The mission of the Indiana Construction Roundtable Foundation (ICRF) is to encourage, inform, and empower individuals to pursue careers within the construction industry. The BY training program will empower people to “Build Yourself.” Those who invest in their future will soon realize the value that accompanies this career pathway. As a state, a very productive dialogue surrounding tomorrow’s Indiana workforce is occurring. It is with this dialogue that the ICRF Board of Directors believes that it is an opportune time to connect people to well-paying construction related jobs. A stronger Hoosier worker means a stronger Indiana and investing in communities surrounding our major construction projects provides even greater opportunities for the projects of tomorrow.

The ICRF, in considering this mission, seeks to create an opportunity to improve the connection between construction careers, projects, and the community. In partnership with our communities and industry, we would like to begin directly helping individuals realize the American dream and build a stronger Hoosier workforce for tomorrow.
AN INITIAL FOCUS ON CENTRAL INDIANA

Central Indiana is currently home to the largest amount of construction activity in the state and is faced with the most significant regional worker shortages. Much of this region consists of distressed communities and contains the highest concentration of unemployed and under-employed people.

Relevant Regional Information

- For this region in 2016, the construction industry employed 66,407 people in the at an average annual wage of $66,442.
- Workforce data for this combined region shows that demand for construction workers is projected to increase by 21,000 workers by the year 2020, causing much of the industry to question where we will find the people for these jobs.
- Despite worker shortages, the construction industry has been slow to incorporate women and minorities into the workforce. In 1983 African Americans made up 6.6% of the construction industry workforce. Currently, African Americans make up 5.8% of the construction workforce according to the Bureau of Labor Statistics and account for roughly twice the number of unemployed persons versus their white counterparts. To address the worker shortages facing the industry, this disparity must be acknowledged.
According to a research study recently conducted by Brookings Institute and the Indy Chamber, Indianapolis currently has a 64% workforce participation rate. 83% of the jobs created in the last decade have been below self-sustaining wages statewide. 20% of the manufacturing base has disappeared over the last decade. And, there has been an 80% increase of people in poverty over the last decade. According to the study, if you are born poor you are likely to stay poor in Indianapolis. As noted in the study, if community members are provided job access and the skills necessary to succeed, they can break the cycle of poverty.

The significant demand for construction in this region is accompanied by a notable percentage of unemployed or underemployed people.

NOW IS THE TIME TO DO SOMETHING ABOUT THE LACK OF DIVERSITY IN THE CONSTRUCTION INDUSTRY. IT IS IMPERATIVE THAT WE PROVIDE ALL PEOPLE WITH A PATHWAY TO PROSPERITY.

A PROVEN SUCCESS MODEL

The Construction Education Foundation of Georgia (CEFGA) is a 501(c)3 nonprofit organization that was created in 1993. Their Construction Ready program has a proven record of success and has provided us with a solid foundation for a Hoosier grown program.

TRAINING CURRICULUM

Our program will utilize NCCER’s Core Curriculum and Tools for Success. ICRF is an approved NCCER sponsor and is qualified to provide and utilize NCCER’s curriculum for training purposes.
WHO WILL OUR PROGRAM SERVE (THE APPLICANT)

- Must be at least 18 years of age
- Must be physically fit and able to lift 50 pounds
- Must consent to a criminal background check (Having a criminal background will not automatically disqualify an applicant from participation)
- Must pass a drug test
- Must be a high school graduate, GED, or demonstrate at an 8th grade competency of reading and math

THE PROCESS FOR AN APPLICANT

- Applicant meets participant requirements and is accepted into the program
- Participant completes one-month training program
- Participant meets employers at hiring event
- Employer hires participant

THE PROCESS FOR EMPLOYERS

- Employers agree to hiring terms with ICRF
- Employers attend hiring events which will be offered monthly
- Employers hire program participants
- ICRF invoices the employers for candidates who are hired
- Employers pay ICRF after 90 days of employment

THE OPPORTUNITY FOR THE CONSTRUCTION INDUSTRY

The construction industry is uniquely positioned to connect with people of all backgrounds and to provide people living in poverty with a pathway to the middle class. The construction industry offers high paying jobs and has far fewer barriers to entry than many other industries, many of whom require post-secondary education.
To address the workforce shortages facing our industry, we must recognize a need to change the way we recruit and train for our industry. There is no longer a large pool of people available for work, who enjoy tinkering on their cars and helping on the family farm on the weekends. Those people have all been hired. The reality is that many of the unemployed or under-employed people in this region have a bad perception of the construction industry. They also may not have the confidence needed to feel like they can succeed in construction. Given the lack of diversity in our industry, many minorities have not had the experience of seeing a family member succeed with a career in construction. People may also feel that if they have been previously convicted of a felony, then nobody will hire them.

The ICRF works to change the perception of our industry and provide everyone with a pathway to success in construction regardless of their gender, race or background.

According to 48 employers surveyed by the ICRF and the Indiana Subcontractors Association, the most important qualifications for being hired in the construction industry include:

- 73% will only hire people over the age of 18
- 21% will only hire people over the age of 21
- 60% require a high school diploma or equivalent
- 87% require that applicants take a pre-employment drug test
- 58% require applicants to submit to a criminal background check. However, only 23% require that applicants have no previous felonies.

The statistics show that our industry is somewhat accepting of people with prior felonies, depending on the offense. And, there are fewer barriers to success for a person pursuing a career in construction.

HELPING TO ASSIST PREVIOUSLY CONVICTED FELONS BY PROVIDING THEM A PATHWAY TO A CAREER IN CONSTRUCTION WILL BE A LEADING PRIORITY OF OUR PROGRAM.
SHORT TERM – 2-YEAR SCOPE

This program will require a minimal amount of resources to get started and will be self-sufficient within two years. Private donations are needed to give this program a kick-start, and the program will be self-sustainable once it begins to take in revenue.

In Our First Two Years, We Will Accomplish the Following

- ICRF will hire a qualified instructor to complete the NCCER Master Trainer program. This certification will allow him or her to train other trainers in Indiana and to develop classes around Central Indiana, based on employer and applicant interest.
- ICRF will train 200 people for construction jobs in our first year.
- In our second year, ICRF will train 300 people.

Our Philosophy for Training

- Once the program is underway, the financial sustainability will be 100% dependent on employer funding. In considering this, the program will be run like a business with a focus on delivering high quality training at a cost that is affordable to the employers. Excess overhead will drive up our costs, which will deter employers from using our program, minimizing the number of people we can help.
- Our intention will be to utilize existing facilities that are owned or leased by construction related businesses or community partners. By minimizing overhead, we will be able to maximize the value we are providing to the businesses who are hiring our graduates.
- Our plan will be to utilize volunteer trainers wherever possible. We do anticipate needing one full time trainer on staff to fill in as needed for the volunteer trainers or to teach a class when we are unable to find a volunteer instructor. The NCCER training model is a “train the trainer” model that will allow our Master Trainer to train and certify other trainers across the state.
The ICRF currently utilizes over 200 “Ambassadors” across the state, who serve as industry experts for our Build Your Future Program. These ambassadors will serve as a catalyst to generate employer interest and help identify potential trainers for our program.

The ICRF will provide basic training options that meet the needs of all types of employers in the construction industry.

**The BY Program will be for the benefit of employers from residential, commercial, industrial, and road construction markets, and most importantly for the benefit of people.**

**Longer Term Goals**

Over the next five years, our focus will be to have continued dialogue with the employers serving the construction industry, which will include residential, multi-family, commercial, industrial, and road construction. Our long-term desire will be to stay connected with those employees and employers who we connect to employment. The ICRF Advisory Board will be responsible for reviewing feedback from the industry to determine which type of curriculum will meet the needs of the industry.

It will also be our desire to grow outside of Central Indiana in our first five years. Once we feel like we have refined our program offering and have built a financial reserve necessary for growth, we will begin to grow our program beyond Central Indiana. To grow, we will need to establish a similar group of community partners, a demand for construction services, and an employer network who will be willing to hire our graduates.

Like the CEFGA model in Georgia, our program will evolve to include CDL training in our first five years. CDL training is tied into construction and has been a noted shortage for employers in our industry.
It will also be our desire to connect with k-12 schools to help develop training programs for their students and communities.

**KEY REVENUE STREAMS**

**Pay it Forward Funding Model**
In Georgia, the CEFGA utilizes a “pay it forward” model whereby the employers pay for the training of future candidates. The program would be offered free of charge to the applicants. For the ICRF program, hiring employers would agree to a donation made to the ICRF for every employee who is hired from our program and retained for a period of 90 days, to pay it forward and cover the training costs of future applicants.

**Sponsorship Program**
The ICRF will also supplement overhead costs with annual sponsorships that will be promoted to businesses and individual donors who see the need to build stronger communities and align with the social good derived from our program. Currently, the ICRF is the title sponsor of Grand Park in Westfield, IN. Through our sponsorship at Grand Park, donors will receive recognition and exposure through the signage and exhibits that are currently on display at the park.

**SYSTEMATIC CHANGE FOR THE CONSTRUCTION INDUSTRY**
Traditionally, the construction industry has been very segmented and divided with our workforce development needs. The industry has been historically divided those businesses who do work in residential, multi-family, road, commercial, and industrial construction. Over the past two years, the ICRF has demonstrated an ability to bring together an industry by connecting all the segments and presenting our industry with one unified voice. Through the ICRF Ambassador program, the ICRF has worked to create partnerships with the following industry trade organizations, serving each of the construction segments. Some successful examples of collaboration have included:
Partnering with the Indiana Builders Association (IBA) and Builders Association of Greater Indianapolis (BAGI): In 2017, the ICRF learned of a program called “From the Ground Up”, which was developed by BAGI and was planned to launch statewide through IBA. The groups were seeking to fund their program and wanted to purchase displays to be shared for events around the state. The ICRF saw this as an opportunity for collaboration. The ICRF Executive Committee met with the IBA Executive Committee and agreed that the groups would be better off to work together in a collaborative effort. Under the partnership agreement, the groups agreed to promote one program – Build Your Future Indiana. And, the ICRF agreed to provide the marketing materials needed for the IBA to launch their statewide program. This was a win for both groups, as the ICRF is expanding out statewide reach. The IBA and BAGI are non-profit, industry associations representing the business interests of residential and multi-family builders.

Partnering with the Indiana Construction Institute (ICI) and the Indiana Mineral and Aggregates Association: The ICRF has partnered with the ICI and IMAA by expanding our program to highlight the career pathways for road construction, and by connecting their employers with prospective candidates at hiring events. The ICRF has hosted Ambassador training sessions for approximately 65 ambassadors representing road construction work. And, road construction is a part of all outreach events.

**Students in our program will be well informed of pathways for all aspects of construction and will be connected to the employers and training centers that will provide them with a pathway to a better career in construction.**
STEERING COMMITTEE

The ICR Foundation Executive Committee has approved the formation of an Advisory Board to oversee this training program. The committee will consist of businesses that equally represent the interests of residential, commercial, and road construction markets.

STRATEGIES FOR RECRUITMENT AND SUCCESS

Currently, the ICRF spends approximately $335,000 annually on marketing. The ICRF would integrate the new program into existing digital marketing campaigns, as well as incorporate this resource into our print materials and face to face meetings that occur throughout the year.

NUMBER OF JOBS IMPACTED

In year 1, our plan will be to connect 200 people into entry level construction jobs serving the markets previously identified. Though, through limited outreach to employer partners, we have already identified a demand for 844 new entry level jobs in 2018. These jobs are evenly divided amongst commercial construction (union and non-union employers), residential, and road construction.

METRICS

The following metrics will be tracked by the steering committee:

- **Completion Rate**: We anticipate a completion rate of 90% based on the CEFGA program.
- **Sustainable Employment**: We anticipate that 89% of those who complete the program will be offered sustainable employment and will be retained for 90 days by their employers. We anticipate a one-year retention rate of 74%.
- **Business engagement**: In our first year, our goal will be to engage commercial employers, residential employers, and road employers.
CERTIFICATIONS

Those applicants who successfully complete the program would receive the following certificate:

- NCCER Core Credential (includes training in basic safety, construction math, hand and power tools, construction drawings, basic rigging and communication skills)
THANK YOU!

The ICRF would like to thank the following organizations and employers for their support of this program:

Indy Chamber
Purdue University
Employ Indy
 Builders Association of Greater Indianapolis
Indiana Constructors Inc
The Grindery and First Baptist Church
Goodwill
Gaylor Electric
Hagerman Construction
Weber Concrete
R Adams Roofing
Poynter Sheet Metal
Circle B Construction
E&B Paving
Custom Concrete
Merritt Contracting