

## “HBI PACT FOR VETERANS”

### Overview

Home Builders Institute, (HBI) a 501 (c) (3) non-profit organization, is a national leader for career training in the building industry. Through certification programs, mentoring, pre-apprenticeships and job placement services, HBI prepares its students - including at-risk and underserved populations such as youth, veterans, ex-offenders and displaced workers – with the skills and experience they need for successful careers in the building industry. HBI program graduates are qualified to work across many different sectors of the building industry, giving businesses a competitive edge when hiring new workers.

HBI’s award winning Pre-Apprenticeship Certificate Training (PACT) curriculum, which is industry-validated and aligned with the National Green Building Standard™ approved by the American National Standards Institute (ANSI). The HBI PACT curriculum is one of only three U.S. Department of Labor (DOL)-approved pre-apprenticeship curricula and is recognized by the DOL as a Registered Apprenticeship Innovator and Trailblazer.

HBI PACT for Veterans started effective July 1, 2012. HBI used data to assist in determining areas for program development from the local workforce boards and the U.S. Census Bureau, 2011 American Community Survey.

Tampa, Miami, and Jacksonville were initially selected as sites. These cities were canvassed for program locations with city departments, Workforce Investment Boards, One-Stops, Post-secondary education sources, Technical Schools, and apprenticeship programs, keeping the employment prospects in the forefront.

Tampa and Jacksonville quickly found appropriate locations, partnership support, and were able to order materials, tools, textbooks, and support equipment to allow classes to start within 35 days of hiring Program Managers in early September 2012.

The HBI PACT program and curriculum was submitted and reviewed by the Veterans Administration Vocational Rehabilitation & Employment (VR&E) Office and was approved as a Chapter 31 training provider. This broadened opportunities of success for more veterans in need of our contract services by serving veterans in the VA’s Compensated Work Therapy (CWT), Spinal Cord Injury (SCI) programs.

The HBI Executive team and the HBI PACT for Veterans staff met to discuss alternate sites and opportunities as a result of the Miami location not progressing as originally identified. Based on input and feedback from established partnerships throughout the

company and consultation with DEO, a decision was made to establish the third program site in Orlando.

### Scope of Work

HBI contracted with the Department of Economic Opportunity to provide the following services to eligible veterans:

- Conduct an initial assessment interview of the veteran, provide an action plan, and establish realistic goals for the veteran to obtain.
- Conduct a Veteran Employability Workshop to provide training in assertiveness, goal setting, resume writing, interviewing techniques, and financial management.
- Conduct the Pre-Apprenticeship Certificate Training mutually agreed upon by contractor and participant.
- Provide job placement assistance to participants.
- Provide placement/follow-up for 30 days to support the participant.

### Program Activities - Jacksonville

HBI PACT for Veterans-Jacksonville partnered with the Saving Our Homeless Veterans and Comrades (SOHV&C). HBI is now the vocational skills and employment program for the facility. In return, SOHV&C also supports participants through housing, facilities maintenance job shadowing and employment opportunities through Canterbury Apartment Complex, office and classroom spaces as well as hands on skills labs. This site serves veterans in transitional housing, shelters, the homeless, and established stages of living conditions.

- The program has also partnered with the City of Jacksonville. As a Partner, the city and HBI have seamlessly integrated sections of the Military Affairs Division and the Homeless Veterans Reintegration Programs (HVRP). Participants are building handicapped ramps for the city as part of the carpentry skill phase of the program.
- Additional partnerships through the Jacksonville Urban League, WorkSource Florida, Jacksonville Vet Centers, and VA outpatient clinic assist with referrals, additional employment assistance, and community service projects.
- Educational partnerships include Florida State College Jacksonville, where the new SEERT and Safety and Building Construction Technologies programs are offered.
- Senators John McCain and Bill Nelson, Representative Andre Crenshaw and several media outlets have toured this program highlighting the program and its participants.

## Program Activities - Tampa

HBI PACT for Veterans-Tampa worked closely with Congressman Gus Bilirakis' Veterans Advisory Board to partner with the Disabled American Veterans (DAV), Chapter 4, 2612 North Tampa Street, Tampa, FL 33673.

- This site has worked closely with the James A. Haley and Bay Pines VA health systems to provide services to veterans through the VR&E, CTW, PrOMOTE and the Hillsborough HVRP programs.
- The program has partnered with Lowes Corporation, which provides employment opportunity, materials donations, and community service projects such as Operation Homefront renovations (see attachment) and Rebuild Together Tampa Bay.
- Additional partnerships include Lennar Homes (3<sup>rd</sup> largest residential home builder in the country – Letter of Support – see attachment), Howard Johnson Downtown Tampa Hotel (Facilities Maintenance employer), Tampa Bay WorkForce Alliance and WorkNet (covering Hillsborough, Pinellas, and Pasco Counties) and Goodwill Industries-Suncoast Inc. providing referrals, employment assistance, and small business classes.
- Educational partnerships include Hillsborough Community College, providing Weatherization programs to our participants as continued education into new career paths and technologies, Everglades University, providing Construction Management courses, and Keiser University and Associated Builders and Contractors (ABC). The University of South Florida is providing support through our OSHA safety training.
- Community service projects have included:
  - Operation Homefront listed above (see attachment)
  - Repairs and painting for a quadriplegic-wounded warrior home in conjunction with the Haley House foundation.
  - Home repair project in conjunction with the Military Warriors Support Foundation. This project was highlighted during the RNC convention in Tampa, for SGT Skals, USMC.
  - Various repairs and maintenance at the Disabled American Veterans building including electrical, plumbing, HVAC, furniture repairs, painting and landscape work.

## Program Activities - Orlando

HBI PACT for Veterans-Orlando has partnered with the Central Florida Urban League (CFUL), who provides office space, referrals, and community service work. The Orlando program is housed on the Florida Department of Juvenile Justice property, located at 7547 Laurel Hill Oaks Circle, Orlando, FL.

- Significant program partners besides CFUL include WorkForce Central Florida (covering Orange County), the Orlando Veterans Center Network and

- the VA Medical Center and the Metro Orlando Home Builder Association, providing recruitment assistance, employment, and mentoring.
- University of Central Florida provides Soldiers to Scholars programs and reduced housing for those accepted.
  - Our partnership with Rebuilding Together Orlando resulted in a very successful community service event, which took place on 18 January 2013. HBI PACT for Veteran students constructed two 8-person picnic benches, a double planter bench and an Adirondack chair to be placed outside the Eatonville Police Department. Students then disassembled the items so that volunteers from the Honeywell Corporation could conduct the final assembly at the Police Department. Rebuilding Together Orlando provided the materials; Honeywell provided the financial support and 40 volunteers. HBI PACT for Veterans Orlando supplied the expertise during the event to help with assembly. <http://ow.ly/2uiZFa>
  - As part of the National Rebuilding week, HBI PACT for Veterans-Orlando is partnering with Rebuilding Together Orlando and Heroes of Freedom to remodel 2 houses in the town of Eatonville. Students began worked on the first house in late April. They demolished the old rotting carport of the house and begun putting their carpentry skills to work. Students did a wonderful framing job on the carport and repaired the ceiling.

HBI has also been working in conjunction with Veteran Representative support, Wounded Warrior Programs, local VA hospitals and outpatient centers, Vet centers, WorkForce and One Stops, military hiring fairs, Disabled Veterans Outreach Program (DVOP's) and Local Veteran Employment Representatives (LVER's) and local faith based organizations across the state.

### **Program Activities – Satellite sites – Avon Park and Okeechobee**

HBI PACT for Veterans Satellite sites opened in Okeechobee and Avon Park on March 25 and April 15, respectively.

- These sites partnered with Heartland Workforce, covering Desoto, Hardee, and Highlands Counties.
- Additional partners include the Avon Park Housing Authority, which provides classroom and shop space, job shadowing opportunities, and real world construction and maintenance experience.
- HBI is currently serving 19 Veterans as of May 1, 2013.

## Success Story – Debbie D. Bowman

Credentials:

PACT Certification

OSHA 10

CPR / Basic First aid /AED certified

**Referral source:** City of Jacksonville Job Fair

### **Military Affiliation**

Debbie was an Army 92A, working admin support and HR services. She accelerated in the mechanical field, especially electrical. She has applied with the Jacksonville Electric Authority's Apprenticeship Program.



## Success Story – Robert Gilchrist

Credentials:

PACT Certification

OSHA 10

Hilti Powdered Actuated tool License

Placed – Moffitt Cancer Center

**Referral source:** Recruit Military Job Fair

### **Military Affiliation**

Robert was an Army E1, working in communications. He had worked odd jobs as a handyman. Robert was able to fine-tune his mechanical skills and interviewing techniques. Robert is a valued asset to the Moffitt Maintenance team.



## Success Story – James Philpot

Credentials:

PACT Certification

Placed – McKinley Inc.

**Referral source:** Tampa Crossroads/VA Service Center

### **Military Affiliation:**

James was a Navy E4, Boiler Technician. He learned about HBI's PACT for Veterans through his counselor at Tampa Crossroads/ Veterans Assistance Center. He knew then that this was the silver lining to assist in filling in those skill gaps, provide knowledge in trades terminology and application, plus give him the confidence to move forward in his career. James also notes that it was HBI Employability Skills Training that allowed him to go into interviews after being turned down in the past and be upfront with his past criminal record. Facing his demons, not running from the past was a key element that needed to be resolved in order to get beyond the initial interview. James is one of the top maintenance technicians according to the community manager.



## Success Story – Raymond Dionne

### Credentials:

PACT Certification

OSHA 10

Placed – Tri-City Electrical Contractors

**Referral source:** Workforce Central Florida

### **Military Affiliation:**

Raymond was an Army E4, Military Police

He excelled in the electrical portion of the PACT program and decided to pursue a career in that field. On his second interview, Raymond's training and drive were evident as Tri-City hired him on the spot. He thanks HBI for all the skills they taught him and the confidence to pursue a new career.



## Success Story – Samuel Curbeam

### Credentials:

PACT Certification

OSHA 10

EPA HVAC Universal Certification

Placed – Department of the Interior

**Referral source:** VA Domiciliary

### **Military Affiliation**

Samuel was a Navy E6, ABE, launching and recovering jets. He spent time bouncing job to job before finally coming to terms with his PTSD. His dedication to move forward with his life was evident as he systematically worked through the PACT and EPA certifications. Sam often worked peer to peer to help other in the program deal with their issues while moving forward with their life. He is now a top maintenance technician.



## HBI Giving Back – Wounded Warrior Project

Operation Homefront  
December 2012  
Sergeant Alan Yoshida  
6338 S. Richards Ave, Tampa Fl.



HBI PACT for Veterans-Tampa was approached by Lourdes Cortes, Human Resources Manager of Lowes in New Tampa, to assist on an Operation Homefront project for Sergeant Alan Yoshida, US Army, assigned to CENTCOM at Mac Dill AFB. The program staff met Lourdes on site to preview the scope of the project and take measurements for material quantities. The project scope consisted of removing the existing dated and water damaged flamingo pink ceramic tile wainscot and tub surround and replacing it with updated tile. Lowes supplied the tile and setting materials.

Discount Rental and Sales of Tampa provided a Bosch SDS Max chipping hammer and bits to assist with tile removal. Almost immediately it was evident the concrete base was not going to withstand the hammering required to chip off the old tile as it began to crumble.

We decided to remove the concrete backing entirely and replace it with new cement tile backer board. The existing concrete backer consisted of Plasterboard, metal lathe and a buildup of three coats of cement plaster. We were able to break the wall down in large segments and haul it out of the home for disposal.

Lowes provided beige 12" x 12" ceramic wall tile, edge trim Thin set mortar and sanded tile grout. The students established a layout pattern and level and plumb reference lines for the tile installation. The layout was discussed and approved by Sgt. Yoshida. Over the course of several days each of the students rotated job assignments gaining experience and confidence in mixing and applying thin set mortar, measuring, cutting and setting ceramic wall tile and edge trim.

Sgt. Yoshida is extremely satisfied with the completed project and the HBI PACT for Veterans program looks for to more community service projects in the near future.



## Program Milestones

HBI has met the following achievements through May 1, 2013:

- 100% of enrollments received an initial interview to develop individual goals and an action plan to obtain goals. Current enrollment is at 97% of contract deliverables.
- 93% of enrollments participated in workshops covering resume and cover letter writing, interviewing techniques, financial management, and goal-setting.
  - 21% Participants considered homeless
- 80% of enrollments participated in the PACT certification program (12 week program to complete).
  - 32% have completed certification
  - 38% have additional credentialing such as OSHA 10, CPR/Basic First Aid, Powder Actuated Tool Licensing, and EPA HVAC certification.
- 88% of those placed have completed the 30 day follow up period
  - 63% of these placements are construction industry related
    - i. Florida workforce areas impacted
      1. Home property title and Insurance
      2. Home Builders and subcontractors
      3. Construction safety industry
      4. Weatherization and environmental programs
      5. House cleaning and preparation services
      6. Construction vendors/retail
      7. Hotel Industry-Maintenance and janitorial
      8. Healthcare-Maintenance and janitorial
      9. Landscaping services
      10. Family relocation services



## Program Strategies

HBI is confident we will achieve the desired outcomes and has implemented additional strategies throughout the year to meet our goals.

- Advertising
  - Utilize multiple social media outlets to educate and recruit enrollees for PACT training, employability training and employment assistance
  - Obtain weekly data from all outlets – Facebook, LinkedIn, HBI websites, partner websites and media coverage (radio, television and paper) to contact visitors with information about the program, locations and contact information.
  - Create landing page on HBI website for interested enrollees to obtain more information. Contact within 24 hours from HBI PACT for Veterans employees
  - Utilize new HBI CRM tool (SalesForce.com) to create regular direct e-mail campaigns updating contacts with new program offerings, success stories and announcements to keep the program fresh in the minds of referral sources, partners and mentors
  - Utilize weekly data gathered to strengthen messaging and targeting tactics for better recruitment tactics
  - Contact media with information about all activities for target audience
  - Encourage partners to utilize program success stories through their PR programs
  
- Increase program knowledge and active recruitment through multiple events
  - Open houses at each location. Enrollees and Instructors present to speak to guests. Onsite enrollments.
  - Target potential referral sources for open houses and graduations to generate new leads and enrollees. Target audience: VA clinicians, social workers, case managers, counselors, HR, employment staff, Workforce Investment Board staff and case workers, Employers (HR Managers, Department Managers, Owners)
  - Attend job fairs throughout the State in the service program sites – Tampa, Orlando and Jacksonville. Onsite enrollments.
  - Develop “refer a friend” program to encourage current enrollees to invite another Veteran to visit the program
  - All Program Managers will spend 80% of their time in the field maintaining partnerships, building new relationships, recruiting and seeking job placements. Instructors will spend 20% of their time in the field targeting employers.

- Future Program Enhancements
  - Review funding for the possibility of extending training and placement program in Avon Park.
  - Review funding for the possibility of a full time HBI Regional Career Services Coordinator to offer dedicated services to program Veterans for goal setting, action plans, employability training, assistance with placement and follow-up.
  - Expand attendance at Veteran job fairs to cover these areas
  - Increase stackable credentials
    - Powder actuated tool license/certification
      - Hilti
      - Ramset
    - EPA 1 608 certification
    - Forklift/scissor lift certification
  - 1:1 instructor time, as needed, to accommodate successful certification.
  - Aggressive application work using online media, social media, news outlets, and extensive research during employability classes – dedicate 4 hours per week for on-line job search
  - Expand program offerings to include additional computer skills
    - i. Purchase/seek additional computer assets to create/build online job search skill sets.
  - Invite current employers and potential employers to present on opportunities and trade-specific needs within the industry.
- Continue partnership development
  - Continue to expand industry partnerships with companies similar to Lennar Homes through state and county Home Builders Associations
  - Increase internships/job shadowing by 20% in the next quarter
  - Partnership with Florida Wal-Mart to hire veterans.
  - Expand mentorships
    - Prospective employers identified through due diligence – want ads, employment sites, advertising, public relations
    - Veterans Service Organizations



## Conclusion

HBI will utilize current program strengths, implement new strategies and enhance programming concepts to achieve the contractual outcomes. All three sites are fully operational as of December 17, 2012 and satellite-training sites were brought online in March and April of 2013. Enhanced concepts are in place to overcome obstacles and to better meet the needs of our veterans. We look forward to continued partnerships with the State of Florida and the Department of Economic Opportunity as we continue to serve our veteran population.

May 1, 2013

John A. Courson  
Home Builders Institute  
1201 15<sup>th</sup> Street, NW 6<sup>th</sup> Floor  
Washington, DC 20005

Dear Mr. Courson,

Lennar Corporation, founded in 1954, is headquartered in Miami, Florida and is one of the nation's leading builders of quality homes for all generations. Lennar builds affordable, move-up and retirement homes in communities that cater to almost any lifestyle – such as urban, golf course, active adult or suburban communities.

While the industry has been in a recent slump, I am pleased to note that our company remains busy. Despite the recent recession, we see a bright future for Lennar and our industry as a whole. Over the past year, Lennar's Central Florida Division has closed almost 2,000 homes and we value HBI's assistance in reaching our future goals as the market continues to show signs of recovery.

Our trade base desperately needs programs like HBI to prepare the present and future workers for our industry and anticipate the need to hire new, entry-level employees, as a result of the expected growth in the residential and remodeling sectors.

We appreciate the support of HBI programs that prepare students with the skills and experience they need for careers in the building industry through certification programs, mentoring, pre-apprenticeship training and job placement services.

Sincerely,



Mike Ragan, Director of Purchasing  
Lennar, Central Florida Division