiving the latest and up-to-date work practices and techniques. With the new Learning Management System (LMS), which includes online testing, the IW apprenticeship & training department is doing its best to keep up with classroom technology.

The IW Rigging and Signaller Certification Program implementation is around the corner, and ironworker members will be able to demonstrate their experience and efficiency by completing a rigorous written and practical examination. The goal of the certification program is to eliminate the need for third party certifications that are cost prohibitive and not always transferrable or portable from one job to another.

The IW bi-annual apprentice competition and apprentice coordinators' meeting will be held September 19-23, 2018 at IW Local 512 (Minneapolis). The event will begin with a two-day coordinator meeting, where the participants will be given an update on new developments in the apprenticeship and training department followed by the apprentice competition, where the contestants from across North America will be tested in a range of capacities including a written exam, welding, burning, rigging, architectural and instrument reading, reinforcing and column climb. The shop apprentices will have their own competition, which will include a general knowledge, blueprint reading and math test followed by an intensive hands-on project.



Chris Burger

Wage Compliance Administrator
IMPACT

Some expected 2017 to be a transitional year for the U.S. federal Davis-Bacon prevailing wage. Such predictions missed the growing bipartisan consensus that America badly needs to rebuild its infrastructure with good, middle-class wages. It's not the time to gut wages and resort to low safety, training and pay standards.

At the Department of Labor (DOL), the focus is now on workplace development and apprenticeship with a "business-friendly," i.e. less punitive enforcement policy. Overall, the approach of DOL Labor Secretary Alexander Acosta might be considered open and pragmatic.

New wage surveys were underway including Pennsylvania, Vermont, New York, Tennessee, North Carolina, Michigan, Oklahoma, North Dakota, Nevada and Guam. In August, Chris participated in the DOL Seminar in Pittsburgh, part of a series of training events that resumed in 2017.

In September, he participated in the DOL's state of Vermont training and assisted with the BCTC training in Burlington, N.J. He conducted strategic training meetings with Iron Workers (IW) Locals 417 (Wallkill, N.Y.) and 12 (Albany, N.Y.). In October, Chris attended the Tennessee Valley Authority annual BCTC conference and assisted in training with North America's Building Trades Unions (NABTU). He also conducted training at Local 492 (Nashville, Tenn.) and Local 167 (Memphis, Tenn.).

Chris participated in the annual National Alliance for Fair Contracting conference in Nashville, Tenn. including the Advisory Board and regular Board meetings. He attended the 43rd Annual North Dakota Building Trades Convention in Fargo and visited Local 512 (St. Paul, Minn.) and the DOL.

In October, he attended the Illinois Prevailing Wage Council Training Seminar near Chicago. He initially rescinded two unaddressed milestone wage board appeals. The ongoing efforts to defend the ironworker trade classification have come to fruition.

Chris met with the Construction Employers of America (CEA) and Vertical Infrastructure Alliance in Washington, D.C. He continued work with NABTU, participating in

DEPARTMENT HIGHLIGHTS

its Davis-Bacon regular and sub-committee meetings. He consulted the Washington-based CHOICE Foundation for Fair Contracting about a reinforcing ironworker wage case. He served as an instructor at the Iron Workers ACES Organizing Program and New Officers Seminar in Baltimore. He joined the IW department heads and representatives in a leadership training event in San Diego and attended the Organizers' Summit in Virginia. In June, Chris was invited to address the Mid-Atlantic District Council meeting in South Carolina. In July, he was featured at the Ironworker Instructor Training Program in Ann Arbor, Mich. For the tenth year, Chris assembled a top-shelf panel of wage enforcement officials for a well-received session at the 2017 Iron Workers/IMPACT Conference in San Diego.

Among various consultations with locals nationwide, he spotlighted an ERISA benefit AG fraud case filed by the Massachusetts Foundation for Fair Contracting and Local 12 (Albany, N.Y.). Rebuilding our infrastructure will require good wages for skilled ironworkers and a level playing field for fair contractors.



Steve Rank

*Executive Director of Safety
& Health*
Iron Workers

The 2017 ZERO Incident campaign commissioned by General President Dean features the Ironworker Safety Director Training Course (IWSTDC) as one of the programs designed to raise the standard of safety performance throughout the United States and Canada. The Iron Workers (IW) Safety and Health Department received an overwhelming response from members and contractor safety personnel in the U.S. and Canada. The IW offers this specialized, 30-hour course to ironworker members seeking a safety career with partner contractors. It has been offered in Ann Arbor, Mich.; Houston; San Diego; Toronto, Ontario; Philadelphia and Detroit since its conception in 2016.

Voluntary Industrial Hygiene Air Sampling Program

Per the 2017 ZERO Incident campaign, the IMPACT Board of Trustees approved funding for the IW Safety and Health Department to establish a voluntary industrial hygiene air sampling program for all shop and field partner contractors

throughout the United States and Canada. It is designed to provide professional industrial hygiene services to help evaluate harmful exposures to airborne welding fumes, metals, paints, solvents and other chemical compounds during common shop and field operations.

When protecting members from airborne welding exposures, several variables, such as base metals must be taken into consideration. Other variables that affect welding fume exposures and levels are directly tied to welding consumables and differences in outdoor and indoor environmental conditions. The program uses cartridges for evaluating welding fume exposures to determine action levels of the following airborne metals: Aluminum, Antimony, Arsenic, Barium, Beryllium, Cadmium, Calcium, Chromium, Chromium VI, Cobalt, Copper, Iron Oxide, Lead, Magnesium, Manganese, Nickel, Potassium, Sodium, Thallium, Vanadium and Zinc Oxide.

Ironworker Safety App by Capital Construction Solutions

The IW Safety Department launched the Ironworker Safety App in collaboration with Capital Construction Solutions (CCS). It is an important tool for ironworker safety directors and contractors to help improve company safety and health programs. The pilot program initiated with the help of contractors in the Pacific Northwest and New England states was instrumental in perfecting the app. It is an economical tool to help ironworker safety directors and contractors implement, maintain and document company safety programs.

The Ironworker Safety App is offered to partner contractors signing up between now and July 2018 for an annual fee of \$89 per user. The application is user-friendly and developed specifically for use by designated ironworker supervisors, such as foremen and superintendents and their companies. The application allows end users and project managers to monitor and implement daily project safety requirements on multiple projects through completion.

3M™ Safety Division, Ironworkers International and IMPACT Forge Partnership Agreement

3M™ Personal Safety Division, Iron Workers (IW) and the Ironworker Management Progressive Action Cooperative Trust (IMPACT) have formed a partnership to provide members, facilities and IMPACT partner contractors access to 3M product training, Personal Protective Equipment (PPE) and special services.

DEPARTMENT HIGHLIGHTS

"Falls in the construction industry continue to top OSHA's list of serious injuries and fatalities, said Paul Maturen, business development manager with 3M. "One of the key goals of this partnership is to help standardize safety practices using 3M PPE and fall protection training for more than 150,000 members and partner contractors. We also see this partnership as an opportunity to work with the IW Safety and Health Department to pursue new technologies and best practices to help achieve zero incidents."

Per the partnership agreement, 3M Personal Safety Division will work with the IW Safety and Health Department and the National Training Fund (NTF) to offer fall protection training courses for selected personnel in the U.S. In addition, 3M will dedicate a senior training specialist from 3M Fall Protection to serve as an instructor for the Ironworker Safety Director Training Course.

"With 3M's technical support, we are erecting new fall protection training structures equipped with a variety of 3M PPE products in many of our 157 facilities in North America," said IW Executive Director of Safety and Health Steve Rank.

National Fall Guard LLC is the national distributor, which will help expedite product orders and technical information. Please contact Kevin Holden with National Fall Guard, LLC at (C) 847.922.5262 or kevinh@nationalfallguard.com for product information and orders.

Taking the Lead in Ironworker Safety Supervisor Training

As part of General President Dean's 2018 Zero Incident Campaign, the IW is taking the lead in safety supervisor training to meet the demands of project owners, general contractors and partner contractors throughout North America. Many organizations and safety consulting firms offer supervisor training courses and certifications, however, they are not focused on common ironworker-specific hazards that foremen, general foremen and superintendents must recognize and manage in the field.

The IW Safety and Health Department received feedback from ironworker members and partner contractors about the need to address specific needs of the ironworking industry. In 2018, the IW and IMPACT are working on developing the Ironworker Safety Supervisor Course (ISSC) to better serve the needs of the ironworkers and partner contractors. The Safety and Health Department will work closely with the NTF to make the course available this year. The NTF is regarded as the best apprenticeship and training program in the construction industry, and it has the most sophisticated infrastructure to offer with 157 IW training facilities in the U.S. and Canada. A pilot program will be scheduled this year seeking valuable feedback from members and contractor safety representatives.

For more information, visit www.ironworkers.org or contact Christie Rose at (847) 795-1714 or crose@iwinl.org.

Ironworker Safety Director Training Course

As part of the Zero Incident Campaign commissioned by the Iron Workers (IW) General President Eric Dean, the IW Safety and Health Department developed the Ironworker Safety Director Training Course (IWSDTC) to address incident trends and improve the standard of safety performance. It was developed in response to contractors, owners and safety consulting firms expressing interest in employing ironworkers who have hands on experience and are qualified to manage safety duties and responsibilities as a company safety director. IMPACT funds the IWSDTC in keeping with its commitment to achieving zero injuries through training, education and raising awareness about the Deadly Dozen Hazards.

It takes special safety training and new skill sets to assume the role of a corporate safety director and manage safety programs for companies. There are many safety measures that must be routinely implemented to help recognize and prevent workplace hazards. The course focuses on routine

safety responsibilities that are set forth by federal, state or provincial, local and contractual standards. Participants learn about the responsibilities of a safety director from subject matter experts and experienced ironworker safety directors.

Safety guidelines and standards are not only necessary to prevent fatalities and injuries but they are the key to staying competitive in the construction industry. Project owners and contractors find the course extremely valuable in terms of preventing injuries and fatalities on the job site and reducing costly delays.

"We don't want our workers to rely on the contractors to provide safety training," said Chris Fought from General Motors at the Iron Workers - IMPACT Safety and Health Roundtable held in Washington D.C., in December 2016. "I'm really glad that the Iron Workers prepare their workers with productive training courses like the Ironworker Safety

DEPARTMENT HIGHLIGHTS

Director Training Course." "It's a godsend," said President of Red Cedar Steel Pete Hayes at the 2016 Iron Workers-IMPACT Safety and Health roundtable meeting. "It really makes a difference to have an ironworker managing their own safety".

Ironworkers make the best safety directors as they have hands-on experience in doing the work they manage and have an intimate understanding of the hazards. It allows them to combine their work experience with new safety skills. "Who better to take care of safety than an ironworker?" said IW Executive Director of Safety and Health Steve Rank. "They know the job and they know the dangers, and we have them bridge that gap between safety and the workers". Many course graduates have become successful company safety directors across the United States and Canada.

"Having the opportunity to be an Ironworker Safety Director and overseeing safety is a huge responsibility that I take very seriously," said Dave Otey, a 30-year ironworker veteran, IWSTDC instructor and the Regional Safety Manager with Rebar International, Inc. "To have the opportunity to apply 30 years of experience, all those best practices I learned over the years and knowledge as an Ironworker Safety Director and Ironworker Safety Director Instructor is just incredible."

"It's ironworkers leading ironworkers and ironworkers respect each other," added Dave Otey. "The most important thing about leading is to be able to walk alongside with those you lead. The best leaders do that and that's what we

do." Addressing participants to kick off the training course in Toronto, Ontario, IW General President Eric Dean said, "safety is everyone's job." "We want every ironworker to go home safe and unscathed every day. It's a realistic expectation and that's why I expanded our 'Zero Fatality' campaign to 'Zero Injury' campaign," he added. "I can't think of a better way to do it than ironworkers looking after ironworkers."

Safety is indeed everyone's job. The only way to effectively enforce safety regulations is to make it a part of the culture where everyone feels invested. Policies and procedures are necessary but they are not enough to ensure that everyone goes home safe. There must be a compelling reason to make workers want to follow safety regulations. Culture drives home what policies and procedures prescribe.

The old culture is changing and the ironworker safety directors are driving that necessary change.

The IWSTDC is now in its second year and has been a tremendous success, placing highly skilled ironworkers in company safety director positions across the nation.

The IWSTDC has revolutionized the way safety is managed on the job site with the concept of having ironworkers manage ironworkers' safety. It's creating a culture of safety on the job site.

For more information, contact Christie Rose at (847) 795-1714 or crose@iwintl.org.



PROGRAMS & SERVICES

INTERPROVINCIAL STANDARDS RED SEAL PROGRAM



Provinces and territories are responsible for trades training and certifications in Canada. Each jurisdiction has its own laws dictating which trades are designated for apprenticeship training and certification within their borders. The Interprovincial Standards Red Seal Program was established to standardize training and certification requirements across Canada. Trades approved for Red Seal status are called “designated Red Seal trades.” There are currently 56 designated Red Seal trades administered by the Canadian Council of Directors of Apprenticeship (CCDA).

Over the years, the Red Seal program has become the national standard of excellence for skilled trades. It is widely recognized and respected by the trades industry across Canada and internationally. Today it’s used for interjurisdictional collaboration to develop a certified, highly skilled and mobile trades workforce. A tradesperson with a Red Seal can work in any province or territory without having to re-qualify for the same skills as it’s “portable” or transferable.

The Red Seal endorsement is an advantage that opens doors to job opportunities. It is the highest qualification an ironworker can earn. There are three Red Seal standards that apply to the ironworking trade: Ironworker Generalist, Ironworker Reinforcing and Ironworker Structural/Ornamental. Red Seal examination is the final qualifying test of the Iron Workers Apprenticeship Program.

IMPACT funds Red Seal journeymen upgrade training.

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

ONLINE SAFETY TRAINING

Safety is IMPACT’s highest priority. IMPACT offers a wide range of training for its partners, including comprehensive safety courses.

California and Vicinity (formerly region IX), Pacific Northwest (formerly region X) and Heartland (formerly region VII) Regional Advisory Boards (RABs) offer online safety training for convenience. Courses are now available in English and Spanish.

ClickSafety, an OSHA-authorized provider, allows IMPACT partners to stay up-to-date on OSHA certifications and complete mandatory and optional safety courses in a timely manner. Members receive a full refund through IMPACT RAB grants upon completion. Since its conception, 30 locals have participated in the program and conducted over 670 units of safety instruction and reimbursed ironworkers and contractors \$33,000 for those classes.

Silica training courses covering compliance with the new OSHA silica rule and courses in trenching and rebar were added to the offerings this year.

“ClickSafety integrates important content into interactive exercises to increase safety awareness and promote a culture of safety,” said IMPACT Western Regional Director James McGuire. “A safe ironworker is a productive ironworker, and we want everyone to come home safely at the end of the day.”



Visit www.clicksafety.com/impact for more information. Please request a passcode from your local union or coordinator. A 20 percent IMPACT discount will be applied at checkout. Reimbursements are available through IMPACT regional grants upon completion. Please contact James McGuire for all inquiries via e-mail jmcguire@impact-net.org or phone at (714) 425-8214.

PROGRAMS & SERVICES

IRON WORKERS PAID MATERNITY LEAVE PROGRAM



IMPACT announced a groundbreaking Iron Workers (IW) paid maternity leave benefit at the 2017 Iron Workers/IMPACT Conference in San Diego. It is the first of its kind in the construction industry. It offers up to six months of pre-delivery and six weeks of Postpartum paid leave with two additional weeks for Cesarean deliveries. The challenges of physical work associated with the ironworking trade create unique health challenges that can jeopardize a pregnancy.

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

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

"I'm extremely excited about this policy, and I think it's going to help with retention of ironworker women and encourage them to build a career," said IW General Organizer Safety/Diversity Vicki O'Leary, who made the announcement during a panel focused on the role of women ironworkers. "It's one more step in achieving greater diversity in our trade."

The announcement was well-received by the ironworkers and contractors in attendance, and many ironworkers have claimed their benefits in 2017. "I'm carrying my third child and thanks to the paid maternity leave benefit, I'm able to pay my bills as if I'm still working and it's a huge relief," said Elizabeth Zaborowski from IW Local 512 (Hermantown, Minn.). "I don't have to hide my pregnancy or put my unborn child at risk anymore. I will be able to

go back to work after giving birth without having to worry about losing my job."

"We are very proud to be an agent of change in the industry," said IW General President Eric Dean. "It's about time we make our industry a level playing field for women and make diversity and inclusion a priority."

Not only does the benefit keep ironworkers from having to put their unborn children at risk, but it also helps the organization retain well-trained ironworkers. "When we first started talking about it, I wasn't sure how we'd pull it off and what it would cost, but we realized that it's an investment because we want our well-trained ironworker women to come back to work after pregnancy, said CEO of Ben Hur Construction Co. and IMPACT Co-Chair Bill Brown. "We invest millions of dollars in training a skilled, job-ready workforce."

The IW became a trailblazer in diversity and inclusion in the building trades with its announcement of the revolutionary paid maternity leave.

Please direct all claim-related questions to the plan administrator, Welfare and Pension Administration Service, Inc. (WPAS). Once a claim is processed, WPAS will mail a PIN number to the recipient. A PIN request form must be completed in cases where the recipient doesn't receive a PIN. Information about individual claims can be accessed by logging in to MyTrust Login at bit.ly/WPASLogin.

Visit bit.ly/IWMaternity for more information on the paid maternity leave benefit. For general inquiries, please contact Vicki O'Leary at 202 702-7828 or voleary@iwinl.org.

PROGRAMS & SERVICES

THE OFF-THE-JOB ACCIDENT PROGRAM

IMPACT developed the Off-The-Job Accident Program to give ironworkers peace of mind while recovering from injuries that occur off the jobsite. The program is designed to aid ironworker members with a short-term disability resulting from an off-the-job accident and help reduce compensation rates for partner contractors. The program supplements the short-term accident benefits of the injured ironworker member's health and welfare plan.

The benefit is the lesser of \$800 or 66.67 percent of the injured ironworker's weekly earnings for up to 6 weeks. Medical emergencies often break the bank and this program allows participants to rest a little easier while they recover. The Off-the-Job Accident Program has been bringing relief to members for over 5 years. 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 keeps them from digging a financial hole,"

said President of Iron Workers District Council of North Central States Mike Baker. "I applied for IMPACT's Off-The-Job Program benefit and received \$800 a week for six weeks," said Keith Williams, a member from Local 396 in St. Louis. "It saved me. It is a terrific IMPACT program."

Since its conception in 2009, it has helped 534 individuals and paid \$1,374,000 as of December 2017.

Visit IMPACT's website for more information about the program at bit.ly/IMPACTOTJ. Contact Kenny Waugh at (202) 383-4890 or kwaugh@impact-net.org for all inquiries.

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

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



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 exercises. The focus of the course 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 ironworkers and their contractors.

Managers instruct, while leaders influence and inspire. During the course, leaders learn to identify methods to communicate effectively with 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 diverse enough to apply to ironworker-employer relationships and targeted enough for participants to identify their own strengths and weaknesses through the course exercises."

The program will be conducted April 30 – May 3, 2018, and Sept. 24 – 27, 2018. To learn more about the IMPACT Leadership Experience and for all inquiries, contact your IMPACT Regional Director or Dr. Cindy Menches at 800-545-4921 or CMenches@impact-net.org.

Leadership Experience courses held in 2017:

- Colorado Springs, Colo. – May 1-4, 2017
- Colorado Springs, Colo. – September 25-28, 2017

PROGRAMS & SERVICES

PROJECT TRACKING IN 2017: DODGE PIPELINE AND INDUSTRIAL INFO RESOURCES

IMPACT works diligently to ensure that its programs are the best and most competitive in the industry. IMPACT's Project Tracking Program offers partner contractors, contributing local unions and district councils access to Industrial Information Resources' (IIR) Planning, Engineering and Construction (PEC) reports as well as Dodge Pipeline – both of which are vital tools they can use to build a pipeline of projects and customers.

IMPACT provides contributing local unions and district councils complementary access to Dodge Pipeline and IIR's PEC Reports. IMPACT partner contractors are eligible for complementary access to Dodge Pipeline and access to IIR's PEC Reports at a discounted rate.



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

According to the 2017 Dodge Outlook, U.S. construction starts are expected to increase slightly in 2018. It's predicted to be a 3 percent rise of \$765 billion. The Canadian permit value is expected to remain stable with a 1 percent increase of 83.7 billion.



IIR is a leading global industrial plant and project information and market intelligence provider covering power, oil and gas, manufacturing and heavy process industries. Since 2009, IIR has been providing IMPACT members complementary or discounted access to the IIR PEC database of industrial plants and project activity. In 2017, IIR added the Geolabor Analytics service to the IMPACT service package, making it possible to estimate ironworker supply and demand in the U.S. and Canada.

IIR's active project database in North America grew by 12 percent in 2017 with reporting details for 25,855 projects. The operational plant database grew by 8 percent, covering 56,755 plants. According to IIR's Project Spending Index, total project spending for the U.S. through October 2017 was \$205.8 billion, a 5.3 percent increase from last year. Canadian spending increased \$37.6 billion in 2017, a 45.5 percent increase from last year. As confidence in project spending continues, over 17,000 industrial projects are scheduled to start construction through September 2019 in the U.S. and Canada.

IMPACT members are eligible for complementary registration to attend the IIR's Industrial Spending Outlook events and other regional events as well as webinars throughout the year.

Please visit the IMPACT website at bit.ly/IMPACTTracking to sign up. Contact Susan Avery at (202) 383-4801 or savery@impact-net.org for all inquiries.

PROGRAMS & SERVICES

LIVE CONTRACTOR COURSES

In 2017, IMPACT continued to expand the number of expert-led, live professional development courses offered across the U.S. and Canada. Our experts include business development professionals from Smart Advantage, construction professionals from FMI, legal professionals from Smith, Currie & Hancock, and insurance experts from TrueNorth. The courses offered include:

- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business
- Succession Planning for the Ironworking Industry: For Contractors and Fabricators
- Project Leadership and Project Management
- IMPACT Leadership Experience
- Articulating Value: Identifying Your Competitive Advantages
- Improving Communication Skills
- Win More Work: Negotiating Strategies to Boost Market Share
- Getting Paid
- Bluebeam Revu Basics for Windows and iPads
- Measurement and Takeoff Using Bluebeam Revu Basic for Windows

These expert-led live contractor courses have received a high volume of positive feedback.

ARTICULATING VALUE: IDENTIFYING YOUR COMPETITIVE ADVANTAGES:

"This has been the most useful class I have experienced in my 35 years of classroom union experience,"
– **Leslie Hartman, Century Steel Erectors**

SUCCESSION PLANNING FOR THE IRONWORKING INDUSTRY: FOR CONTRACTORS AND FABRICATORS:

"The course was outstanding. Very well-presented and thought provoking in an environment that allowed for great discussion and a free flow of good ideas."
– **Roger Kramer, Pioneer Cladding & Glazing Systems, LLC**

For a complete listing of live professional development courses, visit bit.ly/IMPACTCourses. For all other inquiries, contact respective IMPACT Regional Director or Dr. Cindy Menches at 800-545-4921 or cmenches@impact-net.org.

TRADESHOWS & JOB FAIRS

IMPACT frequently exhibits at tradeshow and job fairs across the US and Canada to showcase skills and expertise of the ironworkers and their contractors. IMPACT participated in the following events to expand opportunities to make valuable connections with construction industry leaders:



Mark Oppold, RFD, interviews Lee Worley and Pascal Kateme



California District Council's joint booth with IBEW & NECA at Solar Power International in Las Vegas

- World of Concrete
- American Association of Community Colleges (AACC) Workforce Development Institute (WDI) 2017
- Construction Users Roundtable (CURT) National Conference
- North American Iron Workers / IMPACT Conference
- North American Steel Construction Conference (NASCC)
- Building and Construction Trades Department Legislative Conference
- Specialized Carriers and Rigging Association (SCRA) Annual Conference
- Steel Erector Association of America (SEAA)
- Engineering News Record (ENR) Ground Breaking Women
- Boy Scouts Jamboree
- SkillsUSA Techspo
- Solar Power International
- Construction Management Association of America (CMAA)
- Lean Construction Institute
- Future Farmers of America
- American Welding Society – Fabtech
- Power-Gen International

For more information, contact Kenny Waugh at
kwaugh@impact-net.org.

PROGRAMS & SERVICES

IMPACT FOR IW APP

The IMPACT mobile app continues to be a convenient and valuable resource for both ironworkers and contractors. It's available to download in both 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 status 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 Card 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 in to the app is easy! Contractors and Drug-Free Workforce designated reps can simply use their username and password for the IMPACT website. Ironworkers log in using their book number as the username and the first 4 digits of their social security number as the password.

To download the app, search for "IMPACT for IW" in iTunes and Google Play stores. For more information, call the IMPACT office at 800-545-4921.

TWIC REIMBURSEMENT

The Maritime Transportation Security Act (MTSA) requires the Transportation Worker Identification Credential (TWIC®) 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 the \$128 non-refundable application fee for ironworker members. In 2017, IMPACT reimbursed 685 ironworkers who obtained TWIC credentials for a total of \$85,828.

Employers and local unions 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 of payment to their local union 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 respective IMPACT regional director or David Fuson at (202) 383-4850 or via e-mail dfuson@impact-net.org for all inquiries. For more information on TWIC, please visit the Transportation Security Authority (TSA) TWIC website at www.tsa.gov/for-industry/twic.



PROGRAMS & SERVICES



SUPERINTENDENT TRAINING FOR IRONWORKERS

As first-line job site supervisors, ironworker superintendents are a critical link between the production process and making a profit. They represent the employer and ensure projects are delivered safely, on schedule and budget for maximum return on investment.

The IW superintendent course is for journeyman ironworkers who have completed foreman training or have experience as a foreman, general foreman or superintendent. Participants must complete level 1, which involves self-study coupled with online learning exercises, to qualify for group-based level 2. Those interested in registering for level 1 should contact their local apprenticeship coordinator for a copy of the manual. Participants must be sponsored by their local union, training center or employer to complete level 2. The level 2 course focuses on the responsibilities of a superintendent and how to manage project schedules, the job site and safety. Participants learn communication skills, how to close out a project and basic construction finance and law.

"Superintendent Training has taken our ironworkers to a new level of supervision," said James Neeley, senior superintendent with Walsh Construction Company in Illinois. "It helped us transform ironworker superintendents to project superintendents."

"We are very pleased with the IW Superintendent Training material," said Dave Uguccione, superintendent with Walters in Joint Venture with Alberici Western Constructors Ltd. "It's not one of those 'show up and get your certificate' courses. It provides a foundation for what's required to oversee and organize jobsites and subcontractors."

IMPACT expanded the training program to Canada in 2016. In 2017, 833 participants completed level 1 and 675 completed level 2. The level 2 course was offered in San Jose, Calif. and Miami in the U.S. as well as Regina, Saskatchewan and Vancouver, British Columbia, in Canada.

For information on upcoming level 2 classes, visit the IMPACT website at bit.ly/superintendenttraining or check the training page in the Ironworker magazine. Please contact Michael Relyin at (202) 383-4804 or mrelyin@iwinl.org for all inquiries.

IRONWORKERS NATIONAL WELDING CERTIFICATION PROGRAM

Welding is one of the most sought-after, core competencies in the construction industry. The Iron Workers (IW) and its employer-ironworker partnership IMPACT are committed to supplying highly-qualified welders to close the skills gap. Administered by the IW National Training Fund (NTF) and independently verified by the American Welding Society (AWS), the IW/AWS Welding Certification Program (WCP) has stringent guidelines for testing facility accreditation and welder certification.

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

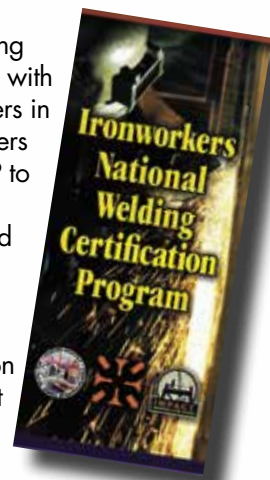
The WCP has 110 prequalified welding procedures, and it's in the process of adding 14 new procedures. It provides Welder Performance Qualification Records (WPQRs), making it possible to qualify welders in a variety of processes and positions to meet the needs of employers and demand in the industry. A welder certification card with a photo identification is issued every time an ironworker welder successfully passes a qualification test to allow easy verification of skills. The IW welding certification is transferable or "portable", allowing ironworker welders to move from one project to another without a need for requalification.

The program offers convenient online verification at www.welderscertification.org, allowing employers and end users to view or print a participating ironworker's WPQR to verify continuity. It eliminates the need for endless paperwork and offers a fast and efficient way to transfer information.

The IW has 122 AWS Accredited Training Facilities (ATFs) and 157 training centers with an army of 14,000 AWS certified welders in the U.S. and 5,000 CWB certified welders in Canada. The AWS oversees the WCP to ensure compliance. ATFs are required to pass an initial on-site AWS audit followed by another in 3 years. AWS conducts additional random audits as needed.

IMPACT funds the IW welder qualification and certification. There's no out-of-pocket cost to participants.

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



PROGRAMS & SERVICES

ANNUAL INSTRUCTOR TRAINING PROGRAM



The 33rd Annual Instructor Training Program was held in Ann Arbor, Mich. in July. The program strengthens local union apprenticeship and journeymen upgrade training programs by sharpening the knowledge and skills of instructors, apprenticeship coordinators, business managers and contractors. The National Training Fund (NTF) and IMPACT work to improve course offerings with new courses to stay ahead of the industry every year.

Nearly 800 coordinators, business managers, employers, contractors, vendors, guests and instructors from across the U.S. and Canada participated in the program. This year, 47 courses with 79 selections were offered including the following new courses:

- Advanced Welding Technologies: 20-hour course covering safety, inverter power source technology, waveform control, GTAW (steel, stainless, aluminum), FCAW-G (steel and stainless) with classroom learning and hands-on application.
- Advanced Layout and Total Station Training: 40-hour course updated to include point layout data from Autodesk CAD and BIM files.
- Foreman Training: 20-hour course updated to include an exercise built around a fictional project including project bid documents, specifications, drawings, and a Lego model of the White House.

It takes nearly 5 years of unyielding dedication to become a qualified instructor. Instructors must complete 220 hours of technical and professional development training to earn their Qualified Instructor Certificate. This year, 12 instructors were awarded certifications and 27 local training programs were recognized for renewal of their 5-year Ironworker Apprenticeship Certification Program (IACP). IACP evaluates every aspect of local union apprenticeship training programs.

IMPACT also offers contractor courses during the training program in Ann Arbor, Mich.



Bluebeam



Smart Advantage



Construction Contracting Business
Fundamentals Academy Track 1



Win More Work

PROGRAMS & SERVICES



IMPACT WINTER AND SUMMER PROFESSIONAL DEVELOPMENT TRAINING PROGRAMS

IMPACT offers a series of professional development courses for partner contractors and ironworkers. IMPACT's two semi-annual training programs take place annually in Henderson, Nevada and Ann Arbor, Michigan. They provide partner contractors and ironworker members opportunities to sharpen their skills, network, and energize their careers. Additional training events are offered every month in various locations around the U.S. and Canada.

IMPACT's Winter Training Program held in Henderson, Nevada in January responds to members' needs for educational opportunities during the slower winter work season. The program provides ironworker members with an opportunity to sharpen their skills in business, technology, leadership and communication while networking with other members and industry experts. The summer training program is offered in July at Washtenaw Community College in Ann Arbor, Mich. It is held in conjunction with the Ironworker Instructor Training Program.

See below for the 2017 winter and summer course offerings:

WINTER TRAINING PROGRAM IN HENDERSON, NEVADA



- Business Fundamentals Academy Track 1: Establish Your Business
- Project Leadership and Project Management
- Improving Construction Productivity
- Improving Communication Skills

SUMMER TRAINING PROGRAM IN ANN ARBOR, MICHIGAN



- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business
- Articulating Value: Identifying Your Competitive Advantages
- Bluebeam Revu Basics for iPads
- Bluebeam Revu Basics for Windows
- Measurements and Takeoffs Using Bluebeam Revu for Windows
- Project Leadership and Project Management
- Improving Communication Skills
- Win More Work: Negotiating Strategies to Boost Market Share

For more information, please contact Cindy Menches at (202) 383-4843 or via e-mail cmenches@impact-net.org

PROGRAMS & SERVICES

BUSINESS FUNDAMENTALS



IMPACT is committed to developing new and existing contractors. Starting a new business can be challenging. IMPACT launched the Construction Contracting Business Fundamentals Academy in 2015 to help ironworkers and new contractors successfully launch their businesses and win work.

It is a 5-day, intensive program designed for current and future ironworking contractors who want to develop or improve their fundamental business skills. The program focuses on the skills needed to launch a contracting business or strengthen an existing business.

Participants will learn how to find work, select an ownership structure, develop a business plan, prepare to obtain financing, set up an accounting system, collect money from customers, identify insurance requirements, understand contract terms and conditions and avoid problems that will compromise success. It provides the business foundation to strengthen a contractor's ability to be profitable during the early startup or transition phase of the company.

"The Business Fundamentals Academy was incredible! My husband and I learned so much invaluable information," said Shannon Opel from Superior Steel in Huntingburg, Ind. "We put together an action plan for next steps. It's not as easy as we thought to start a business. I'm very happy IMPACT offered this for us."

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

BUSINESS DEVELOPMENT

IMPACT offers its members the best resources in the industry to be competitive and increase market share. IMPACT walks small businesses through various small business certification programs. Obtaining a small business certification gives them a competitive advantage when bidding on government projects or projects requiring diversity. In addition, IMPACT works one-on-one with partner contractors, helping them to understand the financial health of the company by preparing financial ratios and comparing them with industry benchmarks.

The Gulf Coast Business Development Initiative executed a targeted strategy focused on regional work with a handpicked selection of engineering firms, large constructors and end users. Targeting capital projects, maintenance and operations support opportunities, and fabrication and modular construction packages while working through partner contractors yielded positive results, creating jobs for ironworkers and their contractors. The effort required marketing and networking within the industry at-large, end user communities, large engineering environments, and contractor groups. Working with the Iron Workers (IW) representatives and the local union business managers for the Gulf Coast region, the message was focused on building recognition for the organization's ability to train and certify safe, qualified and skilled Ironworkers, flexibility to work within the existing project execution plans of the customers, and pool of experienced contractors.

The initiative increased emphasis on marketing dual labor posture contracting strategies through direct selling and industry publications. To maintain IMPACT's commitment to smaller, local contractors, the initiative continued to develop joint

ironworker-contractor efforts of small maintenance teams in localized facilities. Marketing materials were developed, sales messaging was crafted and local opportunities and contacts were researched for those contractors. The initiative has gained momentum and is ahead of the second wave of projects, contributing to a strong positive outlook for market share growth in the Gulf Coast.

Great Lakes Business Development initiative was deployed in the summer to expand market share for partner contractors in the industrial sector.

Great Lakes District Council President Bill Dean and the local unions in the region invested in a business development team dedicated to opening doors for partner contractors in the industrial sector.

The team conducted extensive research using Industrial Info Resources (IIR) to identify industrial plants in their respective geographical regions. Due to the overwhelming number of industrial facilities identified, the search was narrowed down to plants that employed 100 or more employees. Each team member selected two contractors to represent and developed a "top ten list" of end users to target.

IMPACT invested time and resources to ensure success of the initiative. Elizarov Group has been coaching and training the team members. IMPACT staff members assisted in developing a website, creating collateral, project tracking, and social media campaign strategy. IMPACT will develop a communications plan once market research is completed.

PROGRAMS & SERVICES

BUSINESS DEVELOPMENT cont'd

Through the Great Lakes Business Development Program, Smart Advantage was contracted to develop competitive advantage statements and a brochure to be used to educate end users about partner contractors' competitive edge. Smart Advantage consultants provided a one-day training course on competitive advantage for the business development team and key stakeholders. IMPACT secured 4 months of Smart Advantage consulting services for the contractors being represented.

The team is using various methods including cold calls, emails, social media and industry events to educate and influence plant decision makers about the services and benefits of partner contractors.

In a short period of time, the team secured several meetings with representatives of contractors and end users. The initiative is beginning to yield results. For example, Somerset Steel placed bids on some projects with a new customer.

The Western Canada Business Development Initiative was launched in July. The goal is to create new employment opportunities for partner contractors in new construction including structural steel, reinforcing, curtain wall, plant maintenance, power generation, commercial and industrial construction, oil and gas and mining.

In December, a business development professional, Marty Eaton based in Edmonton, Alberta was hired to work full time connecting partner contractors with general contractors and end users in Western Canada.

Seventy industry partners converged in Calgary, Alberta, July 26-27, 2017 for the Western Canada Construction Industry Economic Forecast. Western Canada RAB's Co-Chair Darrell LaBoucan convened and former IMPACT Director of Business Strategy and Development Cindy Quiroz coordinated the event. The event drew end users, contractors, government representatives, economists, and ironworker leaders. At the event, prominent speakers such as Alberta Provincial Government's Assistant Deputy Minister of Economic Development and Trade Cynthia Farmer, Moody's Analytics Economist Paul Matsiras, Dodge Data & Analytics' Senior Economist Richard Branch and Ground State Market Solutions' James Wooten shared their insights on economic development projections affecting the industry.

Western Canada Business Development initiative is underway and expected to yield desired outcomes throughout 2018.

WEBCASTS & DIGITAL RESOURCES



IMPACT hosts the Growing a Business webcast series on its website covering topics designed to aid contractors in expanding their knowledge in business, strategy, leadership and legal topics such as listed below.

- Collecting Money and Getting Paid
- Financial Key Performance Indicators
- Small Business Certification and Contracting
- Succession Planning and Selling Your Business
- Crisis Communication on the Jobsite

The webcast series helps IMPACT partner contractors and ironworkers stay up-to-date and ahead of the industry. It's a convenient method for transferring ideas between ironworkers and contractors across North America and a perfect way to collaborate, share resources and build a community online. To view the webcast series, visit the IMPACT's website at bit.ly/BusinessWebcasts. Please check the events tab of the IMPACT website periodically for upcoming offerings.

In 2016, IMPACT launched its Ironworker Contractor University's Learning Management System (LMS) that provides ironworkers and contractors with access to online eLearning courses including OSHA 10, 30 and 200 courses on business, management, leadership and safety topics. Visit www.ironworkercontractoru.com to access the LMS. Contact Dr. Cindy Menches at 800-545-4921 or cmenges@impact-net.org for more information.

PROGRAMS & SERVICES



AISC STEEL ERECTOR AND FABRICATOR CERTIFICATION

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

The partnership between Ted Sheppard of The DuRoss Group Inc., Dan Kaufman and IMPACT provides ten hours of correspondence for IMPACT partner contractors interested in obtaining the AISC Steel Erector Certification and the AISC Fabricator Certification, followed by one day of complementary onsite advisory sessions.

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, setting partner contractors apart from the competition.

IMPACT partner contractors find the service extremely helpful. "We are grateful for IMPACT's 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 CEO of IMPACT Kevin Hilton. "Assisting them with the sometimes difficult process of becoming AISC certified ensures a pipeline of high-quality, knowledgeable contractors ready to tackle the largest projects in the country."

Courtesy of IMPACT, the AISC Detailer Training Series is now offered as a web-based training program at no cost. It provides an overview of the roles and responsibilities of steel detailers. Please visit bit.ly/AISC_Detailer or contact Cindy Menches at (202) 383-4843 or via e-mail cmenches@impact-net.org for more information.

Learn more about AISC Certification at www.aisc.org/certification. For more information IMPACT's AISC Certification Program visit bit.ly/IMPACTAISC or call 800-545-4921.

The American Institute of Steel Construction (AISC) is a non-profit technical institute and trade association established in 1921 to serve the structural steel design community and construction industry in the United States. The organization's mission is to make structural steel the material of choice by being the leader in structural steel related technical and market building activities, including specification and code development, research, education, technical assistance, quality certification, standardization and market development.

THE IMPACT WEBSITE PROGRAM

The IMPACT website program continues to help contractors and locals establish their presence in the digital age. IMPACT has secured the services of a renowned vendor to assist partner contractors and local unions in developing cutting-edge websites. IMPACT provides partner contractors and local unions with a choice of website templates, saving them time and money.

IMPACT makes the process as simple as possible and assists partner contractors and local unions throughout the development stage. This invaluable tool allows ends users to get a glimpse of partner contractors' portfolios and get a better understanding of suitable contractors to complete

their projects safely, on schedule. IMPACT receives requests for website development on a weekly basis.

With nearly 200 websites built, IMPACT is making updates to the website program to better serve its membership. Having an established digital footprint is of utmost importance today and it's a complimentary service available to the IMPACT membership.

Contact Joseph Matos at 202-383-4800 or jmatos@impact-net.org for more information.



PROGRAMS & SERVICES

ADVERTISING, MARKETING, BRANDING & CREATIVE SERVICES

Your brand reputation is everything, and that's why customer service and attention to detail are both top priorities for IMPACT. Since 2014, IMPACT has been assisting contractors and locals in building their brands, helping them look their best and tell their story visually to set themselves apart from the competition. IMPACT continues to provide world-class, in-house advertising, marketing, branding and creative services that appear in publications across North America – that would otherwise be out of reach for many contractors and locals. IMPACT offers a wide range of marketing services:

Brochures • Two fold or Tri-Fold Jackets • One Sheets • Tri-Folds • Custom Logo Development • Strategic Website Review and Development • Event/Meeting Marketing • Power Point Presentation Templates • E-mail Signature Graphics • App Strategy • Organization Taglines/Slogans • Official Letterhead Development • Business Card Development • Building & On-site Signage • Top Off Banners • Radio Script Development • Television Script Development • TV/Radio/ Sports Stadium Placement Contract Review & Negotiations • Advertising Media • Special Announcements • Contractor & Local Marketing Consultations and Strategy Development • Newsletter Templates • Videos • Video Production and more!

IMPACT's saves its members time and money, so they can focus on winning more work and expanding market share. Contact Joseph Matos at 202-383-4800 or jmatos@impact-net.org for more information.

TESTIMONIALS FROM THOSE THAT BENEFITTED FROM THIS WORLD-CLASS PROGRAM:

My new logo defines my brand and it's exactly what I've been looking for!

Bridget Booker
Owner
Reign Construction



Within 48 hours Joe Matos developed a forward-thinking strategic marketing plan that will help generate a deeper interest in our Gladiator Program.

Joseph M Simpson
Regional District Council
Training Trust
Training Director



Our new brand marketing brochure received compliments during presentations to owners. I could not be more pleased. We're sending the right message.

Bill Brown
Chairman
Ben Hur Construction



PUBLIC RELATIONS & COMMUNICATIONS SERVICES

Managing reputation is of utmost importance in the business world. It is critical for the survival and success of a business to consistently maintain a positive brand image to increase brand loyalty and equity. Public Relations helps develop a strong brand identity, raises brand awareness and increases brand recognition. PR employs primarily earned media and storytelling to manage reputation and therefore, PR strategies and tactics tend to be more cost effective. Earned media can be more challenging to secure – "Adverstising is what we pay for and PR is what we pray for."

IMPACT has added public relations and communications to its portfolio of services available to partner contractors and local unions. IMPACT develops strategic communications plans and messaging for partner contractors and local unions, increases media exposure through media relations, conducts website assessments, and assists with business development, crisis communications, PR branding, content marketing and social media. Increasing brand awareness and maintaining a positive brand image ultimately helps IMPACT partner contractors win more work and create jobs for the ironworkers. IMPACT has earned its contractors nationwide media coverage on their milestones. The launch of the Iron Workers Paid Maternity Leave Program received overwhelming national and international media attention.

For more information, contact Sara Schuttloffel at (202) 383-4885 or sschuttloffel@impact-net.org.

A FEW OF MANY 2017 MEDIA HIGHLIGHTS:

Forbes: Is America Falling Short On Skills? bit.ly/Forbes-Article

BuzzFeed News: Women Ironworkers Will Get Six Months of Paid Maternity Leave bit.ly/BuzzFeed-Article

The Washington Post: America's manliest industries are all competing for women bit.ly/WaPO-Article

National Public Radio (NPR) On Point with Tom Ashbrook: Women Workers and The Future of Manly Jobs bit.ly/NPR-RadioSegment

Construction Dive: A New Stronghold - How the Rise of Right-to-Work is Impacting Construction Labor bit.ly/ConstructionDive-Article

Inside Sources: Trump's Infrastructure Spending Pledge Attracts Labor Union Support bit.ly/InsideSources-Article

Construction Dive: CA adopts tougher reinforcing steel and post-tensioning safety standards bit.ly/CalOSHA-Article

FABShop Direct Magazine: Stockton Steel Sets Safety Record bit.ly/FABshop_Direct

Alberta Construction Magazine: There's a fresh approach to work site safety with Waiward Steel's MODOS competency management system bit.ly/Alberta_Construction

PROGRAMS & SERVICES

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 safer, more productive job site. The program provides training for reasonable suspicion and includes a member rehabilitation element supported by a certified medical review officer and a comprehensive contractor training component. The program keeps ironworkers safe and helps contractors and owners save money.

According to the Department of Labor (DOL), implementing a drug-free workplace testing program is proven to increase employee productivity and significantly reduce accidents. It helps lower absenteeism rates, workers' compensation rates, employee turnover and meet jobsite requirements. Employers with longstanding programs report better employee health.

The program works with pre-qualified, third-party administrators to manage the overall process of the program. It ensures testing compliance by state, proper administration of the random selection process, access to a large network of collection sites and collection site quality control.

Participation in the program continues to grow as partner 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, making it easier to put ironworkers to work in a timely manner. The SMDS includes the following benefits:

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

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

REFERENCE MANUALS FOR CONTRACTORS

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

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

- 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



Experience, insight, determination and commitment to safe worksites and high quality outputs are what motivate the five IMPACT regional directors. The regional directors oversee the programs and services IMPACT offers and serve as an important conduit between partner contractors and ironworkers with a focus on growth.

DAD IMPACT REGIONAL ADVISORY BOARDS



THE IMPACT REGIONAL DIRECTORS:

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

In addition, each RAB is guided by an Executive Committee comprised of an equal number of ironworkers and contractor representatives. Now entering its 15th 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 foster continued prosperity for all.

REGIONAL DIRECTORS

(Appearing in alphabetical order)



Zach Gorman

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202-394-0898 (phone)
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Member, Local 89 (Cedar Rapids, Iowa)



Jim McGuire

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Member, Local 3 (Pittsburgh)



Kenny Waugh

IMPACT Southeast Regional Director
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Southeast RAB
Member, Local 5 (Washington)

New England

Jay Hurley, Ironworker Co-Chair
David Hunt, Contractor Co-Chair

Grant Investments: \$362,782

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

The region contributed IMPACT grant funds to a collaborated effort with a few other trades to the Harvard Law School Labor and Worklife Program (LWP). The IMPACT grant will support work on "The Payroll Fraud and Underground Economy Project," which is an economic analysis of the impact of payroll fraud, an update of the influential 2004 Harvard study, and report on wage enforcement policy best practices in the country.

IMPACT reimbursed HB Welding for expenses associated with attending Erector Bootcamp Training. The company is currently AISC certified. The AISC program requirements recently changed and the training allowed the company to update the certification to meet new requirements.

IMPACT reimbursed a contractor representative for expenses associated with the Ironworker Safety Director Training Course in Toronto, Ontario.

Leading Ironworkers and Contractors:

New England RAB Meeting – September – Providence, RI



New England RAB Meeting, Providence, R.I.

New York/Philadelphia

Stephen Sweeney, Ironworker Co-Chair
Joe Merlino, Contractor Co-Chair



Filter bank for Local 12 (Albany, N.Y.) training center

Grant Investments: \$867,356

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

IMPACT allocated funds to install a new welding school and upgrade the structural, rigging, reinforcing and miscellaneous metals training programs in the new Local 12 (Albany, N.Y.) training center.

IMPACT reimbursed a foreman for required, field-specific American Welding Society (AWS) welder qualifications.

IMPACT invested in lobbying and legislative efforts pertaining to all ironworker-related issues within the state of New York.

Training for Success:

- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business – February – Philadelphia
- Ironworker Safety Director Training Course – August – Philadelphia
- Succession Planning for the Ironworking Industry – October – Philadelphia

Leading Ironworkers and Contractors:

New York/Philadelphia Regional Advisory Board Meeting – May – Syracuse, N.Y.

Great Lakes

Bill W. Dean, Ironworker Co-Chair
Darlaine Taylor, Contractor Co-Chair

Grant Investments: \$466,100

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

IMPACT grant funds were used to reimburse contractors in the region for costs incurred in securing background checks for ironworkers on their jobsites.

IMPACT reimbursed Local 44 (Cincinnati) for 20 iPads that will be used to train apprentices and journeymen.

IMPACT reimbursed expenses of 7 ironworker women who attended the Women Build Nations Conference (WBN) in Chicago. The WBN plays a key role in raising the morale and retaining ironworker women.

Training for Your Success:

- Smart Advantage - Competitive Advantage Workshops – March – Columbus, Ohio
- Thinking Strategically – September – Tipp City, Ohio
- Ironworker Safety Director Training Course – November – Wixom, Mich.

Leading Ironworkers and Contractors:

- Great Lakes Regional Advisory Board Executive Council Meeting – April – Columbus, Ohio
- Great Lakes Business Development Meeting/Training – May – Columbus, Ohio; October – Youngstown, Ohio
- Great Lakes Regional Advisory Board Meeting – June – Pittsburgh



Smart Advantage Class, Columbus, Ohio

Midwest

David Beard, Ironworker Co-Chair
Robert Hoover, Contractor Co-Chair

Grant Investments: \$655,846

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

IMPACT allocated grant funds to build a new training facility for Local 577 (Burlington, Iowa) that is centrally-located and meets requirements of the Ironworkers Apprenticeship Certification Program and American Welding Society (AWS).

IMPACT funded a structural mock-up for the Local 444 (Joliet, Ill.) training facility, to train a skilled and safe steel erection workforce for contractors. The local also purchased new welding machines with IMPACT grant funds to replace old models. It's a much-needed improvement for the local's AWS-accredited weld facility.

IMPACT allocated grant funds to set up a computer lab for pre-job, web-based training at Arkansas Nuclear One. It will help ironworkers in the region in meeting the requirements set under the Nuclear Promise.

Training for Your Success:

- IMPACT Leadership Experience – April and September – Colorado Springs, Colo.
- Improving Communication Skills – October – Denver

Leading Contractors and Ironworkers:

- Midwest RAB Meeting – January – Denver



New welders and fume extraction system at Local 577 training center

Southeast

John Cefalu, Ironworker Co-Chair
Victor Cornellier, Contractor Co-Chair



Leadership Strategies course participants, Jacksonville, Fla.

Grant Investments: \$657,019

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

IMPACT reimbursed Local 5 (Washington) for CWI training certification.

IMPACT reimbursed Local 492 (Nashville, Tenn.) for the installation of an up-to-date air ventilation system in the training facility that will ensure air quality for welders.

IMPACT reimbursed contractors in the region for expenses associated with background checks, fingerprinting and badging services required to gain access to jobsites.

Training for Your Success:

- Emerging Managers Institute – June – Upper Marlboro, Md.
- Improving Communication Skills – August – Tampa, Fla.; December – Upper Marlboro, Md.
- Leadership Strategies for Contractors – November – Jacksonville, Fla.
- Superintendent Training for Ironworkers – December – Ft. Lauderdale, Fla.

Leading Ironworkers and Contractors:

- Gulf Coast Business Development Initiative Quarterly Contractor Meeting – February – Birmingham, Ala.
- Southeast RAB Executive Committee Meeting – August – Nashville, TN

Southwest

Marvin Ragsdale, Ironworker Co-Chair
David Bennett, Contractor Co-Chair

Grant Investments: \$140,648

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

IMPACT funded the Iron Workers District Council of Texas and Mid-South States Apprenticeship Competition.

IMPACT funded the Southwest Safety Assessment Program, which has been instrumental in avoiding liabilities and ensuring a safe workplace in the region. IMPACT secured the services of HazTek Safety Management, a renowned national safety and health management company in the industry, to evaluate partner contractors' safety infrastructure and policies to identify gaps that might potentially threaten their existence and worker safety.

IMPACT invested in welding shop updates at the Local 495 (Albuquerque, N.M.) training facility including welding machines, wire feeders and a new fume extraction system.

Training for Your Success:

- Articulating Value: Identifying Your Competitive Advantage – December – New Orleans

Leading Ironworkers and Contractors:

- Gulf Coast Business Development Initiative Quarterly Contractor Meeting – March – Houston
- Southwest RAB Meetings – January – Catoosa, Okla.; December – New Orleans



Texas and Mid-South States
Apprentice Competition



Texas and Mid-South States
Apprentice Competition

Heartland

Michael Baker, Ironworker Co-Chair
Peter Hayes, Contractor Co-Chair

Grant Investments: \$464,121

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

IMPACT invested in a JLG Aerial lift for the Local 67 (Des Moines, Iowa) training center. The lift will be used to train apprentices and journeymen for aerial lift certifications.

A new welding booth ventilation system was purchased for the new Local 383 (Madison, Wis.) training facility.

IMPACT reimbursed Local 89 (Cedar Rapids, Iowa) for 8 iPads that will be used to train apprentices and journeymen.

Leading Contractors and Ironworkers:

- Heartland RAB Meeting – March – Des Moines, Iowa



12,000 square foot warehouse with new equipment at new Local 8 (Milwaukee, Wis.) training facility

California & Vicinity

Don Zampa, Ironworker Co-Chair
David McEuen, Contractor Co-Chair

Grant Investments: \$587,768

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

IMPACT contributed to a litigation challenge to Arizona Revised Statutes 34-321, which prohibits municipalities from engaging in any project labor agreements. It is a joint effort equally funded by the ironworkers, electricians and pipefitters.

The region purchased curtainwall mock-ups for each training center, enabling locals to train members to install curtain wall using the latest techniques and materials.

IMPACT helped fund efforts to prevent passage of Los Angeles County Ballot Measure S, an anti-development measure that would hurt the construction industry in Southern California.

Training for Your Success:

- Ironworker Safety Director Training Course – February – San Diego
- Superintendent Training for Ironworkers – March – Milpitas, Calif.
- Project Leadership and Project Management – May – Torrance, Calif.
- Improving Construction Productivity – August – Torrance, Calif. and San Jose, Calif.

Leading Contractors and Ironworkers:

- California & Vicinity RAB Executive Committee Meetings – February – Pasadena, Calif.; May – Sacramento, Calif.



New Curtain Wall Mock-up at the Local 433 (Las Vegas) training center

Pacific Northwest

Steve Pendergrass, Ironworker Co-Chair
Jeff Ilensine, Contractor Co-Chair



Local 86 (Portland, Ore.) and 14 (Spokane, Wash.) exhibit at the NSBA Tradeshow

Grant Investments: \$283,699

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

A 10x10 metal building mock-up was purchased for the Local 732 (Helena, Mont.) training facility to enable members to train on the proper installation of metal buildings.

IMPACT invested in CPR training equipment for Local 751 (Anchorage, Alaska).

IMPACT invested in a TIG welding machine for the Local 516/29 (Portland, Ore.) training facility. Local 516 received several requests for training on TIG welding procedures, and it will allow them to meet the needs of their employers.

Training for Your Success:

- Project Leadership and Project Management – June – Seattle
- Improving Construction Productivity – August – Seattle
- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business – September – Tukwila, Wash.
- Shop Ironworkers Supervisor Training – November – Portland, Ore.

Leading Contractors and Ironworkers:

- Pacific Northwest RAB Executive Committee Meetings – April – Portland, Ore.; August – Spokane, Wash.

Western Canada

Darrell LaBoucan, Ironworker Co-Chair
Ross Fraser, Contractor Co-Chair

Grant Investments: C\$120,828

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

IMPACT reimbursed a shop contractor for 50 percent of an ironworker-employer customer service train-the-trainer program.

IMPACT reimbursed 50 percent of the tuition for a partner contractor, who completed Masters Certificate in Project Management from Edwards School of Business.

IMPACT paid for CWB Level 1 Welding Inspector Certification Training at Local 771 (Regina, Saskatchewan).

Training for Your Success:

- Superintendent Training for Ironworkers – April – Regina, Saskatchewan; December – Burnaby, British Columbia
- Articulating Value: Identifying Your Competitive Advantages – October – Kelowna, British Columbia
- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business – November – Burnaby, British Columbia

Leading Contractors and Ironworkers:

- Western Canada RAB Executive Committee Meetings – March – Edmonton, Alberta; October – Kelowna, British Columbia
- Western Canada Business Development Program Launch and Construction Forecast – July – Calgary, AB Canada



Competitive Advantage course, Kelowna, British Columbia

Ontario

Kevin Bryenton, Ironworker Co-Chair
Jack Mesley, Contractor Co-Chair

Grant Investments: C\$305,343

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

IMPACT allocated funds to replace an existing ic801d Carry Deck Crane at the Local 736 (Hamilton, Ontario) training center. The updated training equipment will be used to expand hands-on training for apprentices and journeymen in structural steel erection, heavy machinery moving and itinerant operation training.

IMPACT invested in the ongoing engagement of the Ontario Provincial Government to advance better labor standards and access to funding for training. These efforts focus on improving the existing regulations and standards affecting both ironworkers and contractors bidding on work.

IMPACT paid for a virtual welder for Local 765 (Ottawa, Ontario) and training instructors to use it. The virtual welder will be used to train members for certification.

Training for Your Success:

- Succession Planning for the Ironworking Industry – October – Toronto, Ontario

Leading Contractors and Ironworkers:

- Tri-Council & RAB Labour Management Conference – May – Niagara on the Lake, Ontario



Attendees at the Tri-Council & RAB Labour/Management Conference in Niagara on the Lake, Ontario

Eastern Canada

Jacques duBois, Ironworker Co-Chair
Brad MacLean, Contractor Co-Chair



Jacques duBois speaking at Local 711's (Montreal, Quebec) 70th Anniversary celebration

Grant Investments: C\$38,246

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

IMPACT funded scaffold training for ironworkers to enhance their ability to work at heights.

IMPACT allocated grant funds to Master Rigger Training certification for a new Local 752 (Halifax, Nova Scotia) apprenticeship training instructor.

IMPACT reimbursed attendees of the Safety Director Training course held in Toronto, Ontario, for expenses related to the training.

Training for Your Success:

- Project Leadership and Project Management – May – Halifax, Nova Scotia
- Win More Work: Negotiating Strategies to Boost Market Share – May – Halifax, Nova Scotia

Leading Contractors and Ironworkers:

- Eastern Canada RAB Executive Committee Meeting – October – Quebec City, Quebec

A LOOK BACK AT THE 2017 CONFERENCE

IRON WORKERS AND IMPACT CONFERENCE MAKES HISTORY IN DIVERSITY

Safety and diversity took center stage at the 2017 North American Iron Workers/IMPACT Conference in San Diego, March 17-22. The conference has consistently broken attendance records in the past few years and set a new attendance record with over 1200 attendees in 2017. Themed "Mission:Possible," the conference aimed to build bridges to strengthen relationships between end users, contractors and ironworkers, serving as a platform to share innovative ideas and build partnerships for mutual success. "Iron Workers/IMPACT Conference is the premium industry event for ironworkers, contractors and owners," said IMPACT CEO Kevin Hilton. "The level of interest we've seen in IMPACT and the conference this year is truly a testament to the value of our programs."

Safety was a recurring theme in the general and breakout sessions. "We are expanding our safety department to improve and uphold our Standards of Excellence. We want to emphasize not just safety and health but also diversity and inclusion," said General President of the Iron Workers (IW) Eric Dean addressing the general session. "As per our Zero Incident Campaign, we want to make sure every ironworker goes home intact at the end of every day and we will not stop until we maintain a record of zero incidents on all of our job sites. We want to maintain a culture of safety and quality."

Owners' panel focused on safety and productivity and the importance of contractor-owner partnerships for safety. Maintaining a low incident record is key to staying competitive. "To get on the approved supplier list for the Dow Chemical Company or even to have a seat at the table, you must have an OSHA incident rate of 2.0 or below," said Sharon Hulan, acrylates production director, The Dow Chemical Company. "If you have an incident rate of one or below that makes you an even more attractive partner." Sharon further stated that establishing a culture of safety where no one says "it's not my job" is the key to maintaining a low incident rate. "Nothing is more effective than making everybody an ambassador for safety," said Hulan. She further noted that productivity, quality of craftsmanship and the ability to effectively collaborate with people to work alongside craftsmen are ideal qualities in partners.

An Iron Worker Safety Directors panel educated the audience on the benefits of having an ironworker safety director to manage company safety programs for contractors. Ironworkers make the best safety directors, as they have hands-on experience in doing the work they manage and have an intimate understanding of the hazards. It allows them to combine their work experience with new safety skills.

In addition to the educational breakout sessions, this year's conference featured a host of prominent speakers. During the general session on Monday, Dennis Randall from National Steel City and Chris Buckman from BMWC shared expert insights and experience on how to achieve zero safety incidents under challenging circumstances. Randall emphasized the importance of tracking and documenting all injuries and incidents to find root causes and remedy them. "You can't manage what you don't measure; safety cannot be something we just practice at work," said Randall, stressing the importance of following S.A.W.H.O.R.S.E. – Safety at Work Home Office Recreation Safety Everywhere. During the general session on Tuesday, Chris Buckman from BMWC noted that policies and procedures are an absolute must but it is not enough because not everyone will "buy in." Keynote speaker James Benham, from JBKnowledge, told general session attendees how amazing new technology can tremendously increase efficiency and elevate safety standards on the job site. "The construction industry is behind when it comes to technology," said Benham. "Technology is the future, and the best way to predict the future is to create it."



A LOOK BACK AT THE 2017 CONFERENCE

Continued

A lively panel of ironworker women on safety and diversity discussed the role of female ironworkers and unique challenges they face on the job site. "Be that one guy who makes it better for ironworker women on the job site," said the members of the panel. The panel ended with a groundbreaking announcement about the new IW paid maternity leave benefit. The IW General Organizer Safety/Diversity Vicki O'Leary was pleased to announce the first ever paid maternity leave benefit for female ironworkers in the building trades. The IW with IMPACT made history and became a pioneer in diversity and inclusion with the announcement.

The new IW paid maternity leave benefit offers up to 6 months of pre-delivery and 6 weeks of postpartum paid leave. Regardless of what was covered pre-delivery, the ironworker member will be eligible for up to six weeks of paid leave after the birth of the child and two additional weeks for Cesarean deliveries. The challenges of physical work associated with the ironworking trade create unique health challenges that can jeopardize a pregnancy.

"We are very proud to be the first to introduce a paid maternity program in the building trades," said General President of the Iron Workers, Eric Dean. "It's about time we make our industry a level playing field for women and make diversity and inclusion a priority."

Jodi and Monti Ellis from IW contractor Superior Steel in Kansas shared their success story of achieving phenomenal growth in a short time with the help of IMPACT's training, resources and tools at their disposal. They are on track to see over 1 million in gross revenue by the end of next year. Monte and Jodi Ellis attribute their success to IMPACT's training and resources.

During the general session on day one, Iron Workers General Secretary Ron Piksa announced the Key Performance Indicator (KPI) George E. Kratzer Acknowledgement of Excellence recipient, Local 8 (Milwaukee). The award recognizes local unions based on 15 KPI standards used as benchmarks for measuring and evaluating performance.

FirstEnergy Corp., Iron Workers Local 3 and Chemsteel Construction Company were recognized during the general assembly on the second day of the conference for safety excellence on the Bruce Mansfield Plant project, which earned them the most prestigious safety award in the construction industry – the Zero Injury Safety Award (ZISA). ZISA awards are based on consecutive number of hours worked without a recordable incident.

During the general session on Monday, the next generation of ironworkers were celebrated in an event dedicated to the 2016 apprentice competitors. The IW apprentice program is comprised of approximately 700 hours of classroom study and extensive on-the-job training.

The most impressive projects of 2016 were honored at the Project of the Year ceremony following the general session on day two. Winners in five categories received the prestigious award for cutting edge craftsmanship, innovative solutions and excellent safety records on their projects.



PROJECT OF THE YEAR 2016 WINNERS

IMPACT honored the best projects of 2016 in five categories during a luncheon on the second day of the 2017 North American Iron Workers/IMPACT Conference. During the awards ceremony, winning contractors, along with local business managers and customers, were called onto the stage to receive their award. IMPACT CEO Kevin Hilton presented the awards to the winners and they posed for a photo opportunity with IMPACT Co-Chairs, Iron Workers Union General President Eric Dean and Ben Hur Construction Chairman Bill Brown, upon receiving their awards.

Weeks before the awards ceremony, a panel of third-party, independent judges selected the winners after deliberating for many hours. The panel consisted of DuRoss Group Vice President Ted Sheppard, former IMPACT CEO Eric Waterman, retired IW General Vice President and former IMPACT Regional Director Tad Kicielinski. "There were an overwhelming number of impressive submissions this year, making it very difficult to choose," said Waterman. "The commitment to safety and quality on those projects was remarkable." Safety, quality and innovative solutions were the top criteria in selecting the five winners. "It is important to recognize our contractors and locals for their hard work and commitment to safety and quality," said IMPACT CEO Kevin Hilton. "Our hope is that they will serve as superior examples and inspirations, setting the bar high for all of our projects."

2016 PROJECT OF THE YEAR ARCHITECTURAL / ORNAMENTAL WINNER



**ENCLOS CORPORATION
IW LOCAL 580 - NEW YORK, NY**



625 WEST 57TH STREET

2016 PROJECT OF THE YEAR BRIDGE / STRUCTURAL WINNER



**SKANSKA
LOCAL 377 - SAN FRANCISCO**



TRANSBAY TRANSIT CENTER

2016 PROJECT OF THE YEAR FABRICATION WINNER



**WAIWARD STEEL, LP
LOCAL 720 & LOCAL 805 EDMONTON, AB CANADA**



CUTBANK RIDGE PARTNERSHIP SUNRISE PROJECT

2016 PROJECT OF THE YEAR INDUSTRIAL / RIGGING / MACHINERY MOVING WINNER



**WALTERS-ALBERICI JOINT VENTURE
LOCAL 771 - REGINA, SASKATCHEWAN**



K+S LEGACY PROJECT

2016 PROJECT OF THE YEAR REINFORCING WINNER



**HARRIS REBAR, NORTHERN, CA
LOCAL 118 - SACRAMENTO, CA**



SACRAMENTO RIVER (ANTLERS) BRIDGE (REPLACE)

2016 PROJECT OF THE YEAR WINNERS PHOTO GALLERY

ENCLOS CORPORATION
- 625 West 57th Street
(Architectural/Ornamental) WINNER



SKANSKA KOCH, INC.
Transbay Transit Center – TG07.1R Structural Steel Superstructure
(Bridge/Structural) WINNER



WAIWARD STEEL LP.
Cutbank Ridge Partnership – Sunrise 04-26 Project
(Fabrication) WINNER



2016 PROJECT OF THE YEAR WINNERS PHOTO GALLERY cont'd

HARRIS REBAR, NORTHERN, CA
Sacramento River (Antlers) Bridge (Replace)
(Reinforcing) WINNER



WALTERS, INC - K+S LEGACY PROJECT
(Industrial/Rigging/Machinery Moving) WINNER



WE LOOK FORWARD TO SEEING ALL NEW SUBMISSIONS IN 2018.

Project of The Year Opens October 1st and Closes on December 31st (midnight).

Go onto the **IMPACT** website to submit in your category:

Architectural/Ornamental

Bridge/Structural

Fabrication

Reinforcing

Industrial/Rigging/Machinery Moving

2018 IMPACT SUMMER TRAINING

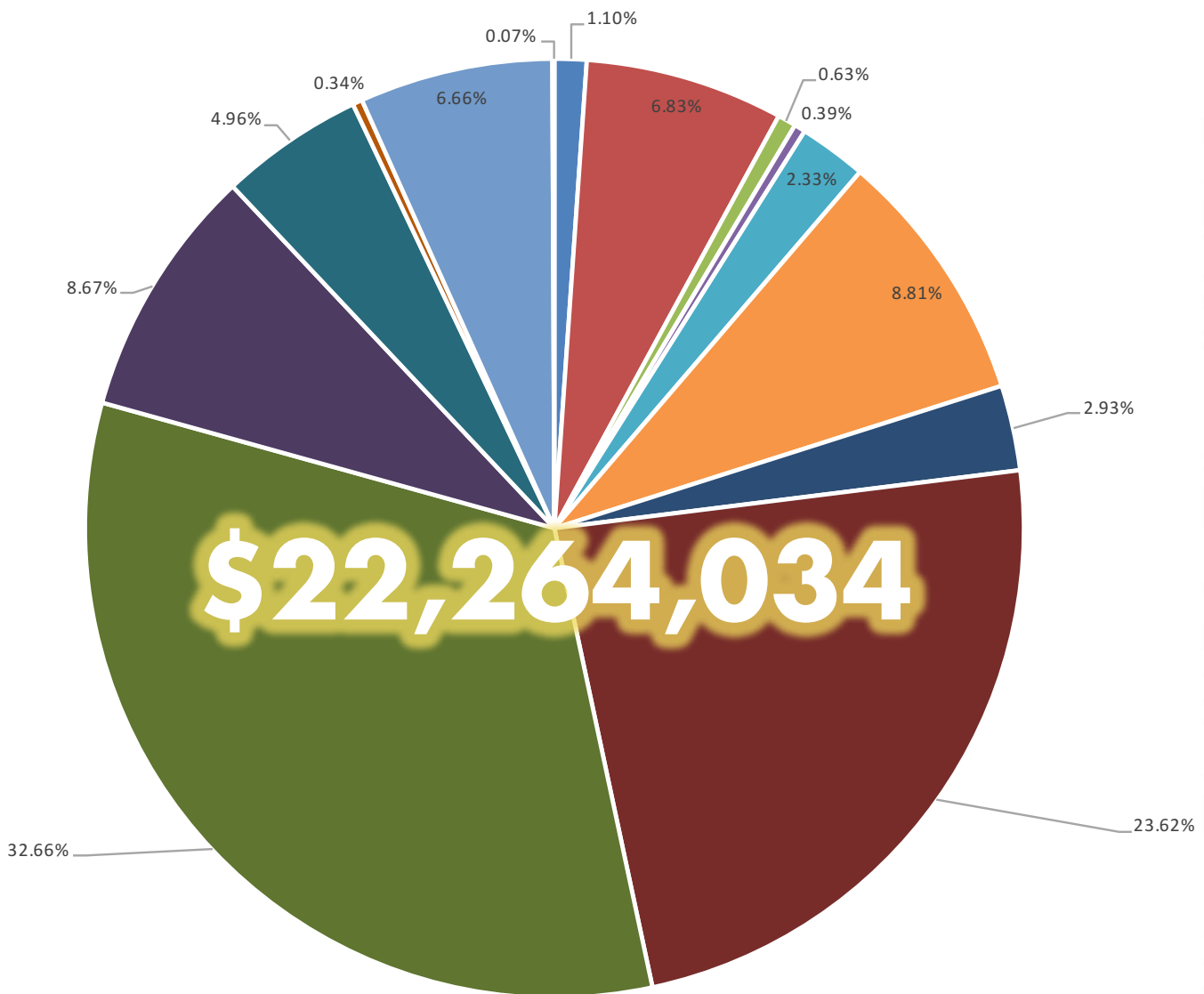
WASHTENAW COMMUNITY COLLEGE

ANN ARBOR, MICH.

Date	Course
July 16-20	Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business: This course is designed for current and future contractors who desire to develop fundamental business skills. Length: 5 days. Instructors: IMPACT Consultants
July 16-20	Advanced Layout and Total Station: Use drawings and apply principles of trigonometry and the Cartesian coordinate system to program and operate a total station. Length: 5 days. Instructors: Leica Representatives.
July 16	Introduction to Lean Project Delivery: Attain a broad awareness of the vocabulary, fundamental principles and basic practices of the Lean Project Delivery system. The course serves as a framework for learning how to apply Lean thinking and methods to deliver significantly greater value on. Length: 1 day. Instructor: IMPACT Consultant.
July 17	Introduction to Lean Project Planning: This course involves engaging exercises that enable participants to experience the contrast between traditional project management and managing of projects using the Last Planner System® of production control. Participants will experience how the Last Planner System® and Lean approach can help create and maintain reliable workflow on the project and provide a dramatically improved construction experience. Length: 1 day. Instructor: IMPACT Consultant
July 16-17	Project Leadership and Project Management: This course focuses on how to provide both project leadership and project management. Explore the differences between project witnesses and project leaders and how contractors can foster those behaviors to build best-in-class performance. Length: 2 days. Instructor: FMI.
July 17	Bluebeam Revu Basics for Windows and iPads: Organize, mark up, edit and track comments in a PDF drawing set using a Windows computer or iPad. Manage documents using Studio Projects, collaborate in real time using Studio Sessions, and learn how Revu can help you organize and manage documents. Length: 1 day. Instructor: Bluebeam
July 18	Measurements and Takeoffs Using Bluebeam Revu for Windows: Use Revu's built-in measurement tools for takeoffs. Learn how to export data for estimation and perform efficient takeoff workflows using new measurement features in Revu eXtreme 2017. Participate in a demonstration of Steel Estimating Solutions' Steel Erection Bid Wizard. Length: 1 day. Instructor: Bluebeam
July 18-19	Lead With Respect: Building a great organization requires effective leadership, and leadership skills can be learned. A key, often misunderstood is what it means to "lead with respect." This course explores why leading with respect is essential to a successful organizational transformation, what respect looks like in practice, and how it impacts your people and drives them to implement lasting change. Length: 2 days. Instructor: Mike Orzen and Associates.
July 20	Improving Construction Productivity: Effective performance in the field results from working smarter not harder. This course will assist participants in identifying techniques for improving company processes and productivity. Length: 1 or 2 days. Instructor: FMI.

Registration opens soon – bit.ly/IMPACT-Events

2017 EXPENDITURES



■ Prevailing Wage Compliance

■ Off-the-Job Accident/Maternity Program

■ Shop Dept./Reinforcing Dept./Certification Programs

■ Transportation Workers Identification Credentials (TWIC)

■ Project Tracking Systems

■ Marketing/PR

■ Business Development

■ Apprenticeship & Training Dept.

■ RAB/Supplemental Grants

■ Drug-Free Workforce Program

■ Safety & Health Dept.

■ Safety Trained Supervisor Construction® (STSC)®

■ Professional Development Training

■ Mobile Training Trailers

Raising confidence across North America our Ironworkers are hired because they're the SAFEST in the construction industry



We're ready to build your next project. Here's why:

- ☒ We invest 90 million dollars annually to help contractors build and maintain owner trust.
- ☒ We produce around 20,000 of the safest apprentices in North America every year. Find out how to hire them.
- ☒ We supply contractors with over 21,000 certified ironworker welders annually who are ready now.
- ☒ We provide 3,000 safety-conscious contractors who match your needs and are ready to build your next project today.

Ironworkers.

SAFETY. QUALITY. PRODUCTIVITY.

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