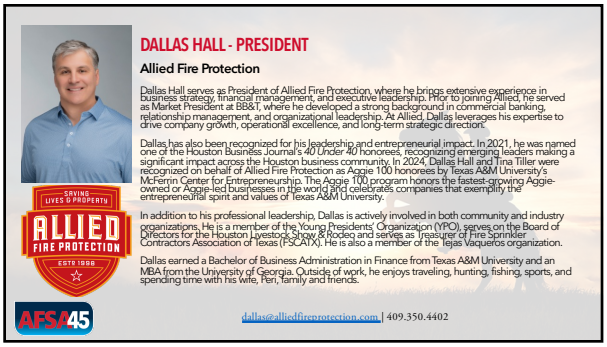
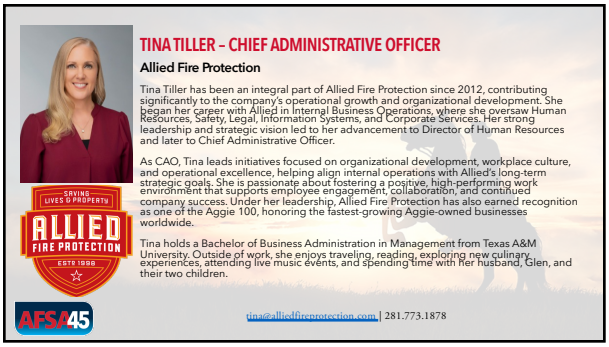
AFSA45
NAVIGATING WORKFORCE HEADWINDS
Presenters:
Dallas Hall, Tina Tiller, Rick Wright
Allied Fire Protection
SAN ANTONIO, TX
AFSA
American Fire Sprinkler Association

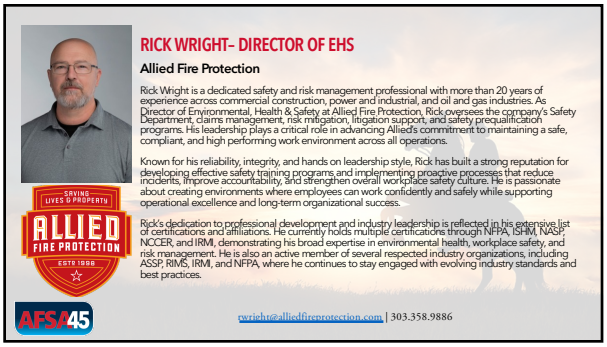
1


DALLAS HALL - PRESIDENT
Allied Fire Protection
Dallas Hall serves as President of Allied Fire Protection, where he brings extensive experience in business strategy, financial management, and executive leadership. Prior to joining Allied, he served as Market President at BB&T, where he developed a strong background in commercial banking, relationship management, and organizational leadership. At Allied, Dallas leverages his expertise to drive company growth, operational excellence, and long-term strategic direction.
Dallas has also been recognized for his leadership and entrepreneurial impact. In 2021, he was named one of the Houston Business Journal's 40 Under 40 honorees, recognizing emerging leaders making a significant impact across the Houston business community. In 2024, Dallas Hall and Tina Tiller were recognized on behalf of Allied Fire Protection as Aggie 100 honorees by Texas A&M University's McFerrin Center for Entrepreneurship. The Aggie 100 program honors the fastest-growing Aggie-owned or Aggie-led businesses in the world and celebrates companies that exemplify the entrepreneurial spirit and values of Texas A&M University.
In addition to his professional leadership, Dallas is actively involved in both community and industry organizations. He is a member of the Young Presidents' Organization (YPO), serves on the Board of Directors for the Houston Livestock Show & Rodeo and serves as Treasurer of Fire Sprinkler Contractors Association of Texas (FSCATX). He is also a member of the Tejas Vaqueros organization.
Dallas earned a Bachelor of Business Administration in Finance from Texas A&M University and an MBA from the University of Georgia. Outside of work, he enjoys traveling, hunting, fishing, sports, and spending time with his wife, Teri, family and friends.
dallas@alliedfireprotection.com | 409.350.4402

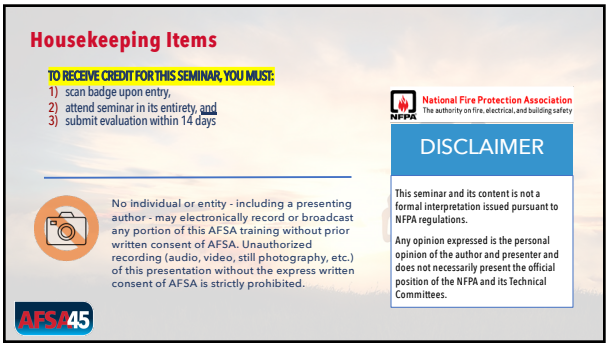
3


TINA TILLER – CHIEF ADMINISTRATIVE OFFICER
Allied Fire Protection
Tina Tiller has been an integral part of Allied Fire Protection since 2012, contributing significantly to the company's operational growth and organizational development. She began her career with Allied in Internal Business Operations, where she oversaw Human Resources, Safety, Legal, Information Systems, and Corporate Services. Her strong leadership and strategic vision led to her advancement to Director of Human Resources and later to Chief Administrative Officer.
As CAO, Tina leads initiatives focused on organizational development, workplace culture, and operational excellence, helping align internal operations with Allied's long-term strategic goals. She is passionate about fostering a positive, high-performing work environment that supports employee engagement, collaboration, and continued company success. Under her leadership, Allied Fire Protection has also earned recognition as one of the Aggie 100, honoring the fastest-growing Aggie-owned businesses worldwide.
Tina holds a Bachelor of Business Administration in Management from Texas A&M University. Outside of work, she enjoys traveling, reading, exploring new culinary experiences, attending live music events, and spending time with her husband, Glen, and their two children.
tina@alliedfireprotection.com | 281.773.1878

4


RICK WRIGHT– DIRECTOR OF EHS
Allied Fire Protection
Rick Wright is a dedicated safety and risk management professional with more than 20 years of experience across commercial construction, power and industrial, and oil and gas industries. As Director of Environmental, Health & Safety at Allied Fire Protection, Rick oversees the company's Safety Department, claims management, risk mitigation, litigation support, and safety prequalification programs. His leadership plays a critical role in advancing Allied's commitment to maintaining a safe, compliant, and high performing work environment across all operations.
Known for his reliability, integrity, and hands on leadership style, Rick has built a strong reputation for developing effective safety training programs and implementing proactive processes that reduce incidents, improve accountability, and strengthen overall workplace safety culture. He is passionate about creating environments where employees can work confidently and safely while supporting operational excellence and long-term organizational success.
Rick's dedication to professional development and industry leadership is reflected in his extensive list of certifications and affiliations. He currently holds multiple certifications through NFPA, DHM, NASP, NCCER, and IRMI, demonstrating his broad expertise in environmental health, workplace safety, and risk management. He is also an active member of several respected industry organizations, including ASSP, RIMS, IRMI, and NFPA, where he continues to stay engaged with evolving industry standards and best practices.
rwright@alliedfireprotection.com | 303.358.9886

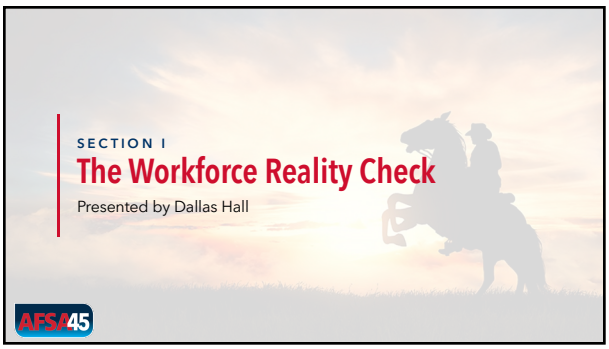
5


Housekeeping Items
TO RECEIVE CREDIT FOR THIS SEMINAR, YOU MUST:
1) scan badge upon entry,
2) attend seminar in its entirety, and
3) submit evaluation within 14 days
No individual or entity - including a presenting author - may electronically record or broadcast any portion of this AFSA training without prior written consent of AFSA. Unauthorized recording (audio, video, still photography, etc.) of this presentation without the express written consent of AFSA is strictly prohibited.
National Fire Protection Association
The authority on fire, electrical, and building safety
DISCLAIMER
This seminar and its content is not a formal interpretation issued pursuant to NFPA regulations.
Any opinion expressed is the personal opinion of the author and presenter and does not necessarily present the official position of the NFPA and its Technical Committees.

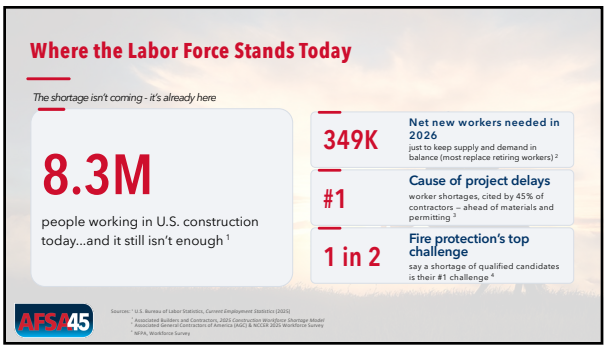
6

Navigating Workforce Headwinds
I. Workforce Reality Check: Industry Headwinds
II. Recruiting Challenges & Opportunities
III. Training Gaps & Skill Development
IV. Safety as a Workforce Value
V. Integrated Solutions & Takeaways

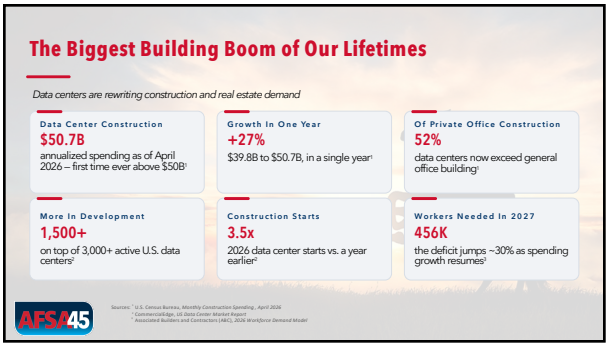
7


SECTION I
The Workforce Reality Check
Presented by Dallas Hall
AFSA45

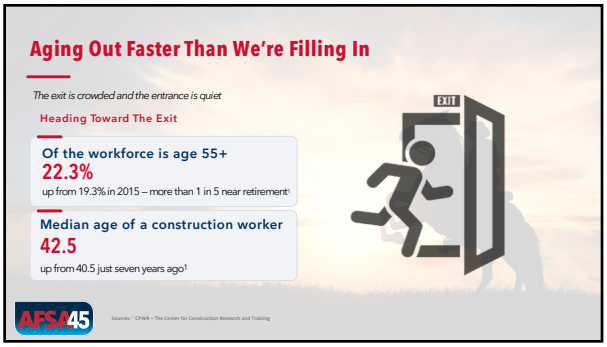
8


Where the Labor Force Stands Today
The shortage isn't coming - it's already here
8.3M
people working in U.S. construction today...and it still isn't enough [1]
349K
Net new workers needed in 2026
just to keep supply and demand in balance (most replace retiring workers) [2]
#1
Cause of project delays
worker shortages, cited by 45% of contractors – ahead of materials and permitting [3]
1 in 2
Fire protection's top challenge
say a shortage of qualified candidates is their #1 challenge [4]
AFSA45

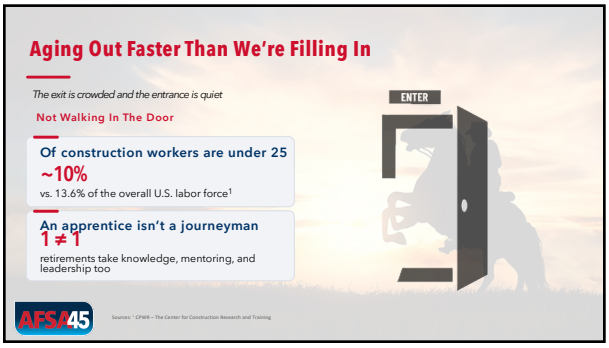
9


The Biggest Building Boom of Our Lifetimes
Data centers are rewriting construction and real estate demand
Data Center Construction
$50.7B
annualized spending as of April 2026 – first time ever above $50B[1]
Growth In One Year
+27%
$39.8B to $50.7B, in a single year[1]
Of Private Office Construction
52%
data centers now exceed general office building[1]
More In Development
1,500+
on top of 3,000+ active U.S. data centers[2]
Construction Starts
3.5x
2026 data center starts vs. a year earlier[2]
Workers Needed In 2027
456K
the deficit jumps ~30% as spending growth resumes[3]
AFSA45

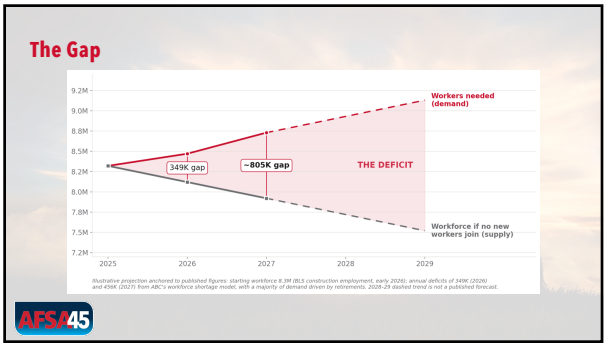
10


Aging Out Faster Than We're Filling In
The exit is crowded and the entrance is quiet
Heading Toward The Exit
Of the workforce is age 55+
22.3%
up from 19.3% in 2015 – more than 1 in 5 near retirement[1]
Median age of a construction worker
42.5
up from 40.5 just seven years ago[1]
EXIT
AFSA45

11


Aging Out Faster Than We're Filling In
The exit is crowded and the entrance is quiet
Not Walking In The Door
Of construction workers are under 25
~10%
vs. 13.6% of the overall U.S. labor force[1]
An apprentice isn't a journeyman
1 ≠ 1
retirements take knowledge, mentoring, and leadership too
ENTER
AFSA45

12


The Gap
9.2M
9.0M
8.8M
8.5M
8.2M
8.0M
7.8M
7.5M
7.2M
2025
2026
2027
2028
2029
Workers needed (demand)
349K gap
~805K gap
THE DEFICIT
Workforce if no new workers join (supply)
AFSA45

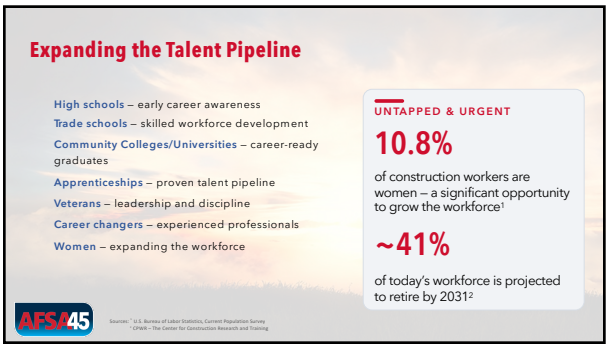
13

14

15

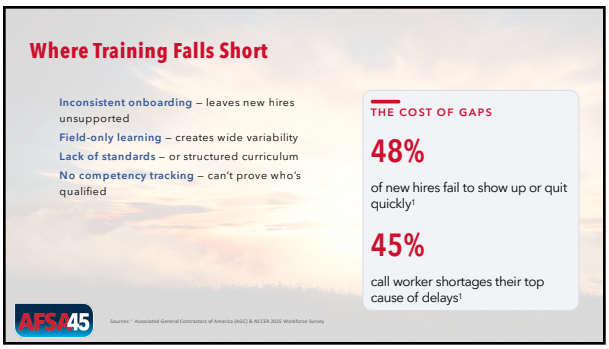
16

17



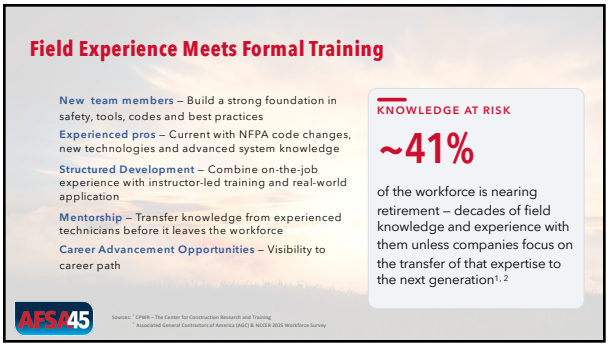
18

19

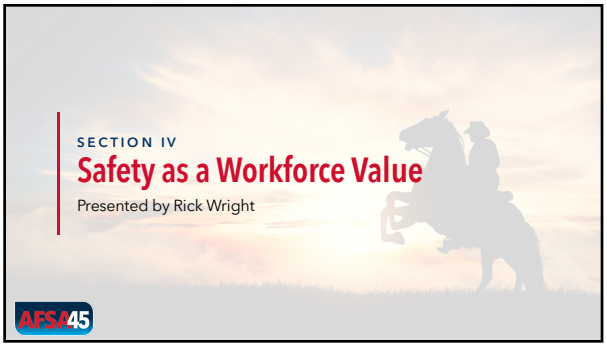


20

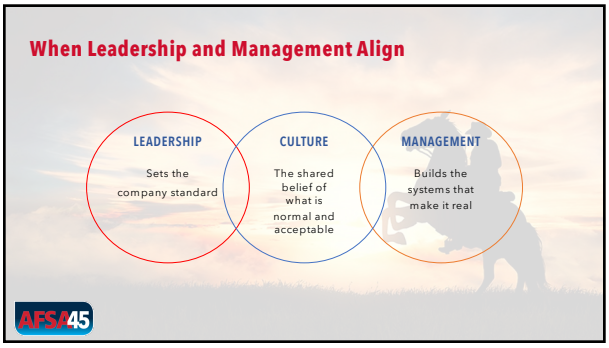
21



22



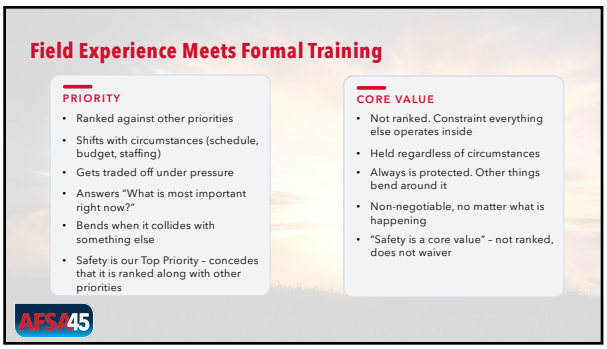
23



24

25

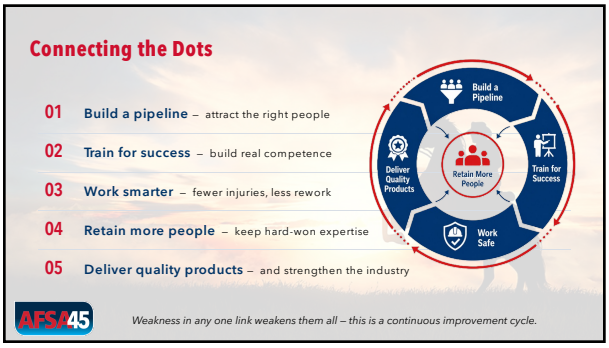
26



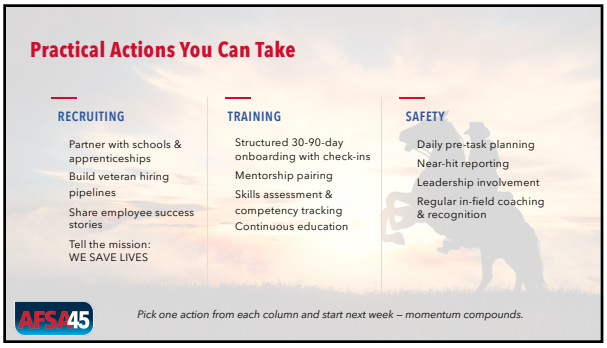
27

28

29



30



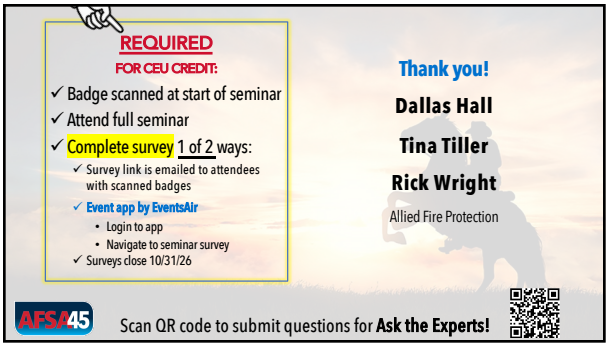
31

Measuring Success
Track what matters – lagging metrics come too late
Time-to-productivity for new hires
Training completion and competency milestones
Employee retention and engagement
Near-miss reporting and safety observations
Customer satisfaction and retention
Financial performance and improvement
What gets measured gets improved and sustained
AFSA45

32

Key Takeaways
It's not one problem – it's several connected challenges
Integrate the pillars – recruiting, training, measuring, safety, leadership
Invest in people to meet growing demand
Protect employees and customers alike
Start now – small, consistent steps compound
People are the most important component of every fire protection system
AFSA45

33


REQUIRED
FOR CEU CREDIT:
✓ Badge scanned at start of seminar
✓ Attend full seminar
✓ Complete survey 1 of 2 ways:
✓ Survey link is emailed to attendees with scanned badges
✓ Event app by EventsAir
• Login to app
• Navigate to seminar survey
✓ Surveys close 10/31/26
Thank you!
Dallas Hall
Tina Tiller
Rick Wright
Allied Fire Protection
AFSA45
Scan QR code to submit questions for Ask the Experts!

34

2027 Training Schedule

WEBINARS

1/6	Updates to NFPA 20
1/20	Calculating Pressure Reducing Hose Valves
2/3	Consumer Alert: Nitrogen in Sprinkler Systems
2/17	Reviewing Hydraulic Calculations
3/3	Updates to NFPA 13, 2028 Ed.
3/17	Updates to NFPA 13R & 13D, 2028 Eds.
4/7	Topic Coming Soon
4/21	NFPA 25: Roles & Responsibilities
5/5	Standpipe Flow Test Procedures
5/19	Storage 101
6/2	NFPA Technical Meeting - Voting Guide
6/16	Topic Coming Soon
6/30	Topic Coming Soon
7/7	Updates to NFPA 14, 2027 Edition
7/21	Adjacent Hazards & Design Methods
8/4	Acceptance Testing
8/18	Modifications to Existing Systems
9/22	Topic Coming Soon
10/6	Seismic 101
10/20	Proposed Updates to NFPA 25, 2029 Ed.
11/3	Evaluating Fire Pump Flow Tests
11/17	Top 10 Tech Reviews
12/1	Designing Water Storage Tanks
12/15	Pump Room Layout

PROGRAMS

Feb 9 - Mar 5 Apr 20 - May 14 Aug 3 - Aug 27** Oct 26 - Nov 19	Beginning Design School*
Apr 26 - May 7 Nov 1 - 12	Intermediate Design School*
Feb 8 - 10** Apr 12 - 14 Jul 12 - 14 Oct 11 - 13	Sprinkler Hydraulics Calculations Workshop
Apr 19 - 21 Oct 18 - 20	Advanced Hydraulics Calculations Workshop
Feb 11** Apr 30 Jul 23 Sep 24	Introduction to the Fire Sprinkler Industry
Mar 1 - 3 May 17 - 19 Aug 16 - 18 Oct 18 - 20**	NFPA 25 Essentials Workshop
Jun 7 - 10 Sep 20 - 23	Experienced Inspector Skills Lab
Mar 4 - 5 May 20 - 21 Aug 19 - 20 Oct 21 - 22**	NFPA 25 Fire Pump Workshop
Spring Summer Fall	ITM Inspector Development Program* *This program is 20 months.*

** Hybrid course **At General Air Products Lab, Exton, PA*

AFSA46

September 8-11	Manchester Grand Hyatt San Diego, CA

For More Details Visit:
firesprinkler.org

AFSA
American Fire Sprinkler Association

Dates subject to change. Programs subject to minimum registrations.

rev 9/14/2026

Virtual Instruction Path (VIP)

for Sprinkler Fitting Apprentices

Level 1 - Begins January 2027

Level 2 - Begins February 2027

Level 3 - Begins January 2027

Level 4 - Begins March 2027

www.firesprinkler.org/VIP

AFSA
American Fire Sprinkler Association

HANDS-ON WORKSHOPS FOR 2027

FEATURING AFSA'S TRAINING LAB

NFPA 25 Essentials Workshop

Mar | May | Aug | Oct

Description: Understand roles, responsibilities, and NFPA 25 ITM procedures through hands-on testing of wet systems, dry systems, and fire pumps.

NFPA 25 Fire Pump Workshop

Mar | May | Aug | Oct

Description: Develop practical NFPA 25 fire pump ITM skills, including no-flow and full-flow testing, water supply graphing, and performance evaluation.

Introduction to the Fire Sprinkler Industry

Feb | Apr | Jul | Sep

Description: This course is designed for those new to the industry. An introductory, wide-ranging 8-hour course that provides a broad overview of core fire sprinkler industry concepts for those new to the field.

Experienced Inspector Skills Lab NEW

Mar | Sep

Description: Take your ITM expertise beyond the basics. Designed for experienced technicians, this course combines focused classroom instruction with hands-on system lab training to strengthen your application of current NFPA 25 inspection, testing, and maintenance requirements. Refine fire sprinkler testing practices, improve documentation, deliver more consistent service, and help reduce liability while reinforcing knowledge commonly covered on certification exams.

Learn more about AFSA's fire sprinkler lab featuring functional risers, a spray room, fire pumps, and an interactive classroom.

firesprinkler.org/lab