

# COME TOGETHER



**BUILDING TALENT FOUNDATION  
2021 ANNUAL IMPACT REVIEW**



## COME TOGETHER

There are few things as rewarding as building homes and helping families fulfill their lifelong dreams of homeownership, and we know this wouldn't be possible without talented men and women working across construction trades.

Established by the Leading Builders of America companies, Building Talent Foundation is working to solve the acute and persistent talent shortage in construction, while connecting young people and career changers with meaningful employment opportunities.

Now, more than ever before, it's a crucial time for the homebuilding industry to come together to reach our collective goal of bringing 100,000 new workers into the field by 2030—ultimately creating a sustainable workforce to build well beyond this decade.

Growing our construction workforce into one that is resilient, well-trained, and engaged will take a heroic team commitment from all of the key players in our industry—builders, manufacturers, and trade partners included. With BTF bringing our workforce development efforts together, I'm confident we can positively impact the future of homebuilding for generations to come.

*Sheryl Palmer*

Sheryl Palmer  
Chairman & Chief Executive Officer, Taylor Morrison  
Chairman, Building Talent Foundation Board of Directors



## RIGHT NOW

As we celebrate this milestone in Building Talent Foundation's journey toward our objectives, we share with you our progress to date, the impact of our programs, and our plans for the future.

Over the last couple of years, we have built a validated model for bringing new workers into construction; a committed team of experienced professionals; and strong support from our Board, Advisors, and Social Investors.

Going forward, we will bring BTF programs to new markets, scale up existing initiatives, and deepen the connections between BTF partners – those who build homes and need talented people, and those who build skills in youth and adults.

While we are hard at work to align supply and demand for talent in our industry, we are driven by our passion to help people get good jobs. We share with you examples of the life-changing stories we witness every day, when we bring unemployed or underemployed individuals into rewarding, meaningful careers in homebuilding.

We are deeply grateful to all who have helped us, and are with us on this journey to build a sustainable workforce in residential construction.

Branka, and the BTF Team

*Branka Minić*

Branka Minić

Chief Executive Officer, Building Talent Foundation



# FOUNDING PARTNERS

We are grateful to Leading Builders of America companies, our Founding Partners, who led the way with a \$1.3 million investment to establish Building Talent Foundation, and for their continuous support to our mission and vision.





# SOCIAL INVESTORS

It is with great appreciation that we thank and recognize the Social Investors who believed in us from the beginning and helped us bring our mission and vision to life. Their generosity has made a great impact on the work we do.

Together, we are enhancing the lives of individuals, families, and communities by creating a sustainable workforce now and for the future.

## BREAKTHROUGH PARTNERS

Gifts of \$1,000,000 or more per year



## IMPACT PARTNERS

Gifts of \$300,000 – \$999,999 per year



## INNOVATION PARTNERS

Gifts of \$200,000 – \$299,999 per year



NEXT WAVE SAFETY SOLUTIONS

## SCALING PARTNERS

Gifts of \$100,000 – \$199,999 per year



## CONTRIBUTING PARTNERS

Gifts under \$50,000 per year







# BOARD OF DIRECTORS



## SHERYL PALMER

Chairman & CEO, Taylor Morrison  
Chairman, BTF Board of Directors

Our mission through Building Talent Foundation is to build a robust and sustainable talent pipeline nationwide and connect passionate new graduates and people alike to opportunities in every sector of construction. BTF works to connect students to jobs, internships, scholarships, training, and other resources to help jumpstart their construction careers.

At Taylor Morrison, we share BTF's mission to expand and promote a sustainable workforce—one that is resilient, diverse, well-trained, and valued.



## DOUG BAUER

CEO, Tri Pointe Homes  
Secretary, BTF Board of Directors

We at Tri Pointe Homes believe we have a responsibility not only to our customers but also to our team members, trade partners, stockholders, and other stakeholders to make a positive impact through the way that we conduct our business.

We take our role as a responsible corporate steward seriously and strive to leave a positive and lasting impact on the world around us. That is why we support BTF's vision.

**“ We share BTF's mission to expand and promote a sustainable workforce. ”**

- SHERYL PALMER



# BOARD OF DIRECTORS

(CONTINUED)



## ALAN NORRIS

Chairman & CEO, Brookfield Properties Development Group  
Treasurer, BTF Board of Directors

There has never been a more important time than now to raise awareness about career opportunities in the home construction industry and provide training and job placement in the skilled trades.

Shifting the negative perceptions about construction that have kept new and young workers from considering a career in our industry is essential.

Together with BTF, we'll clear a path for the next generation to pursue education and training that align with the demands of modern construction.



## KEN GEAR

CEO, Leading Builders of America  
Assistant Treasurer,  
BTF Board of Directors

At Leading Builders of America, our members are committed to finding creative ways to build homes that lower and middle-income families can afford. The unprecedented skilled labor shortage we are facing is an obstacle toward achieving that goal. LBA companies decided to meet that challenge by creating Building Talent Foundation.

BTF is growing quickly, and we will need the entire industry to join us in this transformative effort to create great career options and build more affordable homes across the country.



## PHIL THEODORE

President, Product & Solutions  
Resideo Technologies  
Member, BTF Board of Directors

The housing industry is facing a critical shortage of talented tradespeople. It will take the entire homebuilding ecosystem working together to help solve it.

Resideo believes that our businesses, along with parents and schools, have to do a better job of explaining how rewarding it can be to work in skilled trades. With BTF, we'll find ways to promote these career opportunities as exciting livelihoods.

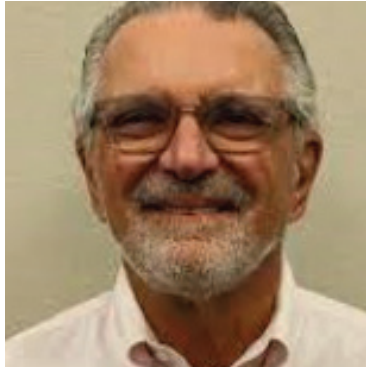
**“ There has never been a more important time than now to raise awareness about career opportunities in homebuilding. ”**

- ALAN NORRIS



# ADVISORY COUNCIL

The expert guidance and honest feedback from our Advisors provides a valuable contribution to BTF. We thank them for their consistent support and encouragement.



**MARSHALL AMES**

Chairman,  
Lennar Foundation



**PAUL DODGE**

Advisor to Vice President,  
Supply Chain and Strategic  
Initiatives at Lennar



**ERIC FEINBERG**

Chief Workforce Officer,  
Qmerit



**LISA GOLDSON  
ARMSTRONG**

Chief Marketing Officer,  
Resideo Technologies



**MIKE HUMPHREY**

Senior Advisor,  
David Weekley Homes



**ALAIN LAING**

Chief Executive Officer, Rheia LLC  
Former Executive Vice President  
Operations, Taylor Morrison





# ADVISORY COUNCIL

(CONTINUED)



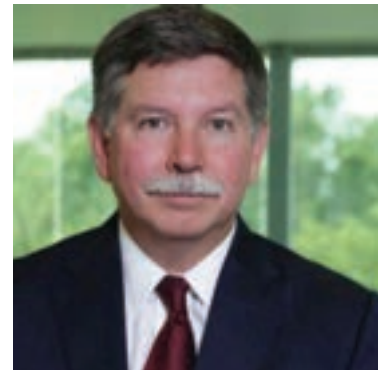
## **RICK LARKEY**

Technical Advisor,  
North State Builders Industry  
Association Foundation



## **LINDA MAMET**

Chief Marketing Officer,  
Tri Pointe Homes



## **JORGE PEREZ**

Chief Executive Officer,  
Arch Staffing & Consulting  
Former SVP, Manpower Group



## **RON ROHRBACHER**

Vice President of Construction  
Training, Perry Homes



## **TALEB SALHAB**

Head of Private Sector &  
Philanthropic Partnerships,  
UNHCR, the UN Refugee Agency



## **MARY TIECHERT**

President, Tiechert Inc.  
Vice Chair, Contractors State  
License Board, California



## **CLAYTON TRAYLOR**

Director, Leading Builders  
of America



## **LORRAINE UREY**

Director of Member Services,  
Texas Association of Builders



## **CHASSITY VEGA**

Executive Director,  
Greater Orlando Builders  
Association



# PURPOSE AND GUIDING PRINCIPLES

## WHO WE ARE

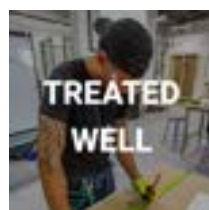
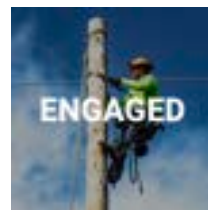
Building Talent Foundation (BTF) was established to bring together the efforts and resources of the Leading Builders of America companies, and other home builders, their trade partners, suppliers, and manufacturers, to jointly create a sustainable workforce in residential construction. By activating public-private partnerships across the United States, BTF delivers on its mission to educate, train, and advance career opportunities of young people and people from underrepresented groups, as skilled technical workers and as business owners.

## WHAT WE DO

Our solution to alleviate construction talent shortages is to align and connect supply and demand for skilled technical workers across building trades by forming partnerships with sector employers, construction training providers, and nonprofits supporting unemployed youth and adults. BTF's regional skills partnerships around the country ensure that youth, career changers, Veterans, and other job seekers embark on homebuilding careers equipped with both technical and behavioral skills necessary for success.

## BUILDING A SUSTAINABLE WORKFORCE

A sustainable workforce is one that is valued by employers, well-trained and supported, engaged with colleagues and the industry at-large, safe and healthy both in and out of work, resilient to changes, diverse, and representative of the broader local and national workforce, and treated and compensated fairly by employers.





# PURPOSE AND GUIDING PRINCIPLES

(CONTINUED)

## VISION STATEMENT

To achieve a sustainable workforce in residential construction by 2030.

## MISSION STATEMENT

To advance the education, training, and career progression of young people and people from underrepresented groups, as skilled technical workers and as business owners in residential construction.

## TO SUPPORT THE STRATEGY AND ADVANCE OUR OVERALL MISSION

## WE ARE GUIDED BY THE FOLLOWING PRINCIPLES:

### COLLABORATION

We believe that collaboration is the most effective path to results — it helps us to carry the load together by building purposeful relationships, networks, and strategic partnerships grounded in cooperation and a shared vision.

### INNOVATION

We believe in research and development of new approaches, and in leveraging technology to advance productivity, efficiency, and quality of programs.

### COMMUNICATION

We believe in the critical role of communication to share expectations and experiences, learn from each other, and reach mutually beneficial agreements with our partners. Strong collaborative relationships are built on consistent, open and honest communication.

### MEASURING, EVALUATION & LEARNING

We believe in the importance of measuring outcomes, evaluating results against goals, and learning from those experiences, in order to strengthen current programs, and inform new initiatives.



# IMPACT

## BUILDING TALENT FOUNDATION'S STRATEGY IS IMPLEMENTED THROUGH THREE PROGRAMS:

### BUILDING TALENT PIPELINE

Making homebuilding a career of choice. (pp. 16-22)

### BUILDING TALENT CONNECTIONS

Connecting homebuilding employers with qualified job seekers. (pp. 23-29)

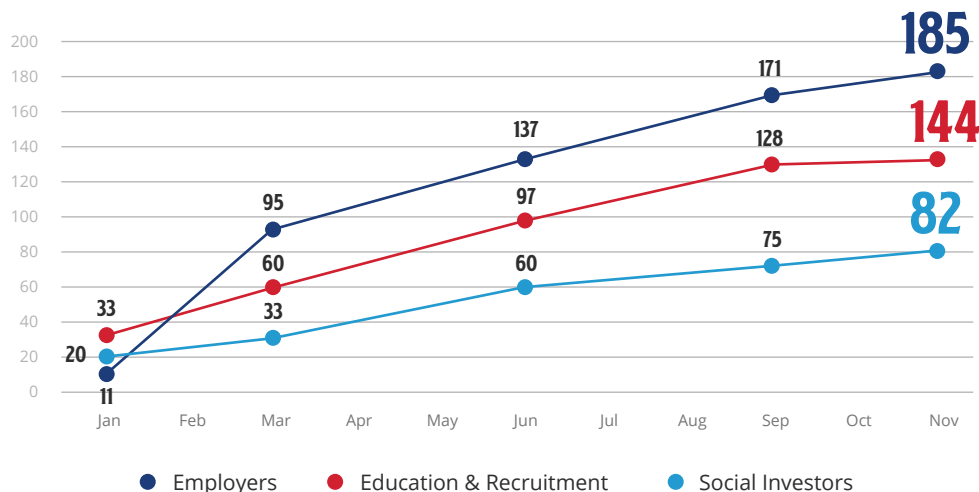
### BUILDING TALENT ENGAGEMENT

Supporting the growth of trade partners as employers of choice. (pp. 30-33)

**Our Objectives: By 2030, engage 1 million youth and career changers in exploring careers in construction; bring 100,000 new skilled workers into the sector; and achieve better than 75% retention over the first 6 months on the job.**

We carefully measure our progress toward our objectives to achieve desirable outcomes and impact of our programming. Partnerships with employers, training programs, recruiting sources, and with potential social investors are essential to our success. They contribute to creating a strong pipeline of talent, career opportunities for our recruits, and support for sustaining and scaling our operations. Our impact is illustrated with results across our key performance indicators, but also through case studies and success stories of people whose lives were changed as they entered careers in construction.

## ENGAGED PARTNERS





## PROMOTING CAREERS IN CONSTRUCTION – EVENTS LED BY BTF



\*Hiring events are large job fairs with many employers connected with large numbers of job seekers.

\*\*Career fairs are student-facing events to discuss opportunities in construction.

\*\*\*Job fairs are events with one or more employers connecting with graduates from one training program.

## 10,000 IN OUR TALENT PIPELINE OVER THE NEXT 12 MONTHS

**144**

EDUCATION & RECRUITING PARTNERS

**179**

TRAINING PROGRAMS

**10,000**

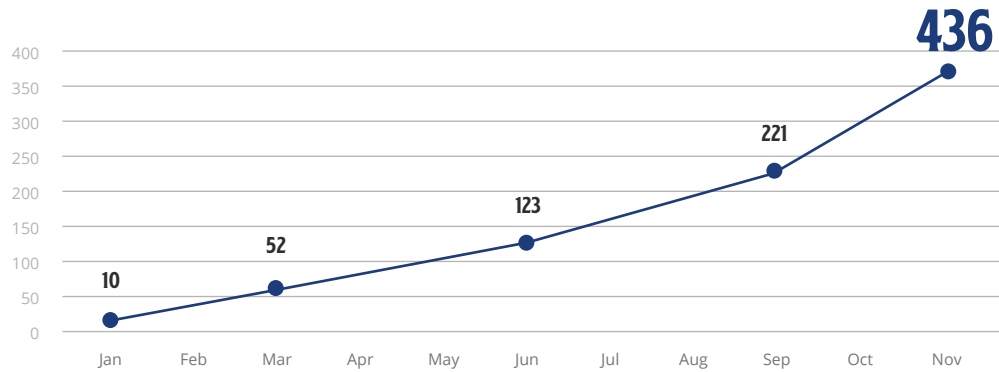
JOB-READY INDIVIDUALS





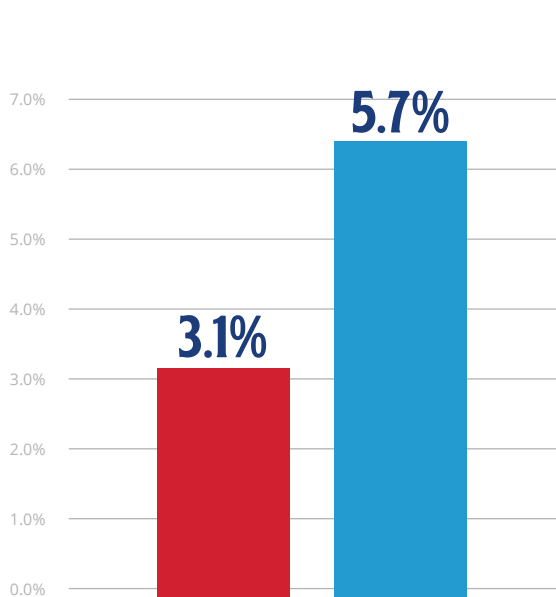
## BTF PLACEMENTS

BTF engagement teams in our current active markets are qualifying and coaching job candidates and placing them into career opportunities with our employer partners.



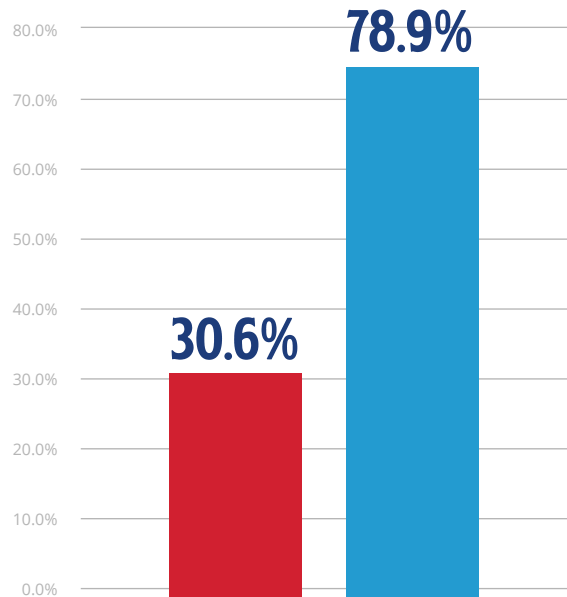
## DIVERSIFYING THE HOMEBUILDING WORKFORCE

% OF FEMALES IN TRADES



■ Construction Industry   ■ BTF Placements

% OF PEOPLE OF COLOR IN TRADES

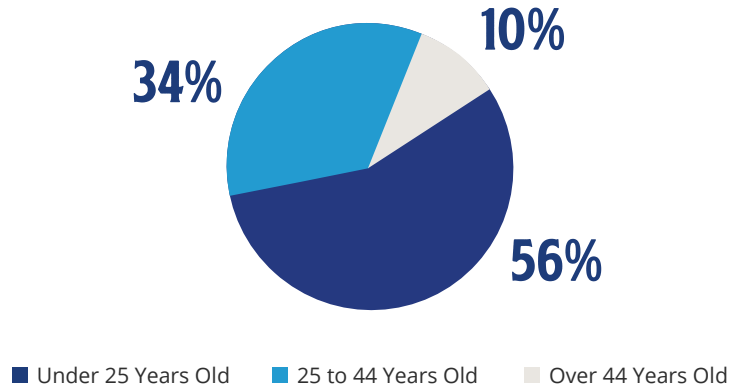


■ Construction Industry   ■ BTF Placements



## BTF PLACEMENT – AGE GROUPS

ESTIMATED AGE DISTRIBUTION OF BTF PLACEMENTS



## BTF PLACEMENTS – WAGE ANALYSIS

STATE	BTF AVERAGE WAGE	MINIMUM WAGE	LIVING WAGE	BTF AS % OF LIVING WAGE
ARIZONA	\$16.64	\$12.15	\$14.94	111%
TEXAS	\$15.96	\$ 7.25	\$14.01	114%
TENNESSEE	\$15.33	\$ 7.25	\$13.25	116%
FLORIDA	\$16.03	\$10.00	\$14.82	108%
NATIONAL	\$16.10	\$ 7.25	N/A	N/A

## BTF PLACEMENTS – RETENTION & SATISFACTION



### RETENTION RATE

Percentage of BTF Placed Job Seekers Still Working in Construction Within Six Months



### SATISFACTION RATE

Percentage of BTF Placed Job Seekers Who are Satisfied, Very Satisfied or Extremely Satisfied with BTF Support



# BUILDING TALENT PIPELINE

## MAKE HOMEBUILDING A CAREER OF CHOICE

Promote and reframe careers in residential construction, increase the number of young people and people from underrepresented groups choosing those careers, and improve their vocational skills and employment prospects.

### WHAT WE ARE DOING

- Facilitating the engagement of builders and trades with schools and colleges to promote the industry as a career choice
- Coordinating a targeted marketing and communications campaign to promote residential construction as a career choice and dispelling misconceptions about the industry
- Supporting outreach initiatives aimed at increasing the participation of underrepresented groups in residential construction training programs
- Convening industry representatives to develop clear and exciting career pathways to encourage more young people to enter the industry

### WHO WE ARE PARTNERING WITH

- Schools, community colleges and other training providers
- Nonprofits with a workforce development focus
- Social influencers and community leaders
- Marketing & Communications departments of LBA members and BTF partners

### KEY OUTCOMES

- Measurable increase in the number of young people, and other underrepresented groups enrolling in construction classes to embark on or advance their careers in the housing sector
- Positive change in perceptions of the residential construction careers amongst a targeted group of prospective employees

*BTF program alignment to United Nations Sustainable Development Goals (UN SDG)*



#### CONTRIBUTES TO SDG 4:

By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university (SDG 4.3).

#### SUSTAINABLE WORKFORCE TRAITS:

- Well-trained
- Safe and Healthy
- Diverse



# CASE STUDY

## SPOTLIGHT ON HIRING EVENTS

# HOW TO EXECUTE AN EFFECTIVE JOB FAIR

## CHALLENGE

Well organized job fairs are an excellent opportunity for employers to meet, and eventually hire, multiple job candidates, while raising awareness of their brand, and networking with other local businesses. Over the last several months, due to the COVID-19 pandemic, many career and hiring events moved to online platforms, with less-than-optimal conditions for companies to interview candidates and for job seekers to learn about prospective employers.

With the housing sector booming, construction hiring managers are extremely busy, yet they need to grow their workforce with new employees. Now that the in-person job fairs are back in many markets, what makes them an effective recruiting strategy for our employer partners?

## SOLUTION

Partnerships, preparation, and follow-ups are key to conducting a successful hiring event. BTF acts as a convener for large hiring events in its active markets. BTF engages its local employer partners to set up their recruiting booths and bring multiple job openings to the job fair. BTF education partners confirm the participation of their alumni, and soon-to-be graduates of construction training programs to attend the event.

BTF ensures that all employers and job seekers are registered on the JobsToBuild career platform, so that adequate follow up with job candidates and employers can lead to additional job placements after the event.





# CASE STUDY

(CONTINUED)



## IMPACT

In September, BTF joined the Greater Houston Builders Association (GHBA), Houston Community College, WorkTexas, Home Builders Institute (HBI), HomeAid Works, and Habitat for Humanity, to welcome 90 job seekers and connect them to 25 local employers.

In October, with Valencia College, Greater Orlando Builders Association (GOBA), and CareerSource Florida, BTF organized a successful hiring event with 15 employers extending job offers to all 64 well qualified job seekers.

BTF and San Antonio Housing Authority (SAHA) agreed to hold monthly hiring events where SAHA residents will be joined by other job candidates interested in construction careers to meet BTF local employer partners.





## CASE STUDY



### STUDENTS CONNECT WITH INDUSTRY LEADERS

## SIMPSON STRONG-TIE COLLABORATES WITH BTF TO PROMOTE TRADES

### CHALLENGE

Young people exploring career options often don't hear about opportunities in the trades. High schools typically overlook the possibilities of trades careers and encourage students to pursue a college education, leaving them unaware of other financially and professionally satisfying career paths they could follow. Young career seekers need guides to help introduce them to the great variety of career paths and rewarding opportunities available to them.

### SOLUTION

BTF collaborated with Innovation Partner Simpson Strong-Tie to provide Dallas Independent School District students the opportunity to connect with industry leaders and learn more about trades career opportunities at a virtual event in October.

BTF coordinated the Manufacturing LIVE! Safety for All Virtual Tour event that included a virtual visit to the Simpson Strong-Tie plant in McKinney, Texas. Through Zoom, Simpson Strong-Tie leaders and department heads connected with 11 teachers and more than 300 students, introducing them to career pathways that lead to professional satisfaction and financial security.

The event included presentations, videos, product demonstrations, and a question-and-answer session. Students learned the necessary requirements to prepare for their first summer jobs or apprenticeships in the industry. Simpson Strong-Tie presenters also talked about their paths from entry-level trainees to skilled tradespeople working as department heads who guide the next generation to success.



# CASE STUDY

(CONTINUED)



## IMPACT

Mentoring talented young people as early as possible can help them visualize clear paths to rewarding careers in the trades. Roger Dankel, President of North American Sales at Simpson Strong-Tie, notes that helping others and giving back to the community is part of the company's core value system. "Through our alliance with BTF and events like this, we can expose students and educators to extremely rewarding and fulfilling careers in the building trades," said Roger.

The future of the construction industry workforce is uncertain, so Simpson Strong-Tie dedicates financial, people, and time resources to develop a stronger, more sustainable talent pool. "Why wouldn't we want to be part of the solution?" said Roger. "We believe in diversity, equity, and inclusion, serving underserved communities, and creating opportunities for people who are looking for careers. We're helping to build future leaders."



**“ Why wouldn't we want to be part of the solution? ..We believe in diversity, equity, and inclusion, serving underserved communities, and creating opportunities for people who are looking for careers. We're helping to build future leaders. ”**

- ROGER DANKEL, PRESIDENT OF NORTH AMERICAN SALES, SIMPSON STRONG-TIE



# SUCCESS STORIES



## RHIANA HYDES

HVAC Installer Trainee  
One Stop Heating & Cooling,  
Tampa, FL  
Graduate, Florida Career College

Rhiana Hydes worked part-time with irregular hours in retail until she was laid off due to the COVID-19 pandemic. Desiring a career with steady hours, higher pay, and growth potential, she enrolled in the 10-month HVAC program at Florida Career College. During the week of graduation, BTF arranged an interview with One Stop Heating & Cooling. She started work the following week. "I went from not having a job on the Wednesday I graduated, to working the following Monday," Rhiana said. The entry-level pay for her first job in the residential construction industry was 30% higher than what she earned in retail. After 90 days on the job, she was eligible for a substantial pay increase. Jolene Methvin, Regional Manager of Consumer Services at One Stop Heating & Cooling, says, "Rhiana is a hard worker and eager to learn."

**“ I went from not having a job on the Wednesday I graduated to working the following Monday. ”**



## RAYMOND BUHAY

Start-Up Technician  
HOUK Air Conditioning, Austin, TX  
Graduate, Austin  
Community College

Raymond Buhay worked as a bartender for years. Eventually, he grew tired of the bar atmosphere and working nights and weekends. Raymond wanted a schedule that allowed him to be part of his family's life and a career that would provide a reliable income and a pathway to advance. To achieve these goals, he enrolled in the HVAC program at Austin Community College. After a BTF presentation, he registered on BTF's career platform, JobsToBuild.com, and found an opportunity with HOUK Air Conditioning. By following a path in the residential construction industry, Raymond found a permanent career that has improved his quality of life. Now he can spend more time with his family and has a higher income with room to grow. He is thriving in his new career. "Raymond is my shining star," said HOUK supervisor Josh Hackney.

**“ Raymond is my shining star. ”**

- JOSH HACKNEY, SUPERVISOR, HOUK AIR CONDITIONING



# SUCCESS STORIES



## TIERN HERBERT

AC Installer  
Strada Services, Orlando, FL  
Graduate, Florida Career College

**“Doing this job breaks the gender role, and shows my daughter that she can do anything she wants, and nothing can stop her.”**

Tiern Herbert was working in a call center when COVID-19 hit, causing extensive layoffs at her company. She used the layoff as an opportunity to improve the quality of life for herself and six-year-old daughter. Tiern considered going back to school but did not want to pursue a four-year program – she doesn’t consider herself a “lecture and paper” person. She decided to explore options in the trades. Tiern chose to study HVAC because she saw it as a stable field with opportunities wherever she might decide to live. She enrolled in Florida Career College’s HVAC program, where she had the opportunity to train in their HVAC rough-in simulation lab, created in partnership with Strada Services. Upon graduating from the program, she was hired by Strada. She enjoys her job for many reasons: it keeps her on the go, rather than just sitting at a computer, provides potential for advancement into different roles within the company, and it gives her the experience she needs to fulfill her dream of starting her own company. Now that she has completed her training, her salary is 67% more than she was earning at the call center.



## ONIX QUINTERO

Maintenance Tech  
Carpenter Contractors of America,  
Tampa, FL

Onix Quintero is originally from Puerto Rico. He and his wife moved to Florida when she was offered a job in the healthcare industry. Onix did not speak English and found only a low-paying retail job, working odd hours. While continuing to work the retail job, he searched for something better. Through a network of churches offering workforce development, he was referred to Building Talent Foundation. BTF found an opportunity for Onix at Carpenter Contractors of America. They were impressed with his work ethic and motivation and hired him as a Maintenance Tech. The new job increased his income by 36%. He now works closely with the Plant Manager and has growth opportunities.

**Carpenter Contractors of America hired Onix because of his impressive work ethic and motivation.**



# BUILDING TALENT CONNECTIONS

## CONNECT EMPLOYERS AND JOB SEEKERS

Strengthening and scaling employment in residential construction, while supporting education and training partners in aligning skills development programs with employers' hiring needs.

### WHAT WE ARE DOING

- Strengthening direct linkages between employers and sources of qualified job seekers to further align supply and demand for skills in the sector
- Leveraging technology to strengthen employment outcomes and employer jobseeker connections
- Supporting and innovating work-based learning models such as internships, apprenticeships, and school-to-work programs, leading to careers in the industry
- Encouraging employment in residential construction by connecting eligible students with grants that support further education, starting a business, or home ownership

### WHO WE ARE PARTNERING WITH

- Local associations of builders, trades and other relevant stakeholders
- Education and training providers
- Technology platforms
- Non-profit organizations focused on workforce development

### KEY OUTCOMES

- Measurable increase in the number of people in BTF supported training programs, and securing jobs, apprenticeships, internships, career advancement, further education, or business ownership
- Improved collaboration between educators and employers in the residential construction sector, leading to better alignment of supply and demand for skills

*BTF program alignment to United Nations Sustainable Development Goals (UN SDG)*



#### CONTRIBUTES TO SDG 8:

By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value (SDG 8.5).

#### SUSTAINABLE WORKFORCE TRAITS:

- Resilient
- Valued
- Connected





## ADDRESSING EMPLOYERS' HIRING NEEDS

# STRADA ONBOARDS 35 NEW EMPLOYEES THROUGH BTF

## CHALLENGE

For over 20 years, Strada Services has been providing electrical, security, and air conditioning services to residential, commercial, and industrial customers in Florida and in the Southern United States. With more than 1,000 employees, Joe Strada plans to possibly double his company in the next few years. “It has been hard to keep hiring on pace with our level of growth”, says Joe. “We do provide on-the-job training and are always looking for ways to identify candidates who are motivated to enter the HVAC field.”

Strada’s recruiting challenge is shared by most growth-oriented contractors in construction. However, in Florida, there is a need for 10,000 HVAC technicians by the end of 2024<sup>1</sup>. Even when employers invest in months-long in-house training, finding and retaining good people is difficult.

## SOLUTION

In October of 2020, Lennar, a BTF Founding Partner, connected BTF with Strada Services, who became an employer partner. BTF worked closely with Strada’s recruitment and training teams to define the profile of an ideal job candidate. With a network of almost 50 education and recruitment sources in Tampa, Orlando, and Jacksonville, BTF sourced, interviewed, and matched the best suited graduates and job seekers to Strada’s hiring needs.

When Strada expressed a concern that local schools are not training individuals for the rough-in phase of HVAC installation, BTF Orlando Engagement Manager Manny Forty connected Strada to Florida Career College (FCC). Together, they developed a new, four-week training module. Under the guidance of leaders from Strada, FCC built a special simulation lab for students to acquire hands-on ductwork installation experience.



## IMPACT

Over the last 12 months, Strada Services hired 35 new employees, who were referred by BTF. Jason Holycross, Training and Development Manager for Strada Services, said, “BTF filters new candidates and discusses with them what we do, so they have a better understanding from the beginning. Employees that we hire through other resources don’t get that information until they start their jobs.”

Strada has already seen results from the graduates hired from the enhanced HVAC program at FCC. Their normal training period for new hires for HVAC services is eight to 10 weeks, but the group that graduated from the HVAC Lab at FCC completed their training in six weeks. This results in a savings to Strada of 25-40% of the amount they spend training new employees.



**“ At Strada our culture has been and continues to be wrapped around training. It is imperative to train young people if we expect our industry to grow as well as improve! ”**

- JOE STRADA, PRESIDENT AND CHIEF EXECUTIVE OFFICER, STRADA SERVICES



### BRINGING LEADERS FROM EDUCATION AND INDUSTRY TOGETHER

## RESIDEO AND BTF CHAIR THE HVAC INDUSTRY-EDUCATION COUNCIL

### CHALLENGE

Demand driven education<sup>2</sup> and training<sup>3,4</sup>, where programs focus strongly on ensuring graduates develop market-relevant competencies and are job-ready, while local employers have access to a steady pipeline of well-qualified talent, are increasingly important for economic development of cities and states.

In its role as a labor market intermediary, BTF is connecting job seekers with job opportunities at construction sector companies and is keenly aware of the gaps between hiring managers' expectations and portfolio of skills that job candidates bring to the interview<sup>5</sup>.

### SOLUTION

BTF and Resideo Technologies, Inc., a leading global provider of home comfort and security solutions, and BTF's Impact Partner, are bringing together HVAC manufacturers, educators, and employers from across the U.S. to jointly determine how to better align training content with industry trends<sup>5</sup>.

In the fourth quarter of 2021, the HVAC Industry-Education Council members will participate in facilitated group discussions, focusing on technical and behavioral skills required for HVAC job roles, possible career pathways from entry-level positions to mastery, and credentials that improve student's chances for workplace success. The underlying objective of these exchanges is to deepen the collaboration between organizations that teach HVAC vocational skills and those that hire and manage skilled HVAC employees.

The Council's conclusions and recommendations will be summarized and published in a report, that Resideo and BTF will disseminate to schools; training providers; HVAC installation, repair, and service firms; and HVAC manufacturers.



## IMPACT

HVAC Industry-Education Council participants are growth-oriented employers, innovation-focused manufacturers, and the most progressive education and training programs operating within the same subsector. Working together toward the common goal of maximizing students' success in the workplace, these entities will improve each other's training content and approach.

Together, Council members will bring more clarity to career pathways in HVAC. For young people and career changers who are deciding on where to enroll and how to plan and advance their careers, understanding the true potential in skilled trades is of great importance. The ultimate benefit is to create a stronger talent pipeline into the HVAC sector.

## HVAC INDUSTRY-EDUCATION COUNCIL MEMBERS

### EDUCATION PARTNERS

- Austin Community College
- Florida Career College
- Florida Technical College
- Lone Star College
- National Technical Institute
- School District of Palm Beach County & Education Foundation of Palm Beach County
- Skillpoint Alliance
- Southern Careers Institute
- Tulsa Welding School & Technology Center
- UEI College
- Valencia College

### INDUSTRY PARTNERS

- Carrier
- Daikin
- Goodman Air Conditioning & Heating
- Airtron
- Austin Companies
- Reeis Air Conditioning
- Resideo
- Sonoran Mechanical Systems
- Strada Services



# SUCCESS STORIES



## TIFFANY MOBLEY

Maintenance Technician  
Del-Air Heating and Air  
Conditioning, Jacksonville, FL  
Graduate, Florida Career College

When Tiffany Mobley decided it was time to change her life, she was a single mother with two teenage boys. Tiffany had not finished high school and worked as a forklift driver, a job with no growth prospects. She wanted to improve herself and her situation in life, and inspire her sons, by advancing her education and embarking on a promising career. Tiffany enrolled at Florida Career College to finish her high school diploma and earn her HVAC certification. After achieving her educational goals, Tiffany was nervous about entering a male-dominated industry. With BTF's help and coaching, she found her confidence, pushed forward, and joined Del-Air Heating and Air Conditioning. Tiffany is motivated by her desire to make her sons proud and share her belief that a woman can do anything a man can do. Now she is on a meaningful career path in a job she enjoys with opportunities to advance and make a better life for herself and her family.

**Tiffany is on a meaningful career path in a job she enjoys with opportunities to advance and make a better life for herself and her family.**



## EVAN LEHMAN

Start-Up Tech  
Sonoran Mechanical Systems,  
Phoenix, AZ  
Graduate, National Technical  
Institute

Evan Lehman relocated in order to attend the HVAC training program offered by National Technical Institute. After graduating, Evan was ready to work, however the only jobs he could find were a long way from home. This created a transportation challenge due to the high gasoline expense. He interviewed with Sonoran Mechanical Systems and was offered a position on the spot. To help Evan overcome the challenge, BTF worked with recruiting partner St. Joseph the Worker to provide a gas card to cover the expense until he received his first paycheck. Today, Evan is happy with his new position and excited about the on-the-job training he is receiving. Evan says, "This position feels like a great fit for me and my aptitudes."

**“ This position feels like a great fit for me and my aptitudes. ”**





# SUCCESS STORIES



## KEVEN HYPPOLITE

Electrical Apprentice  
Strada Services, Orlando, FL  
Graduate, AMIkids Orlando

Keven Hyppolite needed help to reach his potential. He turned to AMIkids, an organization that gives high school youth the support they need to find a brighter future. Keven graduated from their electrical program and is now studying for his bachelor’s degree in electrical engineering at the University of Central Florida (UCF). Before finding BTF, Keven worked as a dog walker to support himself. Understanding that Keven wanted to work in the electrical field, BTF connected him with Strada Services. Strada recognized his potential and created a schedule that simultaneously allows him to attend school and engage in a meaningful career. Keven now has the best of both worlds as he attends classes at UCF and gains valuable professional experience.

**Strada recognized Keven’s potential and created a schedule that simultaneously allows him to attend school and engage in a meaningful career.**



## MAGDIEL RENTERIA

Start-up Technician  
Sonoran Mechanical Systems,  
Phoenix, AZ  
Graduate, National Technical  
Institute

Magdiel Renteria went to school and received his HVAC credential, however, worked in a warehouse job with no opportunities for advancement. He desired to work in the HVAC industry but had an obstacle – he did not have transportation. Working as an advocate on his behalf, BTF helped by finding an employer willing to work around his situation. Sonoran Mechanical Systems not only hired him despite his lack of transportation, they arranged for someone to pick him up for work each day until he was eligible for his own company truck. Magdiel did all he could to change his career, yet until BTF got involved, he could not solve the challenge that kept him from progressing. Now, he has a job he enjoys with growth opportunities in his chosen industry.

**“ Sonoran arranged for someone to pick me up for work each day until I was eligible for my own company truck. ”**



# BUILDING TALENT ENGAGEMENT

## SUPPORT THE GROWTH OF TRADE PARTNERS

Collaborating with trades to better recruit, hire, develop, engage and retain workers in the housing sector, by leveraging technology and advancing the professional development of people managers.

### WHAT WE ARE DOING

- Supporting trade owners and supervisor and crew leader professional development in talent management
- Identifying, supporting and disseminating improved workplace practices conducive to a more sustainable workforce
- Utilizing technology platforms to enhance the talent management capacity of trades and builders
- Fostering entrepreneurship as a means of increasing the number of women and other underrepresented groups in the industry

### WHO WE ARE PARTNERING WITH

- Trade contractors, local associations of builders, trades and other relevant stakeholders
- Community colleges and other training institutions
- HR technology platforms
- Business incubators and accelerators

### KEY OUTCOMES

- Improved employee engagement among trade partners, leading to improved retention of workers and higher productivity of firms
- Improved participation of women and other underrepresented groups across trade partners

BTF program alignment to United Nations Sustainable Development Goals (UN SDG)



#### CONTRIBUTES TO SDG 8:

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors (SDG 8.2).

#### SUSTAINABLE WORKFORCE TRAITS:

- Engaged
- Gender Inclusive
- Treated Fairly



## ENGAGING TRADE PARTNERS TO ADDRESS TALENT RETENTION FIRST HOMEBUILDING WORKFORCE ENGAGEMENT SURVEY

### CHALLENGE

Based on trustworthy sources, the workforce turnover rate in the construction sector is high<sup>6,7</sup>, and costly<sup>8</sup>. Yet, when it comes to younger workers and recent entrants into construction trades careers, retention data is just not available.

BTF interviews with sector employers, educators, and workforce development professionals revealed anecdotal evidence that trades lose three out of four newly hired employees in the first six months on the job. With every entry level construction worker leaving, a company could lose more than \$15,000 per person.

Builders, their trade partners, and suppliers, are struggling to attract, recruit, and retain new talent. It is, then, critical, and urgent for us to understand the root causes for employee turnover, and to implement best practices for improving employee engagement.

### SOLUTION

BTF, with the support of Leading Builders of America and Home Builders Institute, launched an annual Homebuilding Workforce Engagement Survey as an opportunity to listen, learn, and respond to our most important stakeholders – people. The survey will identify reasons skilled trades people stay or leave their jobs in the homebuilding sector.

The Oxford Centre for Employee Engagement, led by world-renown expert Professor William Scott Jackson, used their rigorous scientific methodology for designing, implementing, and analyzing the survey responses. David Weekley Home's HR team and Construction Coaches reviewed the survey instrument and provided industry-specific insights. Many BTF partners, employers, and educators, helped to disseminate the online questionnaire widely, so the collected data truly represents what our workforce feels about their jobs and careers.



## IMPACT

Companies with engaged teams are more productive, more profitable, and have lower turnover and absenteeism<sup>9</sup>. The Homebuilding Workforce Engagement Survey final report provides a comprehensive analysis of collected data, and actionable recommendations for addressing identified gaps. BTF will conduct the survey annually, and disseminate the results widely in the construction ecosystem. While findings of the 2021 survey will help us establish a baseline, all subsequent surveys will identify what progress we are making toward higher talent engagement.

**“The future of residential construction depends on building a pipeline of skilled people, able to develop and adapt to rapid changes in technology and processes. This needs, not just recruitment, but development and retention of these valuable skills. Retention, in particular, is critical as new team members contribute more and more, the longer they stay in the sector. Currently, although many people are concerned that many new joiners may leave within the first year, there is no robust evidence on the factors that cause people to decide to leave – or indeed what factors might make them stay. The BTF has launched an extremely important and rigorous research study, in association with the Oxford Centre for Employee Engagement, to identify the real reasons and to propose solutions. This is crucial for a successful and innovative construction industry in the US in years to come.”**

- PROF. WILLIAM SCOTT-JACKSON



# SUCCESS STORIES



## DUSTIN EVANS

Framing Manager  
Homestead Construction,  
Knoxville, TN

After almost eight years in construction, Dustin Evans did not see a way to further his career. There was no room for growth with his then employer, and he wondered if he should even keep trying. He enjoyed the hands-on work of the trades and did not want to give that up but was missing the experience needed to advance to the level he desired – entrepreneurship. Dustin had a dream of starting his own construction company. BTF took the time to understand his needs and goals and connected him with an employer that put him on track to fulfill his ambitions. At Homestead Construction, he continues doing the hands-on work he loves and is gaining the management experience he needs to eventually start his own business. Dustin is now excited to go to work and has a renewed sense of belonging and appreciation for the trade he always enjoyed.

**“ BTF took the time to understand my needs and goals and connected me with an employer who put me on track to fulfill my ambitions. ”**



## JOSÉ TORRES

Electrician Apprentice  
IES Residential, Houston, TX  
Graduate, WorkTexas

Attracting new talent and retaining that talent in residential construction are two core tenets of BTF’s purpose. José Torres’ story is an excellent example of that in action. José was unemployed and studying to be an electrical technician at WorkTexas, a BTF training partner. BTF connected José with IES Residential, who hired him in January 2021. What initially excited José and keeps him engaged many months later is the two-year foreman-in-training program IES offers. It provides hands-on training and advancement while earning a living. He believes he will be successful because IES put him on a pathway to move beyond the original entry-level position. José’s supervisor George Tidden said, “José Torres was new to the construction industry. With training, he has become an important part of our team in just a few short months. He is also eager to pass his knowledge on to new employees when he has the opportunity.”

**“ New to the construction industry, José has become an important part of our team... and is eager to pass his knowledge on to new employees where he can. ”**

– SUPERVISOR, GEORGE TIDDEN





# RESEARCH



## WHO WILL BUILD THE HOMES OF THE FUTURE?

*Authored by Will Viederman, Consultant to Building Talent Foundation*

In 2019, Building Talent Foundation conducted a labor market study to examine the severe and persistent talent shortage across building trades in residential construction in the United States. The findings are based on more than 250 interviews with industry stakeholders, an extensive review of literature, and consultations with workforce development experts. The research identified three significant workforce challenges: weak talent supply, inadequate talent training, and low talent retention. BTF's 2020-2022 strategy and programming were developed based on this research.



## WANTED: CONSTRUCTION INSTRUCTORS

*Authored by Jason B. Krieger, Manager, Monitoring, Evaluation, Research and Learning at Building Talent Foundation*

One of the bottlenecks for increasing the supply of the residential construction workforce is a limited amount of training courses, which is directly related to a lack of instructors. BTF completed a research project to understand what motivates skilled trade professionals to become instructors of the trades, how they encountered the opportunity to become instructors, and what credentials were needed to do so. The results provide insight into how educational institutions can better attract new instructors, and how employers and educators can better collaborate to improve the quality of the training.



## WOMEN BREAK BARRIERS: A GUIDE TO RECRUITING, TRAINING, AND RETAINING WOMEN IN CONSTRUCTION

*Authored by Misty Farrell-Pennington, MSEM and Teilachanell Angel, BTF Research Fellows*

Integral to BTF's mission is to increase the participation of women in the construction trades. To understand how to achieve success, two Fellows from Boston University were engaged to study the current knowledge on what barriers exist that prevent more women from entering construction careers, and to gather best practices and experiences from organizations that have successfully attracted, hired, and retained women in construction careers.





# MARKETING

## BUILDING TALENT FOUNDATION MADE MAJOR STRIDES PARTNERING WITH ALANIZ MARKETING

The Alaniz team leads marketing and communications efforts for BTF and is responsible for driving brand awareness and establishing the organization as an industry thought leader through social media, articles, newsletters, press releases and video storytelling.

The agency also developed the JobsToBuild brand identity, generated millions of social impressions, and delivered hundreds of active job seekers to BTF Engagement Managers.





## CREATING VALUE

### DESIGNED ASSETS

- Case For Support
- Annual Impact Review
- JobsToBuild Flyers
- BTF Flyers
- Trade Show Design
- Corporate Apparel

### CONTENT PRODUCED

- 10 Newsletters
- 11 Original Articles
- 10 Press Releases
- 10 Videos
- English/Spanish Translation

### SOCIAL MEDIA RECRUITMENT CAMPAIGNS

- 52 Campaigns
- 2.4M Impressions Served
- 890K Individuals Reached
- 39K Video Through Plays
- 1,495 Candidates Delivered to Engagement Managers

### ORGANIC REACH

- 44,521 Social Impressions
- 1,816 Social Interactions
- 9,102 Emails Delivered



# MARKETING

(CONTINUED)



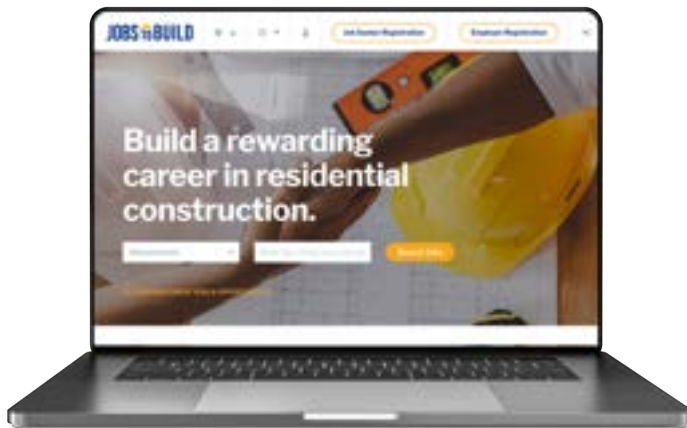
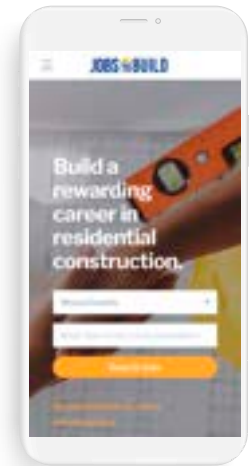




# BTF CAREERS PLATFORM

## CONNECTING RESIDENTIAL CONSTRUCTION JOB SEEKERS AND EMPLOYERS

With its easy-to-use job search and job posting, and a sophisticated jobs-to-candidate matching, JobsToBuild connects employers and job seekers better, faster, and at no cost. The platform provides career exploration and access to local training resources. Currently focused on key markets in Florida, Texas, Tennessee, and Arizona, we plan to launch a nationwide service later this year, while simultaneously expanding our offered services.



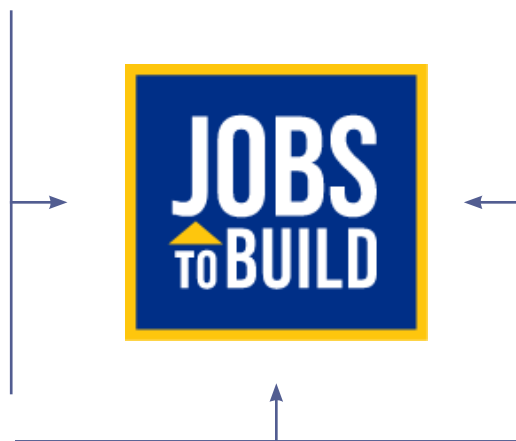
### DRIVING SUPPLY

(Job Seekers)

Education Partners

Marketing

National Recruiting Partners



### DRIVING DEMAND

(Job Openings)

Employer Partners

Marketing

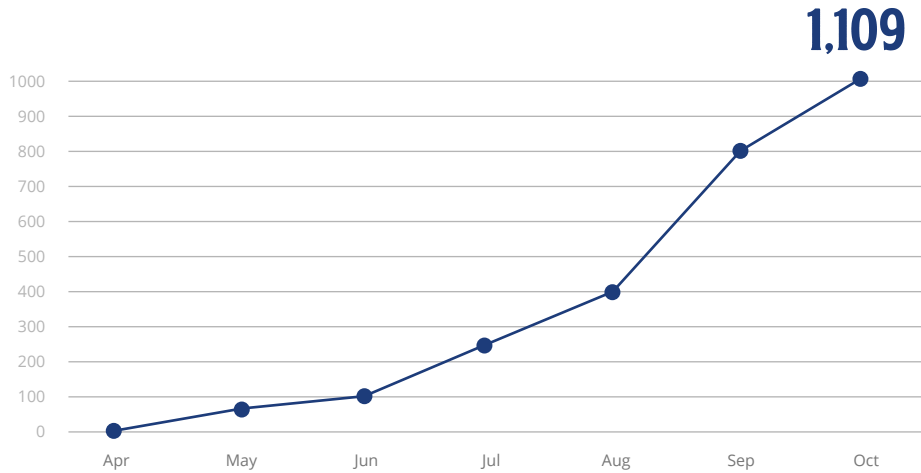
Futures, Inc.  
Job Opening Aggregation

### FACILITATING CONNECTIONS

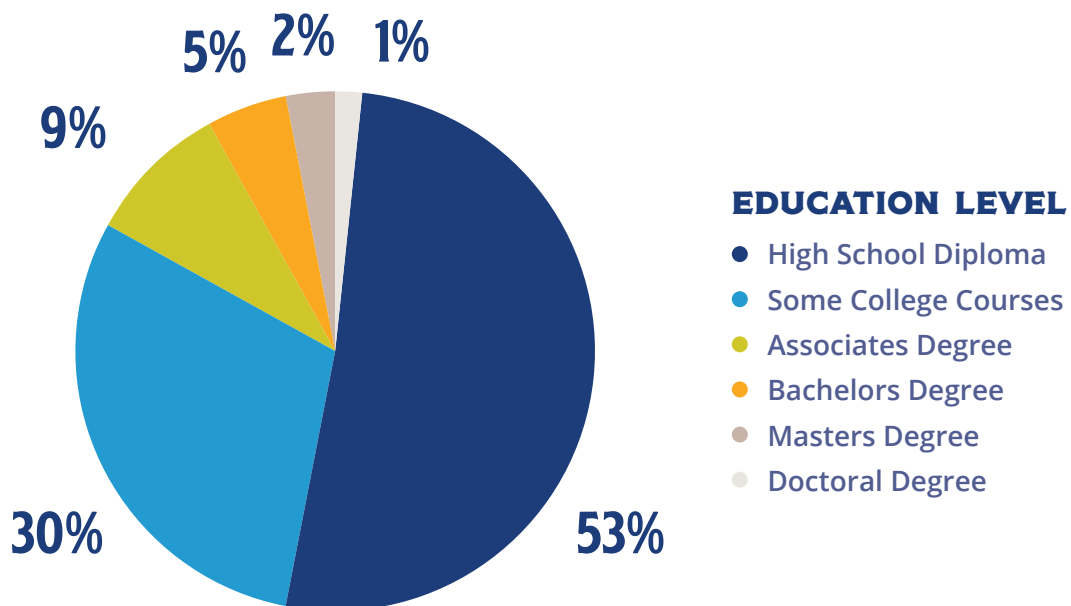
BTF Engagement Managers



## ENGAGED JOB SEEKERS SINCE JOBS TO BUILD LAUNCHED



## DISTRIBUTION OF EDUCATION LEVELS OF THE JOB SEEKERS



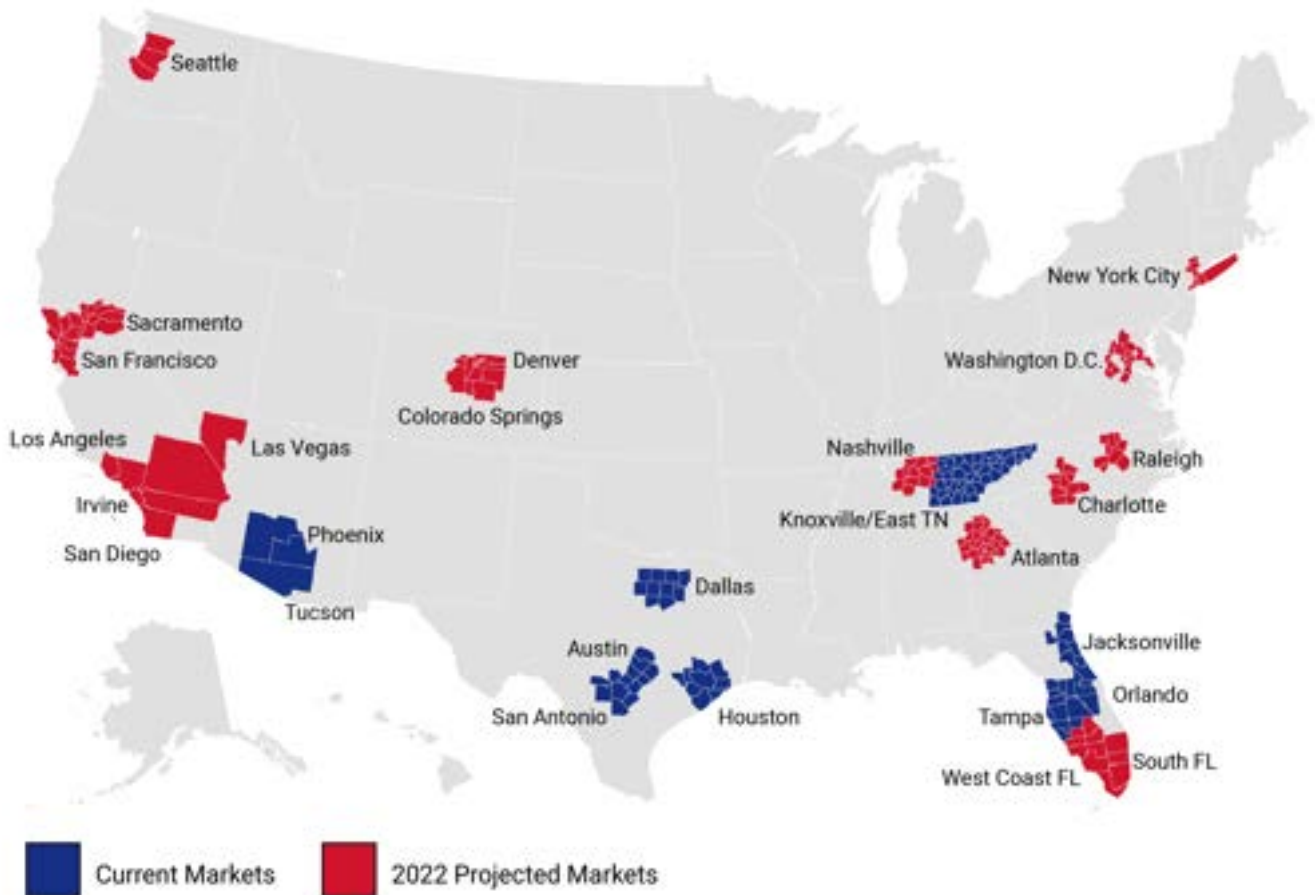


# THE PLAN

## BTF HAS A VALIDATED, REPLICABLE PROGRAMMATIC MODEL

With support from our national and local partners, we will implement our programs in 15 new markets by the end of 2022.

## BUILDING TALENT FOUNDATION MARKET MAP

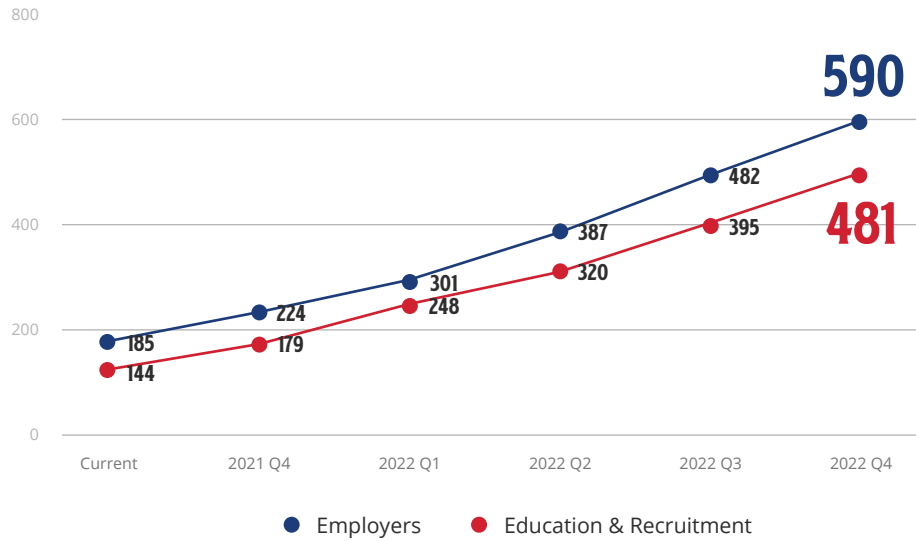




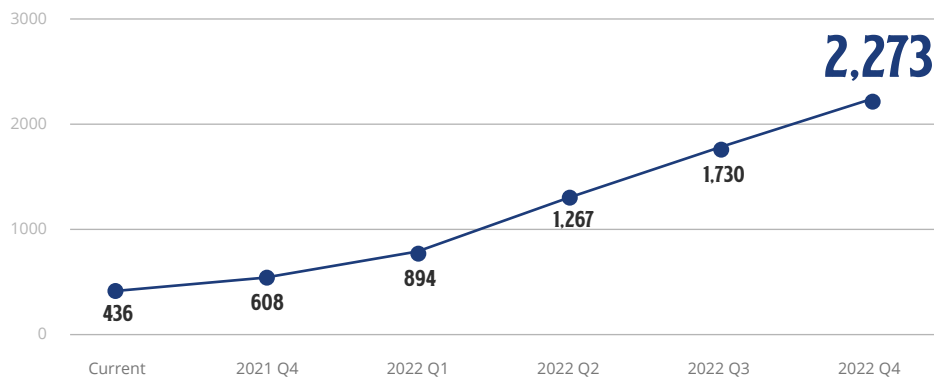


## BTF PARTNER PROJECTIONS BY DECEMBER 2022

As we expand to new locations, we will scale existing partnerships and build new ones. Our facilitated placements will be augmented by successful online job matches on JobsToBuild.



## BTF PLACEMENTS BY DECEMBER 2022





# D.R. HORTON'S TRADES & SUPPLIERS SUPPORT BTF EXPANSION INDUSTRY COLLABORATION BRINGS BTF TO EAST TENNESSEE

## CHALLENGE

With unemployment lower than 5%<sup>10</sup>, and a very high demand for construction trades talent<sup>11</sup>, the Tennessee builders, trades, and other construction related businesses are not able to grow fast enough to support the hot housing market<sup>12</sup>.

BTF has aggressive scaling and expansion plans to bring its workforce development programs to the top 20 home building markets by the end of 2022. Yet, Knoxville – East Tennessee area was not on that list.

## SOLUTION

D.R. Horton, one of BTF's Founding Partners, asked what was required to help BTF enter the East Tennessee market. D.R. Horton worked with their trade partners and suppliers to accelerate BTF's entry into the region. The collective commitment and investment of D.R. Horton, Builders FirstSource, WB Electric, Disney Reed Ornamental, Homestead Construction, Aspen Contracting, and Taylor Plumbing enabled BTF to open in the Knoxville area ahead of schedule.

A critical success factor for the BTF model is the Engagement Manager - an experienced career coach, recruiting and placement professional, with expertise in developing effective partnerships with local employers, construction training programs, and community-based organizations. Transitioning from a successful career in the Navy, Jonathan Karg joined BTF in Knoxville in July of 2021.



# CASE STUDY

(CONTINUED)



## IMPACT

“Our partnership with BTF will enable our trade partners and suppliers to grow their teams and to deliver quality, affordable homes to the families of East Tennessee. It will provide a path for many people to earn a living wage and grow local small businesses. We look forward to changing the environment in which we build, creating significant opportunities for our trade partners and the new talent that will be joining them.” said Barak Saltzman, Vice President, City Operations at D.R. Horton.

“As more employers, educators, and recruiting partners come on board every day, I fully expect to place more than 200 trades people in jobs by the end of 2022,” said Jonathan Karg.



**“ We look forward to changing the environment in which we build, creating significant opportunities for our trade partners and the new talent that will be joining them. ”**

- BARAK SALTZMAN, VICE PRESIDENT, CITY OPERATIONS AT D.R. HORTON



# THE BTF TEAM



**BRANKA MINIĆ**  
Chief Executive Officer



**JASON KRIEGER**  
Manager of Monitoring, Evaluation, Research, and Learning



**CHURÉ GLADWELL**  
Fundraising Advisor



**BARBARA HAMMERBERG**  
Training Consultant



**CLAUDETTE MORGAN**  
Operations Support Manager



**JOHN TILLEY**  
Engagement Manager  
Jacksonville/Daytona Beach, Florida



**MANUEL CORONADO**  
Engagement Manager  
Dallas/Houston, Texas



**JONATHAN KARG**  
Engagement Manager  
Knoxville/East Tennessee



**EMMANUEL FORTY**  
Engagement Manager  
Orlando/Tampa, Florida



**JENNA GARCIA**  
Engagement Manager  
San Antonio/Austin, Texas



**NOW HIRING**  
Engagement Manager  
Phoenix/Tucson, Arizona



# THANK YOU VALUED PARTNERS

## NATIONAL EDUCATION & RECRUITING PARTNERS

Build Strong Education  
Construction Instruction  
Eckerd Connects  
Floor Covering Education Foundation  
Goodwill Industries International  
Home Builders Institute  
IEC Corporation  
Job Corps  
M.T. Copeland  
NextWave Safety Solutions  
SkillPointe Foundation  
SkillsUSA Inc.  
StrataTech Education Group  
Trio Education  
YouthBuild USA

## NATIONAL INDUSTRY PARTNERS

ADI  
Builder's Industry Partners  
Goodman Manufacturing / Daikin Group  
Graybar  
Hearth & Home Technologies  
Ibacos  
Rheem Manufacturing  
The Builder's Daily  
TopBuild  
Windsor Door

## NATIONAL, STATE & LOCAL ASSOCIATIONS

Dallas Builders Association  
Greater Houston Builders Association  
Greater Orlando Builders Association  
Home Builders Association of Central Arizona  
Home Builders Association of Greater Austin  
Leading Builders of America  
Painting Contractors Association  
Texas Association of Builders  
The Electrical Association of Philadelphia, Inc.  
Tucson Metro Chamber

## NATIONAL RESEARCH PARTNERS

Housing Innovation Alliance  
Ivory Innovations at University of Utah  
Oxford Centre for Employee Engagement  
The Smith Foundation / Harbor Freight Tools for Schools

## OTHER NATIONAL PARTNERS

Alaniz Marketing  
Futures Inc.  
Dentons  
RSM  
Design First  
Harbor Compliance  
Wright Business Services



# THANK YOU VALUED PARTNERS

(CONTINUED)

## EDUCATION & RECRUITING PARTNERS

### ARIZONA

Association for Career Technical Education of Arizona  
 Catholic Charities USA - Arizona  
 Chicano Por La Causa  
 Friendly House  
 Gateway Community College  
 Maximus  
 National Technical Institute  
 St. Joseph the Worker  
 UEI College  
 Western Maricopa Education Center

### FLORIDA

Advent Health Community Outreach  
 AMIkids  
 CareerSource Florida  
 Catholic Charities USA - Jacksonville  
 DMAC Tech Trade School  
 Education Foundation of Palm Beach County  
 Erwin Technical College  
 First Coast Technical College  
 Florida Career College  
 Florida Conference of Seventh Day Adventists  
 Florida Masonry Apprentice & Education Foundation  
 Florida Technical College  
 Goodwill Industries of Central Florida, Inc.  
 Home Builders Institute  
 J-Tech Institute  
 Orange Technical College

School District of Palm Beach County  
 Southern Career Institute  
 The Helen Gordon Davis Centre for Women, Inc.  
 Tulsa Welding School - Jacksonville, FL  
 Valencia College  
 Workforce Evolved

### TENNESSEE

Karns High School  
 Knoxville Leadership Foundation  
 Project GRAD Knoxville  
 SkillsUSA Tennessee

### TEXAS

Austin Community College District  
 Blanson Career and Technical Education High School  
 C.E. King High School - Sheldon ISD  
 Dallas College  
 Dallas Independent School District  
 Florida Career College  
 Forge Now  
 Gary Job Corps Center  
 Goodwill Career & Technical Academy  
 HOPE Farm FW  
 Keller ISD  
 Lincoln Tech  
 Lindsey-Cooper Refrigeration School  
 Lone Star College  
 San Antonio Housing Authority  
 SERJobs





# THANK YOU VALUED PARTNERS

(CONTINUED)

## TEXAS (CONTINUED)

Serrato Corporation  
 Skillpoint Alliance  
 Southern Careers Institute  
 TECH ZONE HVAC-R Air Conditioning & Refrigeration School  
 Texas Workforce Solutions - Gulf Coast Workforce Board  
 The Training Center of Air Conditioning & Heating  
 West Forth Worth Center of Hope  
 WorkTexas

Energy Air  
 Gale Insulation  
 HD Roofing Contractor  
 Innovative Construction Group  
 JS & Sons Construction Services  
 McGowan's Heating & Air Conditioning  
 N-Hance Wood Refinishing  
 North Port Heating & Air Conditioning  
 One Stop Cooling & Heating  
 Onsite Safety  
 Simpson Air  
 Snyder Heating and Air  
 Strada Services  
 Turning Leaf Construction  
 USI First Choice  
 Vern's Insulation & Specialties

## EMPLOYER PARTNERS

### ARIZONA

Austin Companies  
 Chas Roberts Air Conditioning  
 REEis Air Conditioning  
 Sonoran Mechanical Systems  
 Synergos Companies  
 Woodcase Fine Cabinetry

### FLORIDA

Advantage Glass & Supply  
 American Builders Supply  
 American Insulators  
 Apex Service Partners  
 Carpenter Contractors of America  
 ConServ Building Services  
 Construction Solutions and Supply  
 Daniel Insulation  
 David Gray Heating, Cooling, Plumbing & Electric  
 Design Center at the Avenues

### TENNESSEE

Builders FirstSource  
 Disney Reed Ornamental  
 Homestead Construction  
 Taylor Plumbing  
 WB Electric

### TEXAS

84 Lumber  
 ABC Supply Co.  
 Advent Air Conditioning  
 Air Innovations  
 AIRTEAM  
 Airtron Heating and Air Conditioning



# THANK YOU VALUED PARTNERS

(CONTINUED)

## TEXAS (CONTINUED)

Amailey Plumbing	MC Surfaces
Arrow Glass Industries	MGC, Inc.
ASTAR Air Conditioning & Plumbing	MSF Electric
C&B Electric	N-Hance Wood Refinishing
Colvin Electric	Perfection Supply
Daniel Castillo Framing	Pro Serve Plumbing
Davis Air Conditioning & Heating	Rosenberg Plumbing Service
Eagle Point Solution	Service Partners
Fast Framing	Singorra Construction
Garage Door Services	Texas Tile Services
HJD Capital Electric	Traditional Designs Ltd.
Houk Air Conditioning	TruTeam
IES Residential	USI
Joe Swartz Electric Company	Winsupply
Lasiter & Lasiter Plumbing	Wisnbaker Builder Services
Linc Plumbing	Z&C Plumbing
Lone Star Air Systems	



# TABLE OF CONTENTS

---

Come Together: Sheryl Palmer	2
Right Now: Branka Minic	3
Founding Partners	4
Social Investors	5
Board of Directors	6
Advisory Council	8
Purpose and Guiding Principles	10
Impact	12
Building Talent Pipeline	16
Case Study: How to Execute an Effective Job Fair	17
Case Study: Simpson Strong-Tie	19
Success Stories	21
Building Talent Connections	23
Case Study: Strada Services	24
Case Study: Resideo	26
Success Stories	28
Building Talent Engagement	30
Case Study: Workforce Engagement Survey	31
Success Stories	33
Research	34
Marketing	35
BTF Careers Platform	38
The Plan	40
Case Study: D.R. Horton	42
BTF Team	44
Thank You Valued Partners	45



# ENDNOTES

- <sup>1</sup> <https://byf.org/explore/demand-map/>
- <sup>2</sup> [https://www.pearson.com/content/dam/one-dot-com/one-dot-com/global/Files/about-pearson/innovation/open-ideas/DDE\\_Pearson\\_Report\\_3.pdf](https://www.pearson.com/content/dam/one-dot-com/one-dot-com/global/Files/about-pearson/innovation/open-ideas/DDE_Pearson_Report_3.pdf)
- <sup>3</sup> [https://makingcents.com/wp-content/uploads/2021/03/cf5fc8\\_f06c8b6b14ce4371a7c64acac1bd183f.pdf](https://makingcents.com/wp-content/uploads/2021/03/cf5fc8_f06c8b6b14ce4371a7c64acac1bd183f.pdf)
- <sup>4</sup> [https://makingcents.com/wp-content/uploads/2017/01/Making-Cents\\_Demand-Driven-Training-Toolkit\\_Interactive.pdf](https://makingcents.com/wp-content/uploads/2017/01/Making-Cents_Demand-Driven-Training-Toolkit_Interactive.pdf)
- <sup>5</sup> [https://www.pearson.com/content/dam/one-dot-com/one-dot-com/global/Files/about-pearson/innovation/open-ideas/DDE\\_Pearson\\_Report\\_3.pdf](https://www.pearson.com/content/dam/one-dot-com/one-dot-com/global/Files/about-pearson/innovation/open-ideas/DDE_Pearson_Report_3.pdf)
- <sup>6</sup> <https://www.bls.gov/news.release/jolts.t16.htm>
- <sup>7</sup> <https://workforcereport.adp.com>
- <sup>8</sup> <https://www.procore.com/jobsite/the-cost-of-employee-turnover/>
- <sup>9</sup> <https://www.gallup.com/workplace/321725/gallup-q12-meta-analysis-report.aspx?thank-you-report-form=1>
- <sup>10</sup> <https://www.tn.gov/workforce/general-resources/news/2021/9/16/three-consecutive-months-of-lower-unemployment-in-tennessee.html>
- <sup>11</sup> <https://byf.org/explore/demand-map/>
- <sup>12</sup> <https://www.bankrate.com/mortgages/housing-heat-index/>

Branka Minić, CEO  
Building Talent Foundation  
Branka.Minic@BuildingTF.org  
(305) 491-7368  
1455 Pennsylvania Ave. NW  
Washington, DC 20004



**Engage. Collaborate. Innovate.**