



TRANSFORM

2024 ANNUAL REPORT



A woman with braided hair, wearing safety glasses and a high-visibility vest, is smiling while working on a construction site. She is using a tool to work on a wooden beam. The background shows a construction site with a window and some equipment.

TRANSFORM

Indiana Construction Roundtable Foundation (ICRF) transforms the future for individuals, employers, communities and the state by equipping and empowering workers for sustainable careers in the construction industry.

Cover Photo: Gregg Jones, Quincy McNeal and Zack White with Messer Construction pose on the jobsite of the new Medical Education and Research Building at IU School of Medicine in downtown Indianapolis. McNeal and White were in the first BY Training classes in 2019. They've been working at Messer for five years.

DRIVING TRANSFORMATION



CHRIS PRICE

ICRF President

Transformation is coming to Indiana’s construction industry. In fact, it’s already underway. The question is, will the industry drive that transformation or be run over by it?

In 2024, the Indiana Construction Roundtable Foundation worked to help put the industry in the driver’s seat by transforming the future for individuals, employers, communities and the state.

You don’t have to look hard to see what’s driving the industry’s transformation. Indiana is experiencing one of the biggest construction booms in recent memory. At the same time, we’re facing a worker shortage that’s made all the more urgent by the looming retirement of a big portion of our existing workforce. Meanwhile, changes in Indiana high school graduation requirements are opening doors to fresh approaches to attracting people to the industry and preparing them for fruitful careers.

Together, these forces can generate a lot of opportunity for those willing to embrace transformation. In the past year, we’ve worked with a number of people who have done just that. For just a few examples, consider that in 2024:

- 🏠 More than 1,800 young Hoosiers participated in school-based construction clubs.
- 🏠 BY hosted 15 hiring fairs connecting over 450 graduates to nearly 90 Indiana employers.
- 🏠 Countless individuals, families, and employers attended BYF-sponsored school-based events.
- 🏠 People came to our classes from all backgrounds, with some seeking to overcome poverty, others looking to put criminal histories behind them, and many simply pursuing better career opportunities.

In the following pages, you’ll meet some of those people and learn how ICRF programs are helping them transform lives, companies, communities and the state. At the same time, I hope you’ll consider the ways ICRF approached transformation.

About halfway into the year, the ICRF team looked around and saw that things were going well. Most notably, our classes were enjoying steady enrollments. But we decided that wasn’t enough. We wanted to reach more people, transform more lives, and challenge ourselves to aim higher. Our focus shifted beyond enrollments to outcomes, sharpening our operations and raising expectations for ourselves and each other. We committed to doing the hard work necessary to drive real transformation, declaring, “Let’s blow this thing out of the water.”

In short order, enrollments doubled. More employers got involved. Program participants told friends about the impact BY had on their lives. New skilled workers entered the workforce, easing staffing shortages, launching careers and putting themselves in the position to provide for families and contribute to their communities.

In other words, the ICRF team met the transformation facing the industry by fueling more transformation. And we were rewarded with increased impact. We believe that formula will be essential for the future of the industry, and we intend to embrace it even more in 2025.

Chris Price, ICRF President

TRANSFORMING PEOPLE



PAVING THE WAY to success & gratitude

MICHEL DUMONT

BY Graduate and INDOT
Highway Technician

Making rent used to be a monthly worry for Michel Dumont. He worked hard at his job as an administrative assistant for a clinic, but the pay sometimes left him coming up short at the end of the month. The consequence: increased anxiety.

So it makes sense that, when Dumont saw something about BY on Instagram, he checked it out. By May of 2024, he had completed training at Southeast Community Services. By June, he had a job as a highway technician with the Indiana Department of Transportation (INDOT).

Across Indiana, thousands of young men and women like Dumont are in similar straits. They work hard but still struggle to make ends meet. Many of them come out of high school to discover they don't have the skills necessary for available jobs. Others start college but find it isn't for them (the state's four-year college completion rate is less than 30%), only to return to the job search saddled with debt. Add to those the people who run into barriers in their job searches – those coming out of incarceration, for example, or those who don't have a high school diploma – and you have countless Hoosiers sitting on the sidelines.

ICRF programs have given hundreds of Hoosiers the training they need to get off the sidelines.

15

Hiring fairs across the state

25

Classes offered throughout
Indiana

458

Individuals graduated from
BY classes in 2024



This combination certainly worked for Dumont. He had hoped to get into construction someday, and BY made it happen, supplying him with four credentials – Occupational Safety and Health Administration 30 Hour Construction Safety and Health (OSHA-30) card, MacAllister Skid Steer Certification, NCCER Core Certification and ATSSA Flagger Certification – and following up after the training to keep him informed about hiring events and job openings.

Working for the state, Dumont’s no longer thinking month-to-month; he’s looking down the road, so to speak, with hopes of growing into positions of more responsibility. The state offers pathways to do that, and he credits BY with preparing and pushing him to seize opportunities.

“I’m just so grateful,” Dumont says. “Everyone at BY motivated me to be better.”

BY ALUMNI EVENT

Earlier this year, BY hosted its 2nd Annual Alumni Event, a celebration of the accomplishments and continued success of its graduates. The event brought together a vibrant community of BY Construction training alumni, instructors, navigators, and their families for a day of connection, celebration, and support. The event served as a platform for alumni to reconnect with one another, share their journeys, and strengthen the bonds that make the BY community special.

In addition to the festivities, the event featured a number of valuable community resources and employers to connect alumni with further opportunities.



BY Graduate Raveen Owens and family at the Edna Martin Christian Center with the tool kit won at the event raffle.

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TRANSFORMING EMPLOYMENT

AN ANSWER FOR workforce shortages

The current boom in Central Indiana construction has Gregg Jones shaking his head. “It’s like nothing I’ve ever seen,” he says.

It also has him furrowing his brow. As the Craftforce Manager for Messer Construction, Jones is tasked with finding workers for the company’s many area projects. That job is challenging enough during a national worker shortage, but it promises to get worse as aging workers hang up their toolbelts.

“It’s scary to me the amount of people who are going to be retiring in the next five to 10 years and there’s nobody to backfill that,” Jones says.

Jones sees hope in ICRF.

Most notably, he sees hope in the training programs ICRF offers. Since 2019, ICRF has provided training to 1,400 individuals in Marion County alone, equipping workers with the skills they need to contribute from their first day on the job and typically engaging those who had not previously considered a career in construction.



GREGG JONES

Craftforce Manager for Messer Construction

Jones knows firsthand the impact these training programs can have. He has taught BY classes since they were launched six years ago, and has hired workers right out of those classes. In fact, he nabbed three graduates out of the first class, and two of them still work for Messer (the third, Daniel Perryman, works with ICRF as a BY Navigator).

A 35-year construction-industry veteran, Jones sees other ways ICRF helps. For one, the organization raises the industry’s profile among government and commerce leaders, underscoring the industry’s value to the state’s economy and how important it is that we address worker shortages.

CONSTRUCTION as of 08.2024
EMPLOYMENT (INDIANA)

172,900

10,000 - 250,000

over the next 3 years **LOOMING EMPLOYMENT GAP**

In addition, ICRF reaches out through schools and the community to highlight the construction industry's good, well-paying jobs that allow people to launch careers and support families, with or without a college degree.


"It provides opportunities for people who maybe never had any," says Jones, who believes so strongly in ICRF that he chairs the organization's board.

In all of these ways, ICRF helps to prepare a workforce that can fend off the talent shortage that has Jones so concerned. At the same time, it can help area employers uncover hidden worker gems.

Jones knows this firsthand, too. One of those first-class trainees, Zack White, joined Messer as a laborer and has earned a series of promotions. "He's my go-to guy, a diamond in the rough," Jones says. "I've got to imagine there's other people like that out there."

DRIVING TRANSFORMATION TOGETHER



 **Become a BY Training Employer Partner.** By becoming a BY Training Employer Partner, you can provide broader opportunities to our trainees while also getting first access to trained, certified and vetted BY graduates. In addition, you'll have the chance to speak to classes, attend jobs fairs and promote your open positions.



 **Become a BYF Ambassador.** Step into a role that inspires the next generation of builders and dreamers. As a BYF Ambassador, you'll share your story and passion for construction while opening students' eyes to the incredible opportunities in this field. From hosting workplace tours that bring the industry to life to engaging at career fairs, you'll spark curiosity and ignite ambition. This is your chance to shape futures, uplift communities, and showcase the power of a career in construction.

70+

Construction companies participated in ICRF programs

TRANSFORMING COMMUNITIES



JOSIAH PARKER

Penn High School
Assistant Principal

A CONNECTION to the community

For the 2024-25 school year, Penn High School in Mishawaka has gone all-in on construction. BYF has been there to pitch in with Penn Assistant Principal Josiah Parker.

Penn chooses a theme for every school year to build enthusiasm, promote activities and connect the school family. But it does a lot more with its theme than the run-of-the-mill posters on bulletin boards or crepe paper streamers in the hallways.

For example, this year teachers and administrators showed up for the first day in hard hats and safety vests. The principal's weekly newsletter carries a construction theme. The homecoming parade featured construction-focused floats and construction vehicles, with the homecoming court riding in a dump truck. When the school leadership team gathered at the University of Notre Dame before the school year, they participated in activities put on by contractors, tried out equipment simulators and even drove skid steers. They also heard the university's director of buildings and construction talk about the need for construction workers.



All along the way, BYF has supported the school's theme, seeing it as an opportunity to strengthen Penn's construction-related programs and connect with the community.

"BYF helped me come up with ideas and things to do related to the theme," Parker says. For example, BYF connected him with other organizations, got hardhats and vests donated by construction firms, and helped to create a fun zone for young kids.

**COLLABORATION
IN ACTION**

Students Reached:

1,815+

Growth since 2023:

47% increase

But ICRF's support of Penn goes beyond this year's theme. An ongoing supporter of the school's building trades and civil construction classes, BYF also helped Penn run a summer camp for elementary and middle school students. Led by the school's building trades teacher, the camp included three to four construction-related activities each day, exposing kids to an industry they typically wouldn't learn about over summer vacation.

"The support we've had from BYF is incredible," Parker says.

Such relationships are becoming increasingly important as Indiana high schools work to embrace the state's growing emphasis on experiential learning. With standards calling for students to spend more time in the workplace gaining hands-on experiences, BYF is forging relationships that position the construction industry to benefit from the new standards.

"Every single kid in our construction class has a job before they leave Penn High School," Parker says.

Of course, not many schools will embrace construction as the theme for an entire school year, but Penn High School's ongoing experience suggests that, for the benefit of their students, they might want to at least increase their emphasis on the industry.



HOMECOMING PARADE Penn High School

TRANSFORMING OPPORTUNITIES FOR SCHOOLS AND STUDENTS

-  Provides resources for school construction clubs at the elementary/intermediate or middle school levels.
-  Provides resources for girls construction clubs at the elementary and middle school levels.
-  Offers three levels of club sponsorships with a range of resources (according to sponsorship level):
 -  curriculum guides
 -  training slides
 -  recruitment materials
 -  lesson plans
 -  building materials
-  Connects schools with area builders and builder associations.
-  Coordinates job-site visits.

Ambassador Events:

45+

Construction Clubs:

75



TRANSFORMING WITH PARTNERS

TRAINING WORKERS to build Indiana's economy

Asked how important the construction industry is to Indiana's growth, Tony Denhart, Executive Vice President of Workforce and Talent for the Indiana Economic Development Corporation, has a ready answer.

"One simple word," he said. "Imperative."

Virtually every economic development project that ends up employing a lot of Hoosiers starts with a construction project, Denhart points out. So, if Indiana couldn't field a construction workforce to bring those projects out of the ground, Indiana wouldn't land all those jobs.

ICRF is an important part of a network of organizations and agencies that attract, train, certify and deploy that workforce, Denhart added, and it is especially helpful in bringing into the workforce people who have run into obstacles or simply want a different path to a stable career with long-term benefits.

But Denhart sees ICRF's impact as extending beyond its growing workforce-preparation programs. The organization also excels as a connector and networker, as a promoter of the industry and as a champion for its workers.

He's not the only one who sees ICRF this way. The organization and its leaders are recognized across the state as a leading voice for the industry, its employers and its workers. The state often has turned to ICRF and its leadership to lend insights on industry conditions, to contribute to discussions about the state's economic development and to provide perspectives on the marketplace.

This presence has been especially important for the industry at a time when graduation requirements are being debated, Denhart noted, and when families are recognizing that college is not the only worthwhile option for career-seeking young people and alternative career-development pathways are being considered.



TONY DENHART
Executive VP of Workforce
& Talent for IEDC

IEDC received commitments from 170 projects that planned to locate or expand in Indiana, creating nearly

17,000 new jobs in 2024

Indiana's construction employment grew



22% from January 2019 to December 2024 (U.S. Bureau of Labor Statistics)

ICRF is also a key driver in helping young people see opportunities in the construction industry in K-12 environments, Denhart said, reaching kids when they're beginning to think about their futures – and when families are starting to consider their kids' options.

Finally, ICRF helps raise awareness of the industry and the career opportunities simply by its visibility across the state, Denhart said. As its programs become more widespread and more popular, it functions as a marketing vehicle for the construction industry itself.

In all of these ways, ICRF is helping Denhart, the IEDC and the state as a whole continue to grow and prosper.

“It’s very beneficial to what we’re doing from an economic development perspective,” he said.



According to the ICRF annual audit

86%

of expenses were spent in **direct support** of programs

ICRF annual expenses totaled \$3,130,665 and revenues finished at

\$3,458,394

TRAINING PARTNERS

Evansville

Vincennes University

Indianapolis

Community Alliance of the Far Eastside

Edna Martin Christian Center

Hawthorne Community Center

Highlander Park—Warren Township Adult Education

John Boner Neighborhood Center

La Plaza—Latino Opportunity Center

Mary Rigg Neighborhood Center

Marian University

Southeast Community Services

Madison

Madison Correctional Facility

Shelbyville

Blue River Career Programs



BUILD YOUR FUTURE INDIANA

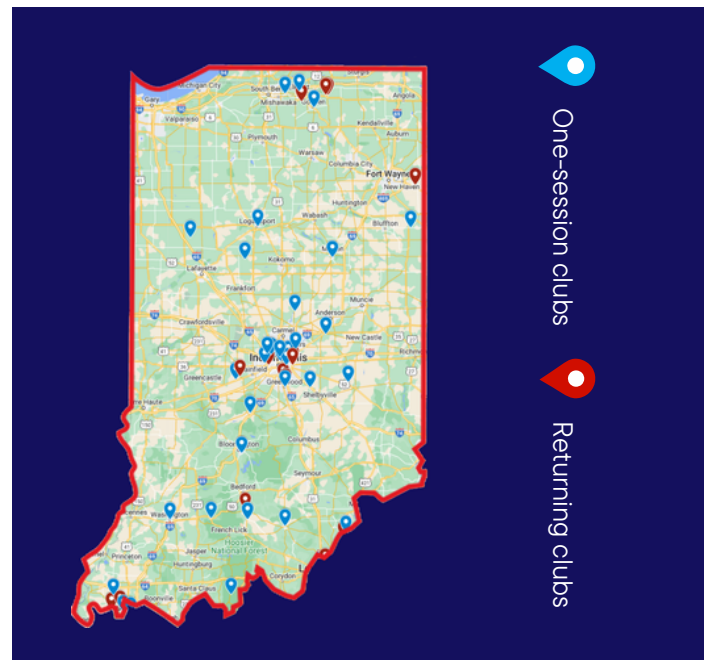
BYF fosters early engagement with K-12 students across Indiana, reaching them while they are still shaping their career aspirations.

Through partnerships with local schools and communities, we form construction clubs, participate in career fairs, organize industry visits, and provide free classroom resources. Using a hands-on approach and real-world insights empower Indiana students to explore the dynamic opportunities available in construction and skilled trades, laying the foundation for their future success right here in the Hoosier State.

BYF CONSTRUCTION CLUBS & MORE

2nd Annual Girls Camp

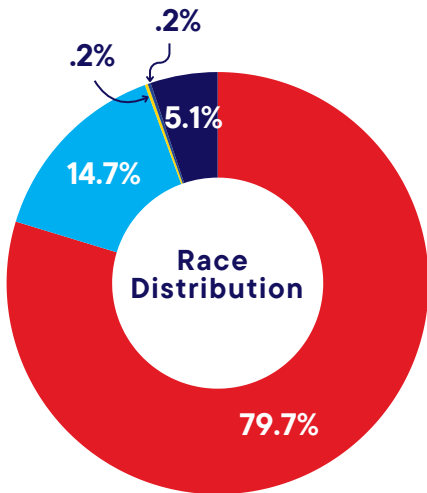
Girls in grades 7-9 met women working in the industry, tried hands-on activities and visited construction sites.



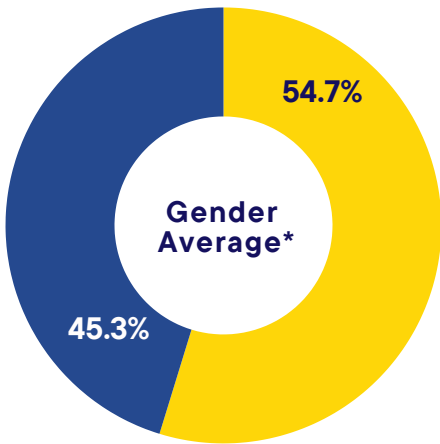
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TRANSFORMING THE FUTURE



- White or Caucasian
- Black or African American
- American Indian or Alaskan Native
- Native Hawaiian or Pacific Islander
- Other



- Female
- Male

2023-24 students **1,815+**

*Compare to the industry average
90% MALE
10% FEMALE



DISCOVERY MEETINGS

In 2024, Build Your Future (BYF) Indiana introduced Discovery Meetings as part of our commitment to engaging students in construction careers. Partnering with schools across the state, we designed a three-level program to meet students at various points in their career exploration journey.

BUILD YOUR FUTURE INDIANA

Discovery Meetings completed **9**

390+ students reached at Discovery Meetings

Level one introduces students to construction careers through interactive, BYF-led presentations tailored for beginners or those with prior experience. **Level two** takes students to job sites for real-world exposure. **Level three** offers personalized coaching sessions, helping students explore career pathways, apply for internships or apprenticeships, and build their resumes.

The enthusiasm and engagement from students and educators have been inspiring. These meetings are creating meaningful opportunities for students to explore and connect with the construction industry, empowering them to take the next steps in their career journeys.

BY CONSTRUCTION TRAINING



BY Construction Training provides adult learners with the essential skills and certifications needed to launch a career in construction.

The program combines hands-on training with classroom instruction in areas like safety, construction math, hand and power tools, construction drawings, communication, and employability. Training is free to the students, and the program is designed to be accessible to individuals from all backgrounds, including justice-involved individuals. Graduates earn two industry recognized certifications—NCCER Core and OSHA 10—and gain access to a hiring fair that connects them with employers actively seeking skilled workers.



TRAINING VARIATIONS

-  **BY Training** — provides original 8–9 week training.
-  **BY Español** — provides training in a bilingual setting.
-  **BY Corrections** — provides programs in prisons across the state.
-  **BY Bootcamp** — provides training in accelerated, three-week format to expedite the economic mobility opportunities for participants.
-  **BY Plus** — provides wrap-around support services, including assistance from the Indianapolis Legal Aid Society and paid, hands-on work experience at Home Repairs for Good.
-  **BY Roads** — prepares students for highway and road construction. Graduates earn McAllister/CAT Skid Steer Operation, and ATSSA Flagger certifications in addition to the included certificates.

Over the past two years, BY Construction Training achieved a remarkable increase in graduates

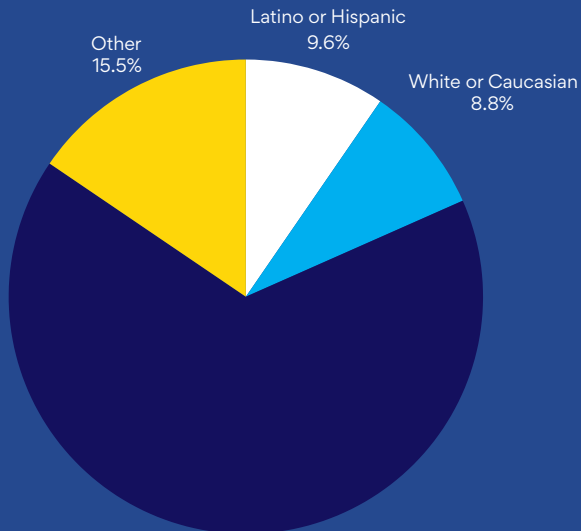
129%



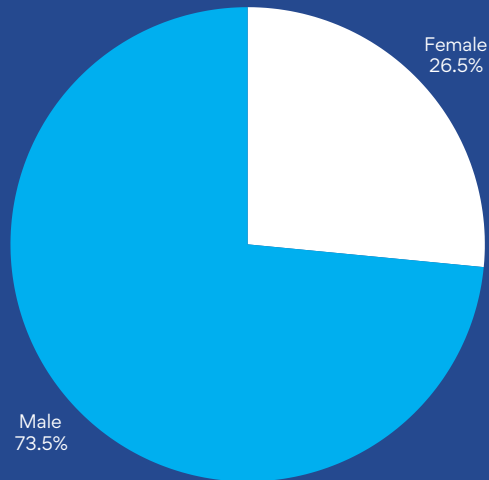
TRANSFORMING THE INDUSTRY

458 Graduates

Ethnicity

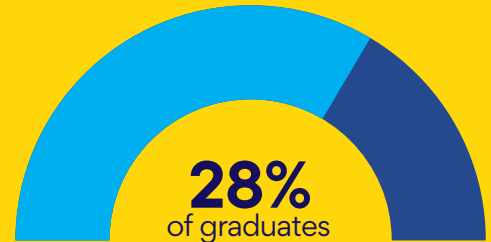


Gender



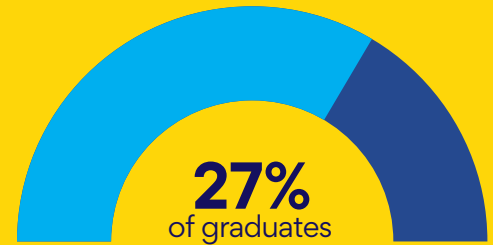
130

Justice-Involved Students



125

Non-Diploma/GED-Holding Students



Average wage of a BY Graduate

\$26/hr

6 months post graduation





MISSION

Inform, encourage, and empower individuals to pursue a career in the construction industry, ultimately leading to a more sustainable workforce.

VISION

Every Hoosier will have the knowledge and ability to access and develop a career in the construction industry and related fields.

CORE VALUES

Inclusion An opportunity for a career exists for all who aspire to contribute to the construction industry and related fields.

Safety An educated and equipped workforce is a safer workforce.

Quality A well-trained workforce leads to a higher quality of construction and a more sustainable workforce.

Education All Hoosiers are aware of the opportunities that exist in the construction industry.

Impact A commitment to making a difference for all who participate in our programs.

Innovation Embracing technological innovation within the construction industry leads to improved quality, increased productivity, and greater environmental sustainability.