



2018 IMPACT ANNUAL REPORT



**BUILDING
NORTH AMERICA**

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



NORTH AMERICAN IRON WORKERS/IMPACT CONFERENCE



**SHERATON GRAND CHICAGO
APRIL 14-17, 2020**

Table of Contents

- 2 - Letter from the IMPACT Co-Chairs
- 3 - Letter from the CEO
- 4 - IMPACT Board of Trustees
- 6 - IMPACT STAFF
- 7 - What does IMPACT do?
- 9 - Department Highlights
- 11 - Programs & Services
- 28 - Regional Advisory Boards
- 35 - Iron Workers/IMPACT Conference
- 37 - 2017 Project of the Year Awards
- 40 - 2019 IMPACT Summer Training Courses
- 41 - 2018 IMPACT Expenditures

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

Iron Workers and IMPACT on social media:

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

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

LinkedIn: www.linkedin.com/company/2870986

YouTube: www.youtube.com/ironworkersimpact

Instagram: www.instagram.com/theironworkers

Flickr: www.flickr.com/unionironworkers

Questions? Comments?

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

Cover Photo: Leadership Strategies attendees participate in a hands-on activity at an April course in Atlanta with Chris Tobiasson, apprenticeship coordinator, Iron Workers Local 387 (Atlanta).

ANNUAL REPORT

Letter From The Co-Chairs

Eric Dean

Co-Chair
IMPACT
General President
Iron Workers



Bill Brown

Co-Chair
IMPACT
Chairman
Penn Services
Chairman
Ben Hur Construction Co.



The Holy Grail at IMPACT has always been verifiable, objective results to prove our investment worthy. 2018 provided the first glimpse of data on work hours generated in places where we have not won work before. The increase in work hours resulted from a couple of different but exciting programs.

IMPACT's Professional Development Program helped many partner contractors blossom in 2018.

The flagship course Construction Contracting Business Fundamentals Academy set the path for other training designed to instill business acumen. We documented work hours generated by businesses that needed a boost in their practices and knowledge. It is exciting to see the acorn begin to transform from a seed to strong and stable tree.

Business development efforts were another reason for the increase in work hours. Through trial and error, we narrowed down on core activities that help us reach end users who have not yet employed our partner contractors and ironworkers. We noticed that hundreds of calls lead to dozens of face-to-face meetings, which then morph into bid requests and produce more work.

While our core programs, off-the-job accident, paid maternity leave, websites, public relations, media outreach and marketing remain strong, we wanted to generate some real-world, direct results in 2018 with our business development initiatives.

Regardless of our victories, we continue to face challenges. Our local unions and contractors must work more closely together than ever before. Construction and industrial maintenance industries continue to get more competitive. Together, through IMPACT, we will continue to grow the market share.



ANNUAL REPORT

A Letter From The CEO

Kevin Hilton

Chief Executive Officer
IMPACT



Our Biggest Challenge: Delivering knowledge and training to those who need it the most!

In 2018, IMPACT extended over 70 professional development opportunities with an average of five per month. These courses are designed to deliver key content and information that will change the course of businesses. We have objective proof that these events yield work hours.

But there is a problem. Only those who are very ambitious with a desire to succeed in their field tend to take IMPACT training courses.

2018 has been a turning point in terms of growing saplings from the seeds we planted. Mighty oaks will come in time.

2019 will be dedicated to changing people and organizations that are either “too busy” to take the training or “just don’t need it.”

In our experience, stable and highly successful contractors tend to immerse their staff in IMPACT professional development opportunities. They understand that the only way to grow their businesses is to stay fresh and adapt to rapidly changing times. IMPACT training is full of the most profitable contractors and productive ironworkers.

On the other hand, we see hardworking contractors constantly make sacrifices and struggle on a daily basis to keep their doors open. They often say that they are “too busy” to take advantage of the extremely valuable IMPACT training offered in their area. We intend to educate them about the value of such growth opportunities. We will do everything in our power to assist them in becoming strong and profitable, which will lead to more work hours for ironworkers and their employers.

Please take a close look at the upcoming training opportunities found under the “events” tab of the IMPACT website, and make time to invest in yourself and your business whether it is a contracting firm or a local union. It will change your life for the better.



Board of Trustees



ERIC DEAN
IRONWORKER
Co-Chair
General President
Iron Workers



WILLIAM BROWN
CONTRACTOR
Co-Chair
Chairman
Penn Services
Chairman
Ben Hur Construction Co.



RON PIKSA
IRONWORKER
At-Large Member
General Secretary
Iron Workers



BILL DEAN
IRONWORKER
At-Large Member
General Treasurer
Iron Workers



KEVIN BYRNES
IRONWORKER
At-Large Member
Chief of Staff
Iron Workers



ALISSA SCHNEIDER
CONTRACTOR
At-Large Member
President
Danny's Construction
Company, Inc.



WILLIAM MORROW
CONTRACTOR
At-Large Member
President / CEO
Morrow Steel
Erectors, Inc.



JEFF GREEN
CONTRACTOR
At-Large Member
President
Harris Davis Rebar



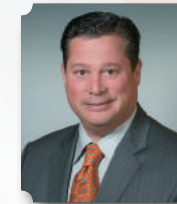
BERNIE EVERS
IRONWORKER
New England RAB
President
Iron Workers District Council
of New England States



DAVID HUNT
CONTRACTOR
New England RAB
President
Berlin Steel



STEPHEN SWEENEY
IRONWORKER
New York/Philadelphia
RAB
President
Iron Workers District
Council of Philadelphia
and Vicinity



JOE MERLINO
CONTRACTOR
New York/Philadelphia RAB
Vice President
BayShore Rebar, Inc.



WILLIAM WOODWARD
IRONWORKER
Great Lakes RAB
President
Iron Workers District Council of
Southern Ohio and Vicinity



DARLAINE TAYLOR
CONTRACTOR
Great Lakes RAB
Vice President
Century Steel Erectors



DAVID BEARD
IRONWORKER
Midwest RAB
President
Iron Workers District Council
of St. Louis and Vicinity



ROBERT HOOVER
CONTRACTOR
Midwest RAB
Vice President
Matrix North American
Construction



KENDALL MARTIN
IRONWORKER
Southeast RAB
President
Iron Workers
District Council
of Mid-Atlantic States



VICTOR CORNELLIER
CONTRACTOR
Southeast RAB
President
TSI / Exterior Wall Systems

Board of Trustees



MARVIN RAGSDALE
IRONWORKER
Southwest RAB
President
Iron Workers District
Council of Texas and
Mid-South States



DAVE BENNETT
CONTRACTOR
Southwest RAB
President
Bennett Steel, Inc.



PETER HAYES
CONTRACTOR
Heartland RAB
President
Red Cedar Steel
Erectors, Inc.



MICHAEL BAKER
IRONWORKER
Heartland RAB
President
Iron Workers District
Council of North Central
States



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



DAVE MCEUEN
CONTRACTOR
California &
Vicinity RAB
President
California Erectors, Inc.



STEVE PENDERGRASS
IRONWORKER
Pacific Northwest RAB
President
Iron Workers District Council
of Pacific Northwest



JEFF ILENSTINE
CONTRACTOR
Pacific Northwest RAB
President
Tri States Rebar, Inc.



DARRELL LABOUCAN
IRONWORKER
Western Canada RAB
Executive Director
Iron Workers
Canadian Affairs



ROSS FRASER
CONTRACTOR
Western Canada RAB
Senior Vice President
Supreme Group



KEVIN BRYENTON
IRONWORKER
Ontario RAB
President
Iron Workers District Council
of Ontario



JACK MESLEY
CONTRACTOR
Ontario RAB
President
Ontario Erectors
Association, Inc.



THOMAS WOODFORD
IRONWORKER
Eastern Canada RAB
Iron Workers Local 764
BM / FST
Iron Workers District Council
of Eastern Canada



BRAD MACLEAN
CONTRACTOR
Eastern Canada RAB
Project Manager
Black & McDonald Limited



RON GLADNEY
GENERAL COUNSEL
IMPACT COUNSEL
Hartnett Gladney
Hetterman, LLC

RETIREMENTS



JAY HURLEY
IRONWORKER
New England RAB
President
Iron Workers District Council
of New England States



JAQUES DUBOIS
IRONWORKER
Eastern Canada RAB
President
Iron Workers District Council
of Eastern Canada



JOHN P. CEFALU
IRONWORKER
Southeast RAB
President
Iron Workers
District Council
of Mid-Atlantic States

The IMPACT Staff

SUSAN AVERY

MarComm Associate
savery@impact-net.org
 Mobile App /
 Program Publicity /
 Member Communications /
 Project Tracking



CHRISTOPHER BURGER

Wage Compliance
 Administrator (Davis-Bacon)
cburger@iwintl.org
 Davis-Bacon Enforcement /
 Wage Complaints / Wage Surveys



KATHY FINCH

Customer Service Representative
 / Event Coordinator
kfinch@impact-net.org
 Conference & Meeting Planning /
 Customer Service



ELAINE DARBY

Administrative Assistant to the CEO
edarby@impact-net.org
 Meeting Management / Written
 Communications



DAVID FUSON

Director of Finance
dfuson@impact-net.org
 Accounting / RAB Grants /
 Drug-Free Workforce Program



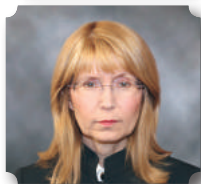
JOSEPH MATOS

Director of Advertising, Marketing,
 Branding & Creative / Website Program
jmatos@impact-net.org
 Contractor & Local Marketing / Marketing Collateral
 / Program and Events Marketing / Promotions /
 Traditional & Digital Ads



DR. CINDY MENCHES

Director of Contractor Training & Development
cmenches@impact-net.org
 Contractor Education and Training Programs /
 elearning / Leadership Training



SARA SCHUTTLOFFEL

Director of Public Relations &
 Communications
sschuttloffel@impact-net.org
 Public Relations / Media relations /
 Publicity / Strategic Communications /
 PR Writing / Social Media



KENNY WAUGH

Director of Industry Liaisons
kwaugh@impact-net.org
 AISC Certification Program / Magazine
 Advertising / Maternity Program / Off-the-Job
 Accident Program / Southeast Regional Director /
 Tradeshow Display Program / Tradeshows



SAFETY TEAM



STEVE RANK

Executive Director of Safety &
 Health, Iron Workers
srank@iwintl.org
 Safety Insurance / Safety Programs



JEFF NORRIS

Canadian Safety Coordinator/
 General Organizer
 Iron Workers
jnorris@iwintl.org
 Canadian Safety Programs



VICKY O'LEARY

General Organizer, Safety/
 Diversity / Iron Workers
voleary@iwintl.org
 Diversity / Paid Maternity Leave
 Program / Safety Programs



CHRISTIE ROSE

Administrative Assistant
 Iron Workers
crose@iwintl.org
 Safety Programs

MAKING AN IMPACT



EDUCATION & TRAINING

- Annual Ironworker Instructor Training
- National Training Fund
- Bi-annual International Apprenticeship Competition
- Ironworker Contractor University (ICU), which provides professional development education and training including winter and summer training to support aspiring ironworker contractors and those who want to improve business operations and productivity
- Green Construction for Ironworkers training materials
- Participation in the U.S. Green Building Council†
- Ironworker Wind Turbine Training Program
- Growing a Business Webcast Series
- Learning Management System (LMS) with 24-hour/365 days access
- Ironworker Foreman Training and Ironworker Foreman Pocket Guide
- Ironworker Superintendent Training
- Shop Supervisor Training
- IMPACT mentoring program
- Training programs for fabrication shop ironworkers and their employers
- Mobile training trailer across North America
- Contractor access to training reference materials
- Training equipment including welding fume extraction systems and welding booths for local training centers
- Reciprocal Canadian Welding Bureau (CWB)/American Welding Society (AWS) Agreement*
- Support for the Helmets to Hardhats program
- Ironworker Welding Certifications and Online Verification System
- IMPACT Leadership Experience

SAFETY & HEALTH

- Countdown to Zero Incidents campaign including the Zero Incidents wristbands and Deadly Dozen posters
- Safety and Health Department
- IW Paid Maternity Leave Program and “Be That One Guy” program to curtail workplace harassment†
- Off-the-Job Accident Program†
- Safety training including Ironworker Safety Director Course (IWSTDC)
- Ironworker Safety Supervisor Course (ISSC)
- Iron Workers - IMPACT Safety & Health Roundtable
- Safety webcasts
- Harassment and discrimination awareness modules

†Available only in the U.S.

*Available only in Canada.



MAKING AN IMPACT

BUSINESS DEVELOPMENT

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

LOBBYING

- Lobbying for jobs and to remove legislative obstacles
- Lobbying to protect pensions

MARKETING, ADVERTISING, PUBLIC RELATIONS & COMMUNICATIONS

- Promotional displays and recruitment at national conferences, job fairs and conventions
- Contractor/local union regional marketing efforts and advertising in national trade publications, digital and sports venues
- Logos, brochures, wide range of strategic, branded collateral materials to improve brand image.
- Website consultation, design and upgrading for local unions and partner contractors
- Canadian Branding Initiative, "Better People, Better Built"*
- Strategic communications including communications plans for the IronWorkers (IW), IMPACT, business development initiatives, IW employers' associations, partner contractors and local unions
- Positive media coverage and social media campaigns to raise brand awareness for the Iron Workers and partner contractors
- Storytelling via traditional and digital channels, including visual storytelling to increase brand awareness and equity
- Distribution of The Ironworker magazine to all partner contractors
- Industry promotional events

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

†Available only in the U.S.

*Available only in Canada.



NATIONAL TRAINING FUND



Lee Worley

Executive Director of Apprenticeship and Training
Iron Workers

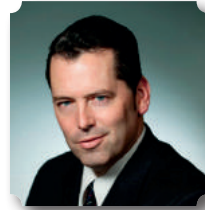
The Iron Workers (IW) National Training Fund (NTF) recently completed its 34th Annual Ironworker Instructor Training Program at Washtenaw Community College in Ann Arbor, Mich. The instructors' upgrade seminar launched in the 1980's led to the IW earning a reputation for having the most highly trained and skilled workforce in the industry.

The IW bi-annual apprentice competition and apprentice coordinator meeting took place September 19-23 at IW Local 512 (Minneapolis). The two-day coordinator meeting updated participants on new developments in the apprenticeship and training department. The apprentices participated in a leadership seminar and forum with the IW leadership followed by the apprentice competition. Contestants from across North America were tested in a range of core competencies such as welding, burning, rigging, architectural and instrument reading, reinforcing steel and column climbing, following a written exam. The shop apprentice competition consisted of a general knowledge, blueprint-reading and math test followed by an intensive hands-on competency test.

The program continues to supply the local union apprenticeship programs with qualified candidates dedicated to becoming skilled craft professionals. The women's pre-apprenticeship program has maintained on average an impressive 85 percent retention rate. Its success led to the launch of a pre-apprenticeship program for veterans in September 2018. Fifteen veterans completed 180 hours of extensive classroom instruction and intensive hands-on training. First of their kind in the industry, these "gladiator" training programs give candidates a head start, serving as a precursor to the Iron IW 4-year, intensive apprenticeship training program.

These assemblies and programs are part of a comprehensive workforce development process designed to generate the best ironworkers and competitive contractors for end users in the industry.

DAVIS BACON & WAGE COMPLIANCE



Chris Burger

Wage Compliance Administrator
IMPACT

The Iron Workers (IW) Davis Bacon and Wage Compliance Program reported significant progress last year in the enforcement of prevailing wage, defending wage determinations and wage survey training. The program worked to ward off new classifications that undermine the integrity of ironworker classification.

Meetings with new leadership of the U.S. Department of Labor (DOL) confirmed an on-going bi-partisan commitment to enforcement and a robust survey schedule. Wage compliance training was conducted at Iron Workers (IW) local unions in conjunction with the Building and Construction Trades Council's national and local chapters in New York, Utah, Maryland, Michigan, Oregon, Washington, North Carolina, Virginia and Georgia, where wage surveys were called. IW Wage Compliance Administrator Chris Burger completed DOL training in Utah and California. More surveys were on tap for Indiana, Missouri, Wisconsin, South Carolina and Arizona by the end of the year.

Chris participated in the 19th annual National Alliance for Fair Contracting conference in San Diego, assisted in the Tennessee Valley Authority wage survey and met with the Construction Employers of America's newly-formed Vertical Infrastructure Alliance. He attended North America's Building Trades Unions' Davis-Bacon sub-committee meetings and AFL-CIO's Commission on the Future of Work & Unions event. He assembled a panel for the North American Iron Workers/IMPACT Conference, which included panelists from the DOL.

The IW Davis Bacon and Wage Compliance Program worked with various fair contracting compliance groups from Iowa to the East Coast and its annual wage scale was published in The Ironworker magazine.



SAFETY & HEALTH



Steve Rank
Executive Director of
Safety & Health
Iron Workers

The Ironworker Safety Director Training Course (IWSBTC) is designed to raise the standard of safety performance throughout the U.S. and Canada and provide employment opportunities for ironworkers as full-time safety directors with partner contractors. Since the inception in July 2016, 444 ironworker members and contractor safety representatives have completed the course in 7 locations across the U.S. and Canada.

Based on course evaluations and feedback from participants, it was extended to 5 days of classroom instruction. The new curriculum includes a written exam of approximately 300 questions to test proficiency and knowledge.

Ironworker Safety Director Training Course
Local 22 Training Center - Indianapolis, IN
March 26th-30th, 2018

- Safety Training, Workplace Inspections and Determining Competent and Qualified Persons**
Jill Norris, Canadian Safety Coordinator, Ironworkers International
- Evaluating Workplace Health Issues and Exposures**
Jim Kegebein, Kegebein Industrial Hygiene Consulting
- Reinforcing Steel-Primary Hazards and Industry Best Practices**
Dave Otey, Corporate Safety Director, Rebar International, Inc.
- Steel Erection, Safety and Regulatory Issues**
Steve Rank, Executive Director of Safety and Health, Ironworkers International
- Regulatory Compliance, Project Contracts and How To Handle OSHA Inspections**
Jim Stanley, FDR Safety Solutions, LLC
- Techniques For Managing Recordable/Reportable Incidents and Incident Management and Investigations**
Wayne J. Cressap II, Senior Director of Environmental Health and Safety, The Association of Union Constructors (TAUC)
- Crane Assembly - Disassembly**
Bill Smith, Executive Vice President, Claims and Risk Management, NBIS
- Fall Protection Systems (Active and Passive) and Calculations of Basic Lifeline Systems**
Jim Hutter, 3M Fall Protection
- Development of Job Hazard Analysis and Site Safety Plans**
Herb Strong, Hatch, Inc.
- Learning to use the Capital Construction Solutions Safety App & Building a Professional Resume**
Vicki O'Leary, General Organizer Safety/Diversity, Ironworkers International

The demand throughout the U.S. and Canada has been overwhelming for the IWSTDC, which aims to provide specialized training to ironworker members who seek a safety career with partner contractors. Assuming the role of a corporate safety director and managing safety programs for several projects requires specialized training and new skill sets. There are many safety measures that must be routinely implemented to help identify and prevent workplace hazards. IWSTDC focuses on routine safety responsibilities that are set forth by federal, state or provincial, local and contractual standards. It is offered to ironworker members and partner contractors as a benefit of being an IMPACT participant.

The Iron Workers (IW) Safety and Health Department, the National Training Fund (NTF) and Ironworker Management Progressive Action Cooperative Trust (IMPACT) are working in concert to launch an ironworker-specific supervisory safety course. The training was developed after reviewing incident trends that revealed the need for ironworker-specific supervisory safety training. Many organizations and safety consulting firms across the country offer supervisor safety training courses and certifications but none specific to the ironworker trade.

Foremen and superintendents play a key role in executing company safety programs. The Occupational Safety and Health Administration (OSHA) considers them management representatives. Project safety requirements of many end users call for partner contractors to have supervisors with documented safety training. It is important to understand roles and responsibilities of "supervisors" in the workplace in relation to the regulatory requirements.

The IW Safety and Health Department is working with the NTF to roll out the course by July 2019.



PROGRAMS & SERVICES

IRON WORKERS PAID MATERNITY LEAVE PROGRAM



Iron Workers (IW) and IMPACT launched a groundbreaking paid maternity leave program at the 2017 North American Iron Workers/IMPACT Conference in San Diego. It is the first of its kind in the building trades. 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 women 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).

Since inception, 29 ironworkers have claimed a total of \$423,187 in benefits.

Not only does the benefit keep ironworkers from having to put their unborn children at risk, but it also helps the organization retain well-trained workers. The IW became a trailblazer in diversity and inclusion in the building trades with the revolutionary program.

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

For general inquiries, please contact Vicki O’Leary at 202 702-7828 or voleary@iwintl.org.

“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.”





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. 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. Since inception in 2009, the program has helped 2,453 individuals and paid \$9,489,387 as of 2018.

Visit **IMPACT's** website for more information: 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 recipient doesn't receive a PIN. Individual claims can be viewed at MyTrust Login bit.ly/WPASLogin.



*"The Off-The-Job Accident Program has been a godsend for our injured members and keeps them from digging a financial hole," said **Mike Baker, president, Iron Workers District Council of North Central States.***

*"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."*



LEADERSHIP EXPERIENCE



IMPACT's Leadership Experience is a structured program in which industry professionals examine 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 program is held annually in September. For all inquiries, contact your **IMPACT** regional director or Dr. Cindy Menches at 800-545-4921 or CMenches@impact-net.org.



*"I experienced tremendous growth and success after completing **IMPACT's** Leadership Experience. It stands out from other training I have had because it was less about the great techniques we learned, and more about making training personal and individualized. I greatly appreciate the passion, knowledge and personal stories that were shared. It will stick with me for the rest of my life."*

*– **Paul A. Robinson, senior project manager, Pioneer Cladding & Glazing Systems***





CONSTRUCTION CONTRACTING BUSINESS FUNDAMENTALS ACADEMY

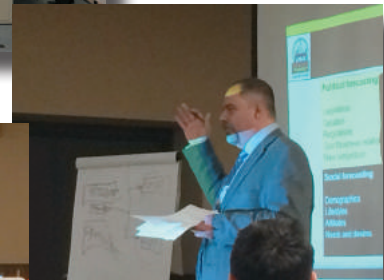


IMPACT is committed to developing new partner contractors. Starting a new business or transitioning a business can be challenging. This course is a 5-day, intensive program designed for current and future ironworking contractors who want to develop or improve fundamental business skills. Participants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

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

* View Architectural Unlimited case study: bit.ly/AUCaseStudy
Watch Architectural Unlimited story: bit.ly/AUStory

“
“You must be prepared to go into business. IMPACT training courses give you necessary business acumen and help figure out if it’s really for you. IMPACT’s business fundamentals class made me a sound contractor. When you learn the rules, you can play the game better”
– **Richard Diaz, president, Architectural Unlimited**
”





PROGRAMS & SERVICES

LIVE INSTRUCTOR-LED COURSES



In 2018, **IMPACT** conducted 57 live instructor-led courses, which resulted in offering approximately five courses per month, an increase of 25% over the previous year.

Popular courses:

- Construction Contracting Business Fundamentals Academy: Establish Your Business
- Improving Communications Skills
- Bluebeam Revu Fundamentals
- Project Manager Development Academy

IMPACT offered new courses:

- Business Plan Development Workshop
- Getting Things Done® Workshop: Mastering Personal Productivity
- Improving the Effectiveness of Your Team or Crew
- Lead With Respect
- Introduction to Lean Project Delivery and Lean Project Planning

“The FMI and PWC instructors did an excellent job engaging the classroom in discussion and had a great format for teaching. The class material was very relevant. It will be extremely useful throughout my career. It was only my second IMPACT course, but I’d like to commend IMPACT for always putting on an amazing program and doing a great job at making these events comfortable and welcoming. I plan to attend more training as the information is always relevant and IMPACT finds the right instructors.”

- **Jacob Wicks, chief estimator, JCT Metals Inc.**

PROJECT TRACKING

IMPACT’s Project Tracking Program provides partner contractors, contributing Iron Workers (IW) local unions and IW district councils access to Dodge Pipeline and Industrial Information Resources’ (IIR) Planning, Engineering and Construction (PEC) reports. These vital tools are used to build a database of projects and customers.

IMPACT partner contractors are eligible for complementary access to Dodge Pipeline and access to IIR’s PEC Reports at a 25% discounted rate.

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

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

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





ONLINE SAFETY TRAINING

IMPACT offers a wide range of training for its participants, 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 convenient online safety training courses in English and Spanish. ClickSafety, an OSHA-authorized provider, allows IMPACT partners to stay up-to-date on OSHA certifications and complete mandatory and optional safety courses in a timely manner.

Members receive a full refund through IMPACT Regional Advisory Board grants upon completion. Since inception, 30 local unions have participated in the program, conducted over 670 units of safety instruction and reimbursed ironworkers and contractors \$33,000 for those classes. Training courses covering compliance with the new OSHA silica rule and courses in trenching and rebar were added to the offerings in 2017.

Visit www.clicksafety.com/impact for more information. Please request a passcode from your local union or apprenticeship coordinator. A 20% IMPACT discount will be applied at checkout. Reimbursements are available through IMPACT regional grants upon completion.

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

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

- IMPACT Western Regional Director James McGuire

WEBCASTS & DIGITAL RESOURCES



“Record Keeping & Documentation”



“Workers Compensation”

IMPACT hosts the Growing a Business webcast series covering topics designed to aid contractors in expanding knowledge in business, strategy, leadership and law. Topics include:

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

To view the webcast series, visit IMPACT’s website: bit.ly/BusinessWebcasts.

Online Learning:

IMPACT’s Ironworker Contractor University Learning Management System (LMS) provides ironworkers and partner contractors with access to online eLearning courses including OSHA 10, 30 and 200 courses on business, management, leadership and safety.

Visit www.ironworkercontractoru.com to access the LMS. Contact Dr. Cindy Menches at 800-545-4921 or cmenches@impact-net.org for more information.



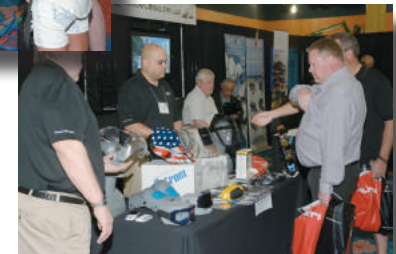
PROGRAMS & SERVICES

TRADE SHOWS & JOB FAIRS

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

- World of Concrete
- American Association of Community Colleges (AACC) Workforce Development
- 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
- SkillsUSA Techspo
- Construction Management Association of America (CMAA)
- Future Farmers of America
- American Welding Society – Fabtech
- Power-Gen International

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





PROGRAMS & SERVICES

DRUG-FREE WORKFORCE



The Drug-Free Workforce Program keeps ironworkers and their employers competitive in the construction industry by ensuring a safer, more productive job site. The program provides training for reasonable suspicion, site specific random testing and a member rehabilitation element supported by a certified medical review officer. It keeps ironworkers safe and helps contractors and end users save money.

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

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

- Local unions and contractors can 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.





CERTIFICATIONS

IRONWORKERS NATIONAL WELDING CERTIFICATION PROGRAM

The Iron Workers (IW) National Training Fund (NTF) in partnership with the American Welding Society (AWS) administers the IW/AWS Welding Certification Program (WCP). The AWS verifies the qualification, training and Accredited Testing Facilities (ATFs).

The WCP enables 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 welder qualification at ATFs in Canada.

The WCP has over 130 prequalified welding procedures, making it possible to qualify welders in a wide variety of processes and positions to meet the needs of employers.

A certification card with photo identification is issued upon completion of the qualification test. The certification is “portable,” allowing mobility without requalification. The program offers convenient online verification at www.welderscertification.org. The CWB issues Canadian certifications.

The IW has 123 AWS accredited ATFs and 157 training centers with an army of 15,000 AWS-certified welders in the U.S. and nearly 5,000 CWB-certified welders in Canada. The AWS and CWB oversee these welding programs for compliance. ATFs are required to pass two audits within 3 years. IMPACT funds the program and there’s no out-of-pocket cost to the ironworkers.

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



INTERPROVINCIAL STANDARDS RED SEAL PROGRAM

Provinces and territories are responsible for trades training and certifications in Canada. Each jurisdiction has its own laws dictating which trades are designated for apprenticeship training and certification within its borders. The Interprovincial Standards Red Seal Program was established to standardize training and certification requirements across Canada. Canadian Council of Directors of Apprenticeship (CCDA) administers 56 designated “Red Seal trades.” Over the years, the Red Seal program has become the national standard of excellence for skilled trades. It’s the highest qualification for ironworkers and the final qualifying test of the Iron Workers apprenticeship program. Today it’s used for interjurisdictional collaboration to develop a certified, highly skilled and mobile workforce. A tradesperson with a Red Seal can work in any province or territory without having to re-qualify for the same skills as it’s “portable” or transferable. IMPACT funds the Red Seal journeymen upgrade training.

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





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 partner contractors in pursuing certification through the AISC Steel Erector and Fabricator Certification Programs.

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.

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

The AISC is a non-profit technical institute and trade association established in 1921 to serve the structural steel design community and construction industry in the United States. For more information, visit www.aisc.org.



TWIC

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 \$125.50 non-refundable application fee for ironworker members. In 2018, IMPACT reimbursed 632 ironworkers who obtained TWIC credentials for a total of \$79,166.

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

Contact your IMPACT regional director or David Fuson at (202) 383-4850 or 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

"We are grateful for IMPACT's help with our Advanced Certified Steel Erector certification with AISC. IMPACT's advice, encouragement and consulting proved very helpful in completing the complex requirements of the AISC."
– **Composite Company President Gary Hawkins.**



PROGRAMS & SERVICES

SUPERINTENDENT TRAINING



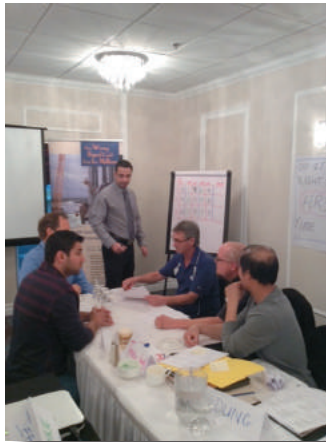
As first-line job site supervisors, ironworker superintendents are a critical link between the production process and profit. They represent the employer and ensure projects are delivered safely, on schedule and budget for maximum return on investment.

The Iron Workers (IW) Superintendent Training course is designed for journeyman ironworkers who have completed foreman training or have experience as a foreman, general foreman or superintendent. Participants must complete level 1 consisting of self-study 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. Local unions, training centers or employers must sponsor participants for level 2. The level 2 course focuses on the responsibilities of a superintendent and how to manage project schedules, job site and safety. Participants learn communication skills, how to close out a project and basic construction finance and law.

As of 2018, 1008 participants have completed level 1 and 792 have completed level 2.

For information on upcoming level 2 classes, visit the IMPACT website at bit.ly/superintendenttraining or check the training page in The Ironworker magazine.

For more information, contact Elizabeth Harvey at eharvey@iwintl.org.



"It helped me gain tremendous insight into risk management and become a more strategic, effective steward of the resources with which I was entrusted."

- Brice Ingwaldson, Precision Precast Erectors, LLC.





ANNUAL INSTRUCTOR TRAINING



The 34th Annual Instructor Training Program took place in Ann Arbor, Mich. in July. The program strengthens Iron Workers (IW) apprenticeship and journeymen upgrade training programs by sharpening the knowledge and skills of instructors, apprenticeship coordinators, business managers and contractors. The IW National Training Fund (NTF) and IMPACT work to improve course offerings and stay ahead of the industry every year.

Nearly 819 coordinators, business managers, employers, contractors, vendors and instructors from across the U.S. and Canada participated in the program, and 47 courses with 79 selections were offered, including the following:

- Advanced Welding Technologies: 20-hour course covering safety, inverter power source technology, waveform control, gas tungsten arc welding (GTAW) and gas-shielded flux-cored arc welding (FCAW-G) with classroom 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 training and dedication to become a qualified instructor. Instructors must complete 220 hours of technical and professional development training to earn their Qualified Instructor Certificate. In 2018, 21 instructors were awarded certifications and 18 local training programs renewed their 5-year Ironworker Apprenticeship Certification Program (IACP).

For more information, contact Elizabeth Harvey at eharvey@iwintl.org.

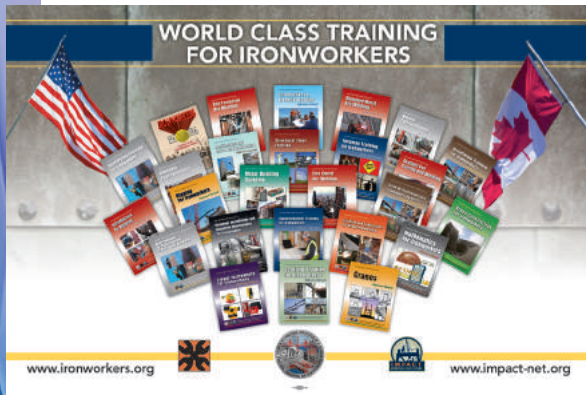
“I’ve been going to the training for about 12 years. It’s highly valuable and I consider it one of the perks of being an ironworker instructor. It gives ironworkers the opportunity to grow and pass on knowledge to newcomers. It provides a format to network with other training centers from across the U.S. and Canada, stay up-to-date on the latest trends and keep training cutting edge”

**- Greg Christianson,
apprenticeship coordinator,
Iron Workers Local 86
(Seattle) Training Center**



PROGRAMS & SERVICES

REFERENCE MANUALS



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

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





PROGRAMS & SERVICES

WINTER & SUMMER TRAINING



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

These programs provide extensive opportunities to learn and network with other ironworkers and contractor personnel from across the U.S. and Canada.



“
I'd like to thank Steve Rank, Kevin Hilton, and the rest of the **IMPACT** team for all their support. I look forward to working together in the future. The courses were outstanding and I am grateful for the opportunity to attend when the program was already full.”
– **Lakeside Construction Services, Inc. President & CEO Jeff Lane.**

WINTER TRAINING PROGRAM IN HENDERSON, NEVADA

- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business
- Advanced Layout and Total Station
- Superintendent Training for Ironworkers
- Project Leadership and Project Management
- Win More Work: Negotiating Strategies to Boost Market Share
- Improving Communication Skills
- Bluebeam Revu Basics for iPads and Windows
- Measurements & Takeoffs Using Bluebeam Revu for Windows

SUMMER TRAINING PROGRAM IN ANN ARBOR, MICHIGAN

- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business
- Advanced Layout and Total Station
- Project Leadership and Management
- Introduction to Lean Project Delivery
- Introduction to Lean Project Planning
- Bluebeam Revu Fundamentals
- Document Control & Measurements Using Bluebeam Revu
- Leadership Strategies: Motivating a Changing Workforce
- Lead With Respect
- Developing Your People By Coaching With Respect
- Improving the Effectiveness of Your Crew
- Bluebeam Revu Fundamentals
- Document Control & Measurements Using Bluebeam Revu
- Improving Construction Productivity





BUSINESS DEVELOPMENT

“
“We’d like to thank Theresa for visiting us and expanding on her role with IMPACT. We fully subscribe to the endeavor and applaud the overall goals. We wish to participate and support IMPACT in any way possible.”
– Jeff Jackson, business development manager, Chapman Corporation

“Jim Stiles has been a great asset to Tri-America Contractors. His services have been nothing short of amazing! We had been trying to contact with one end user since March this year without luck, but Jim got a one-hour meeting scheduled during his very first visit. He also set up a meeting with Harbison Walker refractory plant in South Shore, Ky., which will result in future business for Tri-America. He also set up a meeting with Osco Industries in Portsmouth. Jim has been able to accomplish things in which we invested thousands of dollars without results.”
– Scott D. Taylor, president, Tri America Contractors

“Rich has been instrumental in researching and developing relationships with businesses that need our services. We have seen a boost in business growth with the help of GLBD and Rich. We consider GLBD and Rich Danko a vital part of our team to strengthen our capabilities and services.”
– Clyde Long, director of business development, Somerset Steel Erection Co., Inc.

IMPACT offers its partner contractors resources to be competitive in the industry. It has launched business development initiatives in the U.S. and Canada to increase partner contractors’ market share.

The Gulf Coast Business Development Initiative (GCBDI) executed a targeted strategy focused on regional work with a handpicked selection of engineering firms, large constructors and end users.

As the second large wave of projects began in the Gulf Coast, conversations about skilled labor shortage heated up in 2018. End users and Engineering, Procurement, Construction (EPC) firms are hoping to build more flexibility and workforce options into their project execution strategies. The GCBDI and partner contractors focused messaging through marketing materials, advertising and industry association contributions on reliability of the ironworkers to deliver on time and budget. There was a special emphasis on the Iron Workers’ (IW) unique ability to recruit, train and deploy the safest, most productive and skilled workforce. Partner contractors in the region promoted their cost efficiency and schedule certainty. The GCBDI team pursued opportunities with end users in operations and maintenance, shutdowns and turnarounds, and capital projects. The team’s close collaboration with partner contractors and dedication to their success have continued to attract new employers capable of pursuing larger and more diverse projects.

The Great Lakes Business Development initiative was deployed in summer 2017 to expand the market share for partner contractors in the industrial sector. Business Development Director Jim Ochu joined the team in 2018 to implement a streamlined system in Salesforce and optimize team activities. Integration to Salesforce is expected to optimize the team’s business interactions and relationships with end users, allowing them to track progress and increase productivity. A database of prospects for future transactions will be implemented soon. Targeting a growing list of prospects of over 2,000 end users, the team increased the number of monthly calls and emails to over 1,000. New business development efforts will be initiated in North and South Carolina to support the growth of IW contractors. The team has secured thousands of work hours for ironworkers and their employers in a very short time.

The Western Canada Business Development initiative launched in July 2017 with a goal of creating new work opportunities for ironworkers and their employers, including structural steel, reinforcing, curtain wall, plant maintenance, power generation, commercial and industrial construction, oil and gas, and mining. IMPACT’s business development professional in Western Canada works to connect partner contractors with general contractors and end users.



PROGRAMS & SERVICES

ADVERTISING, MARKETING, BRANDING & CREATIVE SERVICES

You work hard to establish your image and brand. That's why your need to develop a marketing blueprint is our top priority. The **IMPACT** Advertising & Marketing program has assisted contractors and locals in building their brands, saving them money. Delivering professional insights and collateral created in house, this program will continue to provide world-class advertising, marketing, branding, creative and website development services that would otherwise be out of reach for many partner contractors and locals unions.

IMPACT offers a wide range of marketing services:

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

All of this is provided to you, saving you time and money, so you can focus on winning more work and expanding market share.

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



Red Iron Steel ERECTION LLC.

R.I.S.E. ABOVE THE OTHERS



I attended VETSAID in Tacoma, Washington last weekend and the video promo you did for us was great. It aired between sets and over 17,000 got to see it. Thanks again!

- Lee Worley, executive director of apprenticeship & training, Iron Workers

I just wanted to share with you the finished radio ad you helped us put together. With your suggestions pertaining to run times, we were able to get advertising every other day, 4 times per day, at peak radio times (6-9am & 4-8pm). 200 total ads at a cost of \$2000, is less than the original quoted price. You have really come through for Ironworkers Local 8! All of us here greatly appreciate your efforts. You are a great asset to our organization.

- Tony Mayrhofer, business manager, Ironworkers Local 8 (Milwaukee)





PROGRAMS & SERVICES

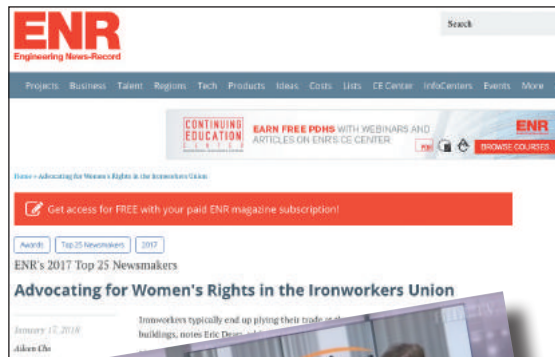
PUBLIC RELATIONS & COMMUNICATIONS SERVICES

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. Though public relations strategy includes owned, paid and earned media, it manages brand reputation primarily through earned media at no cost to the brand. Earned media provides brands significantly higher reach without breaking the bank, and it's proven to be more effective due to the element of third party validation. In contrast to paid advertising and marketing channels, earned media is more challenging to secure – “advertising is what we pay for and PR is what we pray for.”

IMPACT added public relations and communications to its portfolio of services. IMPACT's PR and communications program develops strategic communications plans and messaging for partner contractors, employer associations and local unions with a goal of increasing brand awareness. It earns media exposure and positive coverage through media relations for the Iron Workers brand, ironworkers and their employers in the U.S. and Canada.

The program also conducts website assessments and assists with business development initiatives, crisis communications, branding, content marketing and social media. Increasing brand awareness and maintaining a positive brand image ultimately leads to brand equity and more work for the ironworkers and their employers.

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



In just a couple of years, Sara put the organization on the map. Iron Workers and IMPACT appeared in leading mainstream and industry media outlets, resulting in considerable media and public interest in the organization. Publicity campaigns she launched for the IMPACT-funded paid maternity leave and workplace harassment prevention programs generated overwhelming media attention, which led to the organization being named an ENR Top 25 Newsmaker twice and winning the ENR Award of Excellence. She has been very successful in generating positive publicity for all important milestones and events of the Iron Workers, IMPACT, partner contractors and local unions. We have benefited greatly from her strategic communications capabilities.

- IMPACT Co-Chair and Ben Hur Construction Company Chairman William Brown

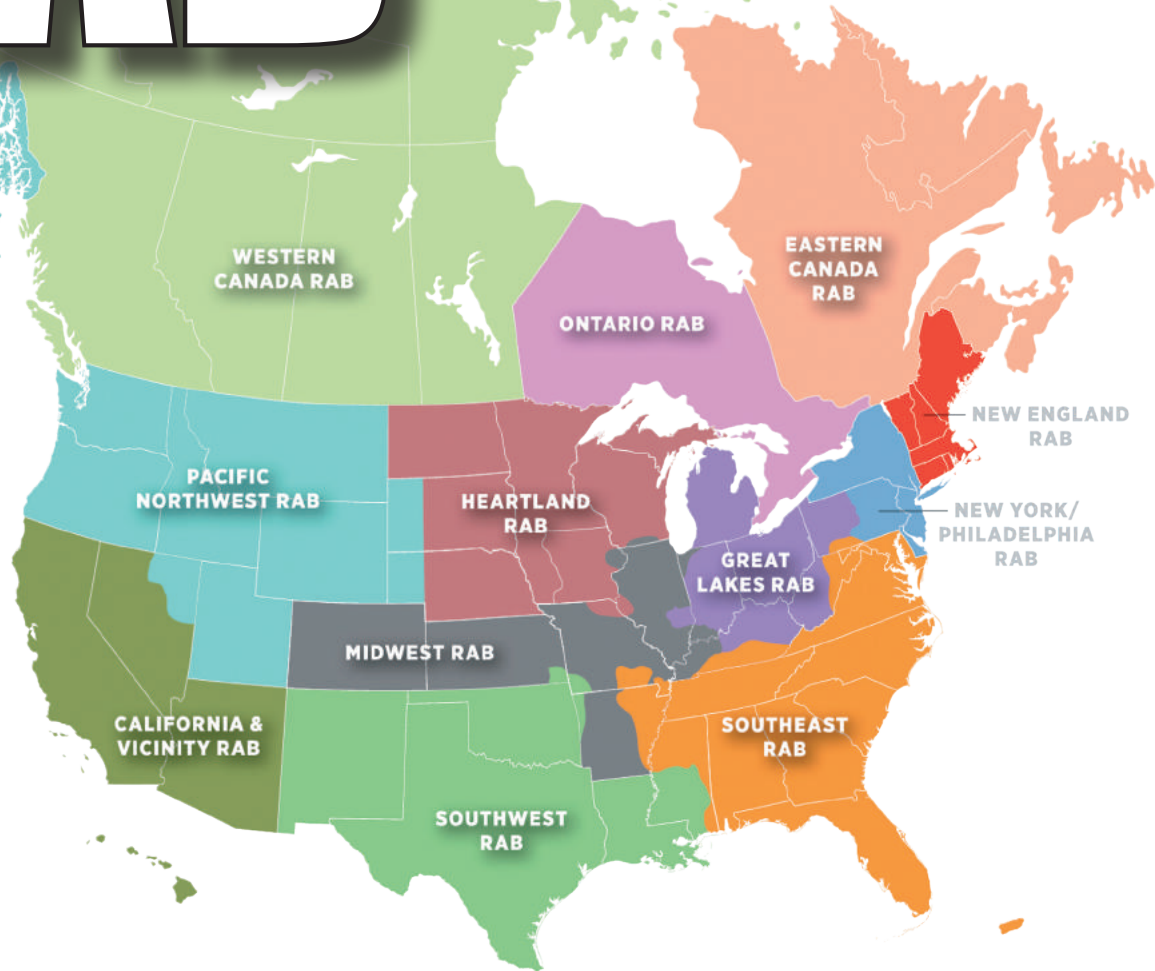
IMPACT provides a wide range of services and support for both labor and management, many of which are unknown or at best severely under-utilized. One of those services is research and support in developing a communications strategy and a formal communications plan. Sara Schuttloffel worked with me to create a comprehensive strategic plan. She took the time to understand our contractor membership base, the region and industry factors as well as our capacity to execute elements of the plan. I highly recommend the process and appreciate it.

- Ironworker Employer Association of Western Pennsylvania Executive Director Dave Daquelente



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.

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 16th 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

IMPACT Midwest Regional Director
202-394-0898 (phone)
zgorman@impact-net.org
Midwest and Heartland RABs
Member, Local 89
(Cedar Rapids, Iowa)



Jim McGuire

IMPACT Western Regional Director
714-891-0004 (phone)
jmcguire@impact-net.org
California & Pacific Northwest RABs
Member, Local 433
(Los Angeles)



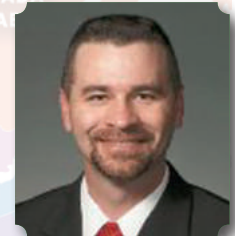
Bert Royer

IMPACT Canadian Regional Director
306-536-0442 (phone)
broyer@impact-net.org
Western Canada, Ontario,
Eastern Canada RABs
Member, Local 771
(Regina, Saskatchewan)



Harvey C. Swift

IMPACT Southwest Regional Director
918-260-0774 (phone)
hswift@impact-net.org
Southwest RAB
Member, Local 584
(Tulsa, Okla.)



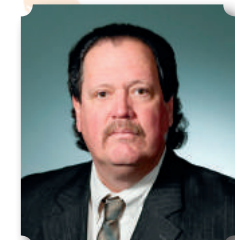
Mark Thomas

IMPACT Eastern Regional Director
202-679-6328 (phone)
mthomas@impact-net.org
New England, New York/
Philadelphia, Great Lakes RABs
Member, Local 3
(Pittsburgh)



Kenny Waugh

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



New England

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

Contractor Co-Chair David Hunt, Berlin Steel

Grant Investments: \$53,682

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

- The RAB contributed to the “Payroll Fraud and Underground Economy Project” by the Harvard Law School Labor and Worklife Program (LWP), which is an economic analysis of the impact of payroll fraud, an update of the influential 2004 Harvard study, and a report on wage enforcement policy best practices in the country.
- The RAB invested in curtain wall mockups for Iron Workers Local 7 in Boston.

Training for Success:

- Getting Paid – August – Worcester, Mass.
- Lead With Respect – October – Mystic, Conn.
- Bluebeam Revu Fundamentals – December – Hartford, Conn. and Boston

Leading Ironworkers and Contractors:

- New England Regional Advisory Board Meeting – October – Mystic, Conn.



Members focus on useful strategies presented at the Getting Paid course held on August 23, 2018, in Worcester, Mass.

New York/Philadelphia

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

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

Grant Investments \$1,154,113

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

- The RAB invested in a total station for the Iron Workers Local 401 (Philadelphia) training facility.
- The RAB reimbursed East Coast Steel, Inc., expenses for training ironworkers to operate the company’s new plasma table.



New Training Addition at Iron Workers Local 417 (Newburgh, N.Y.)

Great Lakes

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

Contractor Co-Chair Darlaine Taylor, Century Steel Erectors

Grant Investments: \$716,272

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

- IMPACT-funded training facility upgrades including virtual welders for Iron Workers Locals 207 (Youngstown, Ohio), 17 (Cleveland), 550 (Canton, Ohio), 769 (Ashland, Ky.), 787 (Parkersburg, W.Va.) and 549 (Wheeling, W.Va.).
- The RAB paid for a Lincoln VRTEX Mobile AD2436 and Lincoln VRTEX Engage K4299. The systems will be used at job fairs, high schools and technical schools to enhance recruiting and engagement.

Training for Success:

- Construction Selling Skills – February – Romulus, Mich.
- Ironworker Safety Director Training Course – March – Indianapolis
- Articulating Value: Identifying Your Competitive Advantages – June – Columbus, Ohio

Leading Ironworkers and Contractors:

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



Iron Workers Local 22 (Indianapolis) member, Joe Hodge, talks to Future Farmers of America tradeshow attendees.

Midwest

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

Contractor Co-Chair Robert Hoover, Matrix North American Construction

Grant Investments: \$1,072,465

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

- The RAB funded a curtainwall mockup at Iron Workers Local 10 (Kansas City, Mo.).
- The RAB covered 50 percent of the cost of two structural steel mockups and a stair tower for Iron Workers Local 396 (St. Louis).

Training for Your Success:

- Project Leadership and Project Management – March – Bridgeton, Mo.
- Improving Communication Skills – March – St. Louis; April – Chicago; May – Denver
- Project Manager Development Academy – March – St. Louis; December – Chicago
- Win More Work: Negotiating Strategies to Boost Market Share – May – Denver
- Business Plan Development Workshop – September – Denver



IMPACT piloted a new Business Plan Workshop in Denver on September 25 – 27, 2018.

Southeast

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

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



Iron Workers Local 384 (Knoxville, Tenn.) Apprenticeship Coordinator Dean Shepard talks to students at the Roane County High School Career Day.

Grant Investments: \$424,939

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

- The RAB covered 80% of “Basic Plus” training cost in the region, which is required for most industrial projects in the Gulf Coast.
- The RAB funded a 25’ x 25’ structural mock-up for the Iron Workers Local 384 (Knoxville, Tenn.) training center.

Training for Your Success:

- Leadership Strategies: Motivating a Changing Workforce – April – Atlanta; May – Memphis, Tenn.; June – Ocean City, Md.
- Superintendent Training for Ironworkers – August – Nashville, Tenn.
- Project Manager Development Academy – September – Washington
- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business – December – Nashville, Tenn.

Leading Ironworkers and Contractors Toward the Future:

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

Southwest

Ironworker Co-Chair Marvin Ragsdale, Iron Workers District Council of Texas & Mid-South States

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

Grant Investments: \$133,515

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

- The RAB paid for Iron Workers Local 263 (Arlington, Texas), 84/135 (Houston), 66 (San Antonio) and 482 (Austin, Texas) apprenticeship training facility audits.
- The RAB covered Workers Assistant Program and Off-the-Job Accident Program payments.

Training for Your Success:

- Succession Planning for the Ironworking Industry – May – Arlington, Texas
- Bluebeam Revu Fundamentals – May – Arlington, Texas
- Document Control and Measurements Using Bluebeam Revu – May – Arlington, Texas
- Project Manager Development Academy – August – Albuquerque, N.M.
- Improving Communication Skills – October – Austin, Texas



Project Manager Development Academy attendees pose for a photo during the August course in Albuquerque, N.M.

Heartland

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

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



An instructor teaching a student using a virtual welder at Iron Workers Local 89 in Cedar Rapids, Iowa.

Grant Investments: \$177,305

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

- The RAB covered the cost of 30 iPads and a charging station for Iron Workers Local 21 (Omaha, Neb.).
- The RAB invested in a Lincoln virtual welder for Iron Workers Local 89's training center in Cedar Rapids, Iowa.

Training for Your Success:

- Improving Communication Skills – August – Milwaukee
- Construction Contracting Business Fundamentals Academy Track 1: Establish Your Business – October – St. Paul, Minn.
- Improving Communication Skills – October – St. Paul, Minn.

Leading Ironworkers and Contractors Toward the Future:

- Heartland Regional Advisory Board Meetings – June – Madison, Wis.; August – Mackinaw City, Mich.

California & Vicinity

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

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

Grant investments: \$497,827

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

- The RAB shared the cost of a booth at the Solar Power International Convention with International Brotherhood of Electrical Workers.
- The RAB covered the cost of translating the current collective bargaining agreement into Spanish and providing an electronic version, which will help increase the number of Spanish-speaking members and engage them in the collective bargaining process.

Training for Your Success:

- Bluebeam Revu Fundamentals and Document Control and Measurements – March – Benicia, Calif.

Leading Ironworkers and Contractors Toward the Future:

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



Solar Power International 2018 Booth Design Winner award in Smart Energy Microgrid – Island/Peninsula Booth Category.

Pacific Northwest

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

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



Superior Steel ironworkers work on the block 31 project in Seattle's South Lake Union District.

Grant Investments: \$254,176

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

- The RAB shipped fall protection equipment to the region's training facilities.
- The RAB invested in a 3-year marketing plan by Middle of Six for the Iron Workers Employers' Association.

Training for Your Success:

- Superintendent Training – April – Portland, Ore.; October – Seattle
- Coaching and Mentoring – November – Seattle
- Bluebeam Revu Fundamentals and Document Control & Measurement – September – Tukwila, Wash.

Leading Contractors and Ironworkers:

- Pacific Northwest RAB Executive Committee Meeting – April – Portland, Ore.; July – Anchorage – Alaska; August – Seattle
- Pacific Northwest Regional Advisory Board Meeting – December – Seattle

Western Canada

Ironworker Co-Chair Darrell LaBoucan, Iron Workers District Council of Western Canada

Contractor Co-Chair Ross Fraser, Supreme Group

Grant Investments: C\$121,303

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

- The RAB invested in training facility upgrades including a structural steel mock up for Iron Workers Local 725 (Calgary, Alberta).
- The RAB paid for Superintendent Training provided at Iron Workers Local 728 (Winnipeg, Manitoba).

Training for Your Success:

- Introduction to Lean Project Delivery – April – Winnipeg, Manitoba
- Improving Communication Skills – June – Sherwood Park, Alberta
- Getting Things Done® (GTD®) Workshop – November – Victoria, British Columbia

Leading Contractors and Ironworkers:

- Western Canada RAB Executive Committee Meeting – April – Winnipeg, Manitoba



Hands-on activity during a Lean Project Delivery course held April 12, 2018, in Winnipeg, Manitoba.

Ontario

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

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

Grant Investments: C\$345,183

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

- The RAB invested in lobbying federal, provincial and municipal governments for jobs and against off-shore steel.
- The RAB covered foreman training expenses for Harris Rebar and Bluebeam training expenses for Iron Workers District Council of Ontario.

Training for Your Success:

- Foreman Training Ironworkers – June – Toronto, Ontario

Leading Contractors and Ironworkers:

- Ontario RAB Executive Committee Meeting – July – Huntsville, Ontario; November – Toronto, Ontario



Iron Workers Local 721 (Toronto, Ontario) rebar training shop

Eastern Canada

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

Contractor Co-Chair Brad MacLean, Black & McDonald Limited



Attendees at a Competitive Advantage course held in April in Halifax, Nova Scotia

Grant Investments: C\$32,642

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

- The RAB paid for the pre-apprenticeship program training equipment at Iron Workers Local 752 (Halifax, Nova Scotia).
- The RAB covered the Ironworker Safety Director Training Course expenses for Iron Workers Locals 752 (Halifax, Nova Scotia), 764 (Mt. Pearl, Newfoundland) and 842 (Saint John, New Brunswick).

Training for Your Success:

- Project Leadership and Project Management – May – Halifax, Nova Scotia
- Articulating Value: Identifying Your Competitive Advantages – April – Halifax, Nova Scotia
- Lead With Respect – April – Halifax, Nova Scotia

Leading Contractors and Ironworkers:

- Eastern Canada RAB Executive Committee Meetings – June – St. John, Newfoundland; December – Montreal, Quebec

A LOOK BACK AT THE 2018 CONFERENCE

2018 Iron Workers/IMPACT Conference Showcases Innovative Initiatives

Safety and innovation were recurrent themes at the 2018 North American Iron Workers/IMPACT Conference in Orlando, Fla., February 11-14. The conference set a new record with nearly 1,200 attendees. Themed “Safer, Faster, Stronger,” it served as a platform to share innovative ideas and build partnerships for mutual success.

The Iron Workers (IW) and its ironworker-employer partnership IMPACT showcased several innovative safety and training initiatives during the conference.

The IW and IMPACT are working in concert to launch an ironworker-specific supervisory safety course. The IW Safety and Health Department analyzed incident trends that demonstrated the need for ironworker-specific supervisory safety training and developed the Ironworker Safety Supervisor Course (ISSC). “There are other safety supervisory courses out there but none specific to the hazards that ironworkers face,” said IW Executive Director of Safety and Health Steve Rank.

The IW and IMPACT rolled out a groundbreaking Paid Maternity Leave Program with 6 months of pre-delivery and 6-8 weeks of postpartum benefit for ironworker women at the 2017 conference. Eric Dean gave the 2018 conference general session an update on the program’s progress and success. Addressing the general session, IMPACT Co-Chair and Ben Hur Construction Company Chairman Bill Brown said that the IW has become an industry leader in safety, innovation and diversity. “It’s not only the right thing to do, but it makes sense in terms of retaining ironworker women,” said Brown. “The market demands diversity.”

Eric Dean announced another IMPACT-funded innovative training initiative – the IW third-party, accredited rigger and signal person certification. The certification program will eliminate the high price tag of certification and recertification for ironworkers.

The conference general sessions on Monday and Tuesday featured a host of prominent speakers. Keynote speaker Keni Thomas drew from his experience as an Army Ranger to inspire attendees to achieve greatness through outstanding leadership at every level. LB Construction President and CEO LaMar Childs shared helpful information on how diverse, small construction businesses can turn problems into profits. Chief Economist and Managing Director Megan Greene from Manulife Asset Management shared insights on the state of the economy, latest trends and the 2018 economic forecast.



PROJECT OF THE YEAR 2017 WINNERS

Best projects of 2017 in five categories were celebrated during a luncheon at the 2018 North American Iron Workers/IMPACT Conference. During the awards ceremony, winning contractors along with local business managers and customers received their awards from IMPACT CEO Kevin Hilton. A panel of third-party, independent judges selected the winners weeks ahead of the conference. The panel consisted of DuRoss Group Vice President Ted Sheppard, former IMPACT CEO Eric Waterman and retired Iron Workers General Vice President and former IMPACT regional director Ted Kicielinski. Safety, quality and innovation were the top criteria in selecting winners.

2017 IMPACT PROJECT OF THE YEAR ARCHITECTURAL / ORNAMENTAL WINNERS
 Contractor: Permasteelisa North America (Mendota Heights, MN)
 IW locals: 24, 63, 512, 5, 377, 7

PROJECT: 1144 13TH ST. DENVER CO., DC; HENSEL PHELPS
 OWNER: IHRES. ARCHITECT: PICKARD CHILTON / KENDALL HEATON.

SCAN THE QR CODE TO LEARN MORE ABOUT THIS AWARD WINNING CONTRACTOR

2017 IMPACT PROJECT OF THE YEAR BRIDGE / STRUCTURAL WINNERS
 Contractor: J. P. Cullen & Sons, Inc. (Janesville, WI)
 IW locals: Local 8 and Local 383

PROJECT: MILWAUKEE BUICKS ARENA

SCAN THE QR CODE TO LEARN MORE ABOUT THIS AWARD WINNING CONTRACTOR

2017 IMPACT PROJECT OF THE YEAR FABRICATION WINNERS
 Contractor: Waiward Steel LP (Edmonton, Canada)
 IW local: 805

PROJECT: NORMAN WELLS DECK BARGE FABRICATION

SCAN THE QR CODE TO LEARN MORE ABOUT THIS AWARD WINNING CONTRACTOR

2017 IMPACT PROJECT OF THE YEAR INDUSTRIAL, RIGGING, MACHINERY MOVING WINNERS
 Contractor: Waiward Steel LP (Edmonton, Canada)
 IW local: 771

PROJECT: CR-430 INSTALLATION (QUARTER 2-4 2017)

SCAN THE QR CODE TO LEARN MORE ABOUT THIS AWARD WINNING CONTRACTOR

2017 IMPACT PROJECT OF THE YEAR REINFORCING WINNERS
 Contractor: AGF - C&T INC. (Scarborough, Canada)
 IW local: 721

PROJECT: 457 STATION AND BUS TERMINAL

SCAN THE QR CODE TO LEARN MORE ABOUT THIS AWARD WINNING CONTRACTOR

PROJECT OF THE YEAR 2017 GALLERY

2017 PROJECT OF THE YEAR - ARCHITECTURAL / ORNAMENTAL WINNER

Contractor:
PERMASTEELISA NORTH AMERICA
(Mendota Heights, MN)

IW locals:
24, 63, 512, 5, 377, 7

Project:
1144 15th St. Denver Co.

General Contractor:
Hensel Phelps

Owner:
Hines

Architect:
Pickard Chilton /
Kendall Heaton



2017 PROJECT OF THE YEAR - BRIDGE / STRUCTURAL WINNER

Contractor:
J. P. CULLEN & SONS, INC.
(Janesville, WI)

IW locals:
Local 8 and Local 383

Project:
Milwaukee Bucks Arena



2017 PROJECT OF THE YEAR - FABRICATION WINNER

Contractor:
WAIWARD STEEL LP
(Edmonton, Canada)

IW local:
805

Project:
Norman Wells Deck Barge



PROJECT OF THE YEAR 2017 GALLERY

2017 PROJECT OF THE YEAR - INDUSTRIAL / RIGGING / MACHINERY MOVING WINNER

Contractor:
WAIWARD STEEL LP
(Edmonton, Canada)

IW locals:
Local 771,
Construction Management,
Structural Superintendents
represented by Local 720

Project:
CR-430 Installation
(Quarter 2-4 2017)

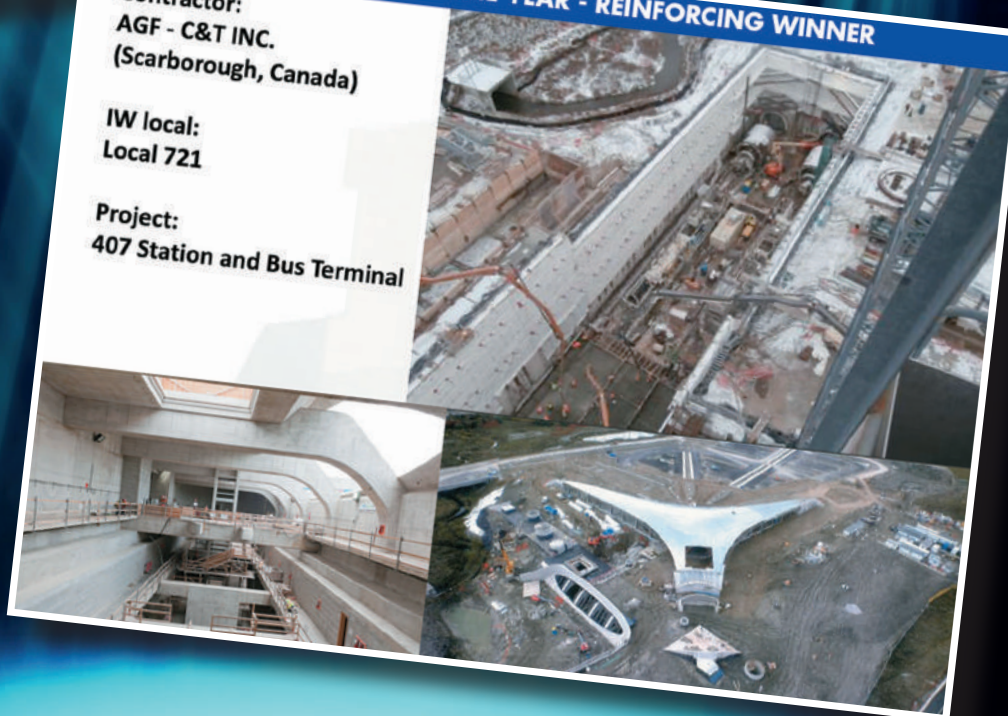


2017 PROJECT OF THE YEAR - REINFORCING WINNER

Contractor:
AGF - C&T INC.
(Scarborough, Canada)

IW local:
Local 721

Project:
407 Station and Bus Terminal



**We look forward to your submissions
starting October 1, 2019!**



IRONWORKER CONTRACTOR PROFESSIONAL DEVELOPMENT

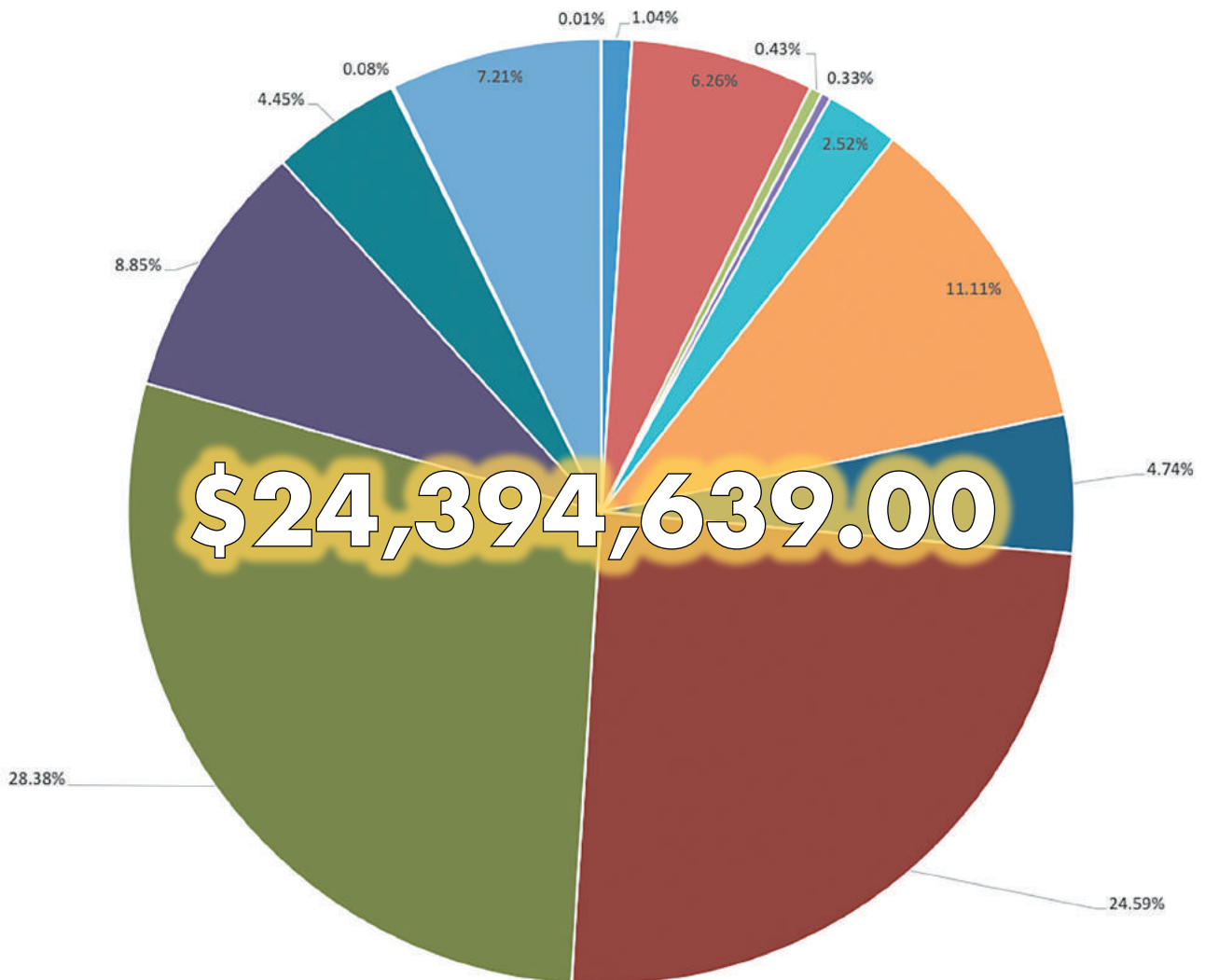
Summer Training Program July 15-19, 2019

Washtenaw Community College
4800 E Huron River Dr, Ann Arbor, MI 48105

Date	Course
BUSINESS SKILLS TRACK	
July 15-19	Construction Contracting Business Fundamentals Academy: Establish Your Business: This course is designed for current and future contractors who want to develop fundamental business skills. This program focuses on skills needed to start a contracting business or strengthen an existing business. Length: 5 days.
July 15	Getting Things Done® Workshop: Mastering Personal Productivity: If you are falling victim to work overload, modern-workplace chaos, and the anxiety that comes from too much to do, this training is for you. Getting Things Done® (GTD®) is a method that teaches individuals how to increase their focus on the most meaningful work, organize information, and achieve stress-free productivity. Length: 1 day.
July 16	Cash Management and Change Order Control: Techniques for Getting Paid: Learn some of the proven approaches that will make you more successful at managing your cash flow and controlling change orders. The course will identify strategies you can implement to get paid faster. Length: 1 day.
July 17-19	Business Plan Development Workshop: This course provides hands-on assistance in developing the content for each element of the participant's own business plan using a standard template. Upon completion of the workshop, each participant will have a completed draft of their own business plan. Length: 3 days.
TECHNOLOGY TRACK	
July 16-17	Introduction to Building Information Modeling (BIM) Practices and Technology: This course provides an overview of BIM terminology and practices while introducing important concepts necessary to understand how BIM is changing the construction process. The course also provides an introduction to and review of BIM tools, identifying the functions they perform in the project management process. Length: 2 days.
July 18-19	Bluebeam Revu Fundamentals and Document Control & Measurement: Participants will learn the fundamental features of Bluebeam Revu. This course will give the participants the necessary foundational skills to create, organize, markup, edit, track comments, prepare takeoffs, calibrate drawing sets, use measurement tools, and manage PDF documents. Length: 2 days.
FIELD PRODUCTIVITY AND LEADERSHIP TRACK	
July 15-16	Project Leadership & Project Management: Learn some of the proven approaches that will make you more proactive in dealing with your customers on credit and collection practices and avoid issues related to collecting all of your money. The course will identify strategies you can implement before and during the project to reduce the pay cycle and minimize conflicts associated with collections. Length: 1 day.
July 17	Improving Construction Productivity: This course will teach you to uncover your competitive advantages so that you can build the negotiating power to close more deals and gain market share. Learn to maximize close rates on any deal, grow market share, increase brand awareness, and stay miles ahead of the competition. Length: 1 day.
July 18-19	Introduction to Lean Project Delivery & Lean Project Planning: Building a great organization requires effective leadership. A key element that is 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: 1.5 days
COMMUNICATING AND INFLUENCING TRACK	
July 16	Why Should I Hire You?! Both Union Leaders and Contractors will benefit from this dynamic, fun, and enlightening workshop. Learn to uncover and convey strengths you didn't know you had, persuasively answer the question "Why union?" and clearly demonstrate your personal and professional value as well as the value of your products and people. Length: 1 day.
July 17-18	Improving Communication Skills: In this course, you will learn techniques that will enhance your communications skills and improve communication among all parties. You will also learn how to effectively use different communication styles and approaches to match the unique situation. Length: 2 days.

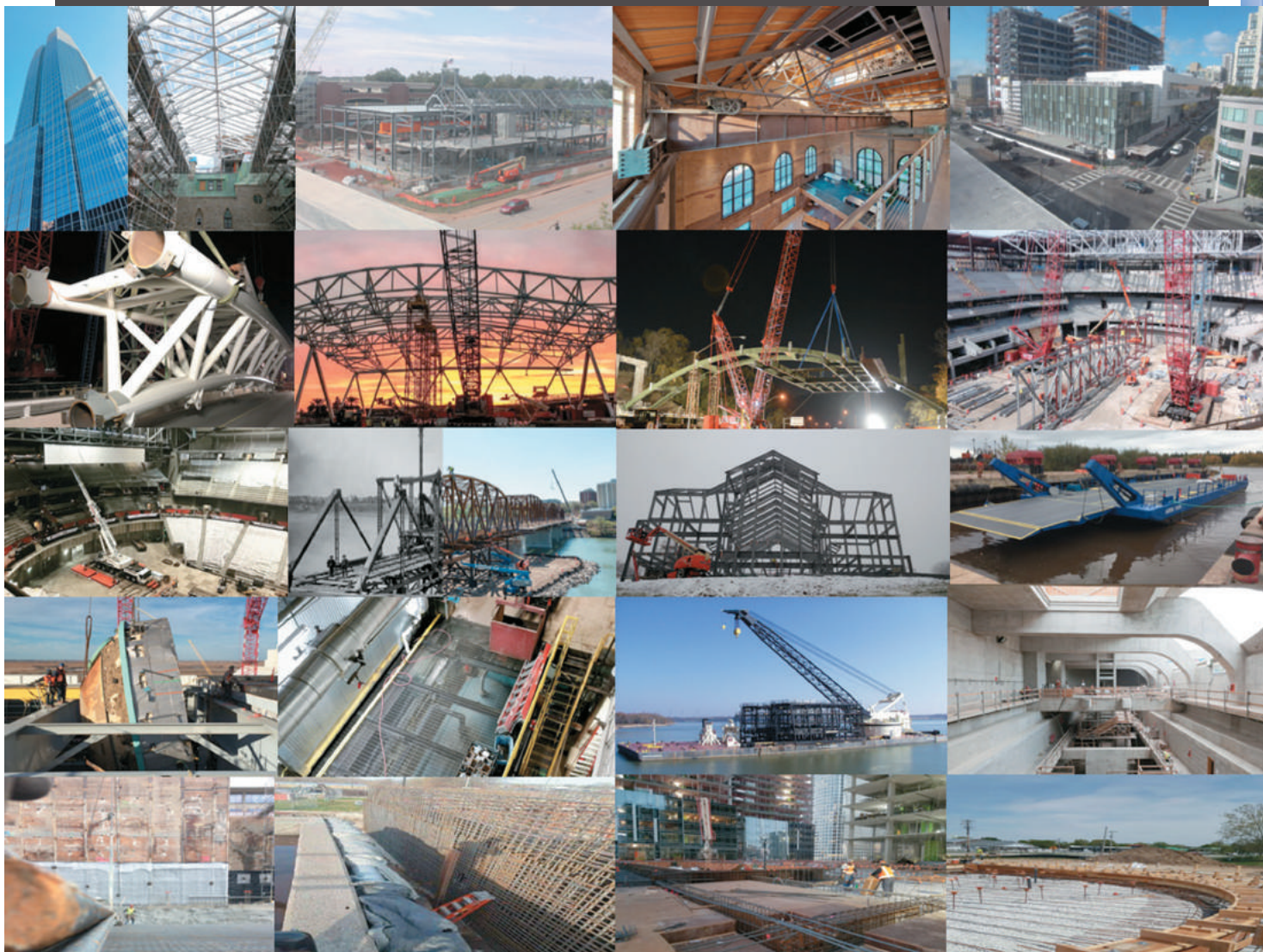
2018 FINANCIAL EXPENDITURES

- ★ Prevailing Wage Compliance
- ★ Off-the-job Accident/Maternity Program
- ★ Shop Dept./Reinforcing Dept./Certification Programs
- ★ TWIC
- ★ Online Tracking Systems
- ★ Marketing/PR
- ★ Business Development
- ★ Apprentice & Training Dept.
- ★ RAB/Supplemental Grants
- ★ Substance Abuse Program
- ★ Safety & Health Dept.
- ★ Safety Trained Supervisor Construction (STSC)
- ★ Labor-Management Training
- ★ Mobile Training Trailers



Ironworkers.

SAFETY. QUALITY. PRODUCTIVITY.



MORE OWNERS TRUST US WITH THEIR PROJECTS. THESE ARE THE REASONS WHY:

4,000 Contractors • **157** Training Centers • **6,941** Certifications in 2018
• **20,143** Certified Ironworker Welders • **19,885** Apprentices and
Trainees • 90 million dollars invested annually on **SAFETY**



www.impact-net.org

www.ironworkers.org