DRAFT MINUTES: ***Subject to change prior to approval by Authority or Committee at its next regular meeting***

MINUTES OF THE DIVERSITY BUSINESS ENTERPRISE & PROCURMENT COMMITTEE MEETING OF THE CONVENTION CENTER AUTHORITY OF THE METROPOLITAN GOVERNMENT OF NASHVILLE & DAVIDSON COUNTY

The Diversity Business Enterprise (DBE) & Procurement Committee of the Convention Center Authority of the Metropolitan Government of Nashville and Davidson County (CCA) met on May 31, 2012 at 8:00 a.m., in Room 211 at the Nashville Convention Center, Nashville, Tennessee.

DBE & PROCUREMENT COMMITTEE MEMBERS PRESENT: Francis Guess, Vonda McDaniel, Willie McDonald, and Marty Dickens, Ex-Officio

DBE & PROCUREMENT COMMITTEE MEMBERS NOT PRESENT: Leo Waters

OTHERS PRESENT: Larry Atema, Mark Sturtevant, Roxianne Bethune, Charles Robert Bone, Sharon Hurt, Ryan Johnson, Patrick Holcombe, Barbara Solari, Debbie Frank, and Sharon Pelych

The meeting was opened for business by committee Chair Vonda McDaniel.

ACTION: Francis Guess made a motion to approve the DBE & Procurement Committee minutes of March 29, 2012. The motion was seconded by Willie McDonald and approved unanimously by the committee.

Workforce Development committee member Francis Guess reported on the meeting of May 23, 2012 and there was discussion.

Roxianne Bethune was asked to report on the DBE Audit and Omni DBE status. (Attachment #1, #2, and #3) There was discussion.

With no additional business a motion was made to adjourn, with no objection the DBE & Procurement Committee of the CCA adjourned at 8:26 a.m.

Respectfully submitted,

_____

Larry Atema
Senior Project Manager
Music City Center

Approved:

_____

Vonda McDaniel, Committee Chair
CCA DBE & Procurement Committee
Meeting Minutes of May 31, 2012

Convention Center Authority

DBE MCC AUDIT UPDATE
&
OMNI HOTEL DBE STATUS

DBE MCC AUDIT UPDATE

* 119 Vendors to date are in the DBE MCC Audit
* 81 of the 119 vendors to date have been contacted
* 4 of the 119 vendors are in the close-out process
* 65 of the 119 vendors are pending close-out

OMNI HOTEL DBE STATUS

- 26 DBE Listed to do business
- 43 Local business listed
- 6 Of the vendors are 100% DBE'S
- 27% Current DBE participation

Music City CENTER

Project Management & Development

MCC Workforce Development Summary Report

May 25, 2012

Applicant Status

- 375 total applicants hired to Music City Center Campus (329 MCC & 41 Omni Hotel).
- 21 United States Veterans hired.
- Workforce Program the primary recruiting source for both projects. 94% Middle TN hires.
- Database nearly 5,000 technical, skilled, and unskilled laborers.

Community Partnerships / Job Training

- 26 community partners- notably TN Career Centers, Urban League, Martha O'Bryan Centers.
- Renewal House joins as the Workforce Program's 26th community partner. Renewal House provides life skills and job transition training to Middle TN women recovering from drug or alcohol abuse.
- Actively referring Spanish-speaking clients to ESL classes at Thrift Smart.
- 1,800 total people referred for job training:
  - 25 applicants OSHA 10-Hour Construction Safety Certified
  - 12 enrolled in G.E.D. prep training
  - 9 applicants submitted union apprenticeship applications.
  - 40% of all applicants hired this quarter participated in job skills training.

Music City Center Contractors

- 85 participating prime and sub-contractors.
- Referral relationships with Plumbers and Pipefitters Local #572, International Brotherhood of Electricians Local #429, and Southeast Laborers Local #386.
- In demand trades include: flooring and tile installers; drywall finishers and framers, acoustical carpenters, and general laborers.

Omni Hotel

- 41 applicants hired at Brasfield & Gorrie in concrete forming and general labor trades.
- Program staff participates in sub-contractor start- up meetings and community outreach affairs.
- All open positions at Omni site are posted on the TN Career Center website and interested applicants can apply at the MCC Workforce trailer. This makes the MCC Workforce Program the primary recruiting source for both projects.

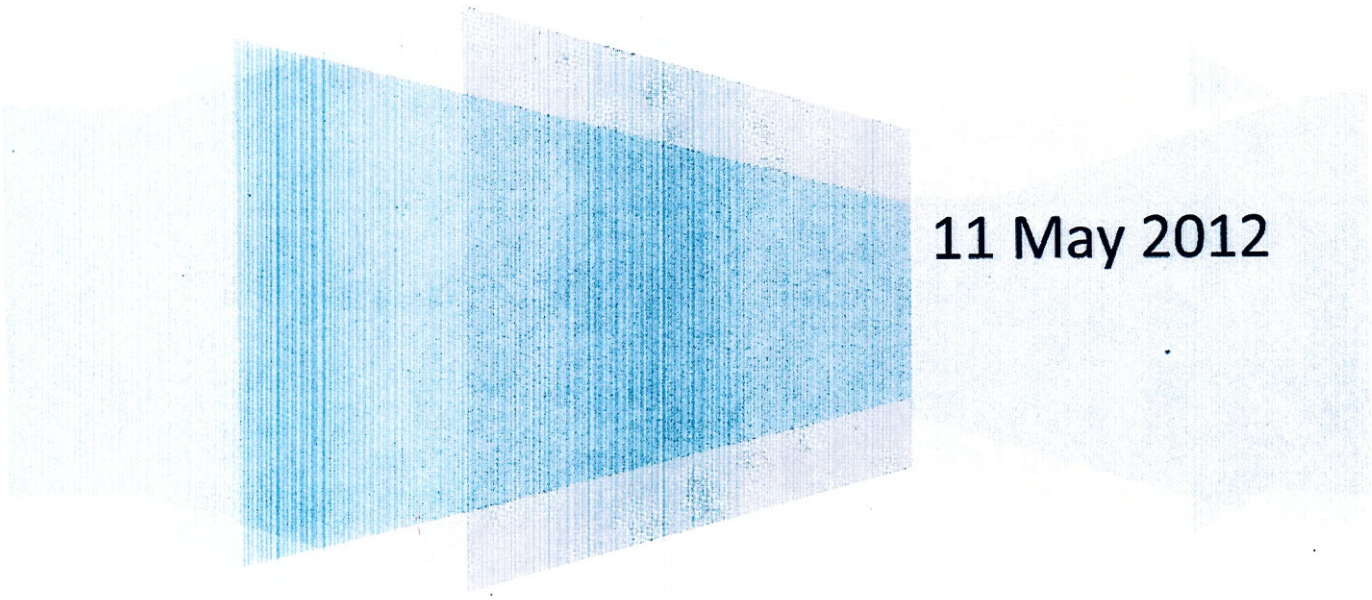
Nashville Convention Center Authority

6 Jul, 2010 – 30 Apr, 2012

Summary Report FY2010-12

Music City Center Workforce Development

TN Department of Labor and Workforce Development



11 May 2012

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Executive Summary

Nashville Mayor Karl Dean made creation of local jobs a high priority for the Music City Center campus, and the project and construction management teams are committed to fulfilling his goal. The purpose of the Music City Center Workforce Development Program is to assist individuals who have construction related job skills. The program promotes professional development, connects people with job training, and gives direct access with contractors.

The MCC Workforce Development Program opened its doors on July 6, 2010. The first year the program was facilitated by a Nashville-based insurance brokerage firm Alexander and Associates, Inc. Jefferson Street United Merchants Partnership, Inc. (JUMP), led by Sharon Hurt, coordinated community based organization efforts. In June 2011, Convention Center Authority brought the program in house and continued its contracted relationship with JUMP. Convention Center Authority Chair Marty Dickens announced in August 2011 the Tennessee Department of Labor and Workforce Development, in conjunction with the Nashville Career Advancement Center, awarded monetary and in-kind grants to the Music City Center to fund the Workforce Development Program's second year.

These collaborative efforts have placed over 375 applicants hired on the MCC and Omni Hotel construction sites. To date, Music City Center is partnered with twenty-six community based organizations and over 1,800 people have been referred for job training.

MCC Program Summary

The mission of the Music City Center Workforce Development Program is to assist individuals who have construction related job skills. The program promotes professional development, connects people with job training, and gives direct access with contractors. The vision of the Music City Center Workforce Development Program is to provide individuals with an opportunity to gain skills and experience in a variety of construction trades and the opportunity to acquire financial stability and economic growth that will improve quality of life.

Applicants may apply online at the Music City Center website or in person at either the onsite trailer or JUMP office. Each applicant must go through a five step process in our program. First, applicants will be screened for qualifications, pre-interviewed by program facilitators and at our partner organizations, and participate in job readiness training. Qualified job candidates will be matched and referred for open positions on site. Top candidates are reference checked for past employment verification or certification, OSHA certification, and previous commercial construction experience. Job interviews can take place at the onsite location. Finally, once a candidate is directly hired by the contractor, the MCC applicant's employment activities are tracked through certified payroll records. There is no specific time limit on how long this process may take for each applicant because employment depends on the match of the applicant's qualifications and availability with open positions.

- Music City Center Workforce Program opened its doors on July 6, 2010.
- Alexander and Associates, Inc., in conjunction with JUMP, facilitated the workforce program.
- MCC Project Management hired internal staff to operate the program in association with JUMP on June 1, 2011.
- August 2011 the Tennessee Department of Labor and Workforce Development, in conjunction with the Nashville Career Advancement Center, awarded monetary and in-kind grants to the Music City Center to fund the Workforce Development Program's second year.
- Over 1,800 applicants have been offered job training and 375 people have been hired for MCC and Omni Hotel construction sites through April 30, 2012.
- Over 5,000 applicants applied to the Music City Center Workforce Program through April 30, 2012.

General & Sub-Contractors

Music City Center Contractor Summary (1/3)

CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	30 DAY NEEDS	AVG. DAILY NO. EMPLOYEES	# HIRED APPLICANTS	TRADE OR SKILLS NEEDED
Ace Metal Fabrication	RIVER CITY ERECTORS	Fabricated Steel & Equipment	[1]Ironworkers; Welders	18	2	Ironworkers; Welders
Acousti Engineering	- -	Acoustic Ceilings	Acoustical Carpenters	13	8	Exterior Framers
Alexander Metals	- -	Interior Glazing & Storefront	July '12	9	-	-
Allan Spears Masonry	Ram & Tool Supply; Wasco	Masonry	Brick/Block Masons, Tenders	45	50	Mason/ Bricklayer
Alpha Insulation	- -	Fire proofing	Clean up laborers; spray fire proofers	11	1	Fire proofer; Laborer
Amano McGann	- -	Parking Control Equipment	December '12	-	-	-
	Amquip	Heavy Equip. & Cranes	Heavy Equip. Operators	Unknown	2	Crane; Heavy Equip. Operators
Associated Imports Corp.	- -	Stone	Stone Masons; Tenders	10	4	Mason (stone)
Baker Roofing	Landscape Support	Roofing	Roofers/ Helpers	34	1	Roofers/ Helpers
Bell/Clark	- -	General Contractors	Laborer / Carpenter	-	15	Foreman; Carpenter; Laborer
Bomar Construction	- -	Demo and Abatement	Scope completed.	0	0	Demolition
CCK Construction		Partial Arena Ramp	Scope Completed.	0	1	Laborer
CECO	Stan Reece Concrete	Structural Concrete	Scope near completion	50	113	Concrete (pour, finish, form)
	Concrete Pump Partners	Pouring Pumps	Scope near completion	-	-	Concrete (pour, finish)
	Push 4 J	Concrete Finishing	Discontinued.	0	2	Concrete (finish)

(Data current through April 24, 2012)

[1] Items highlighted in red indicate a current job opening on the MCC Project.

Music City Center Contractor Summary (2/3)

CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	30 DAY NEEDS	AVG. DAILY NO. EMPLOYEES	# HIRED APPLICANTS	TRADE OR SKILLS NEEDED
Conti Electric	Marine Electric; Stansell Electric	Electrical, Fire Alarm, AV, Telecom	Electricians, Admin Assistant	Conti= 173	8	Electrician, Helper
Eugenio Painting	- -	Painting	Union Labor Force	2	-	Painter
Enclos Corp		Curtainwall	Unknown	13	-	Laborers
Federal Equipment Dealers	- -	Food Service Equipment	July '12	-	-	Installer; Laborer
Foley Company	Gibson Mechanical	Mechanical & Plumbing	Welders, Plumbers, Pipefitters	Foley= 137 Gibson= 3	18	Welders, Plumbers, Pipefitters
	Superior Air Handling	Air Ducts	Installers	105	1	HVAC
The Hannah Company	Harmony Construction	Overhead Door & Loading Dock Equipment	General Laborers	-	-	Laborer
Hufcor, Inc.	Crawford Doors	Operable Walls	Unknown	10	-	Laborer
ISEC	- -	Millwork & General Trades	General Laborers	-	-	Carpenter; Laborer
Kovach	John W. McDougall	Metal Panels	Metal Stud Framers	10	-	Framers; Laborer
Lenex Steel	DCCI; Sentry	Structural Steel	Scope Completed.	DCCI= 91 Sentry= 14	1	Ironworkers
Metro Waterproofing	Randolph Inc.	Waterproofing	Water proofers; Laborers	11	6	Water proofer; Laborer
Mountain States	Jones Brothers	Site Utilities	Scope Near Completion.	3	1	Heavy Equipment Op.
Nashville Electric Service	- -	Substations	No openings.	Varies	-	Excavators; Administrative

[2] Conti Electric, Foley Company, Eugenio Painting, Ryan Fire Protection, and Lenex Steel will use a local union labor force. All MCC Workforce Program applicants with employable skills in these corresponding trades are referred and/or hired to related union halls.

[2] International Brotherhood of Electrical Workers Local #429; Plumbers and Pipefitters Local #572; Painters & Glaziers L.U. #456; RD Sprinkler Fitters L.U. #669; and Iron Workers #492 .

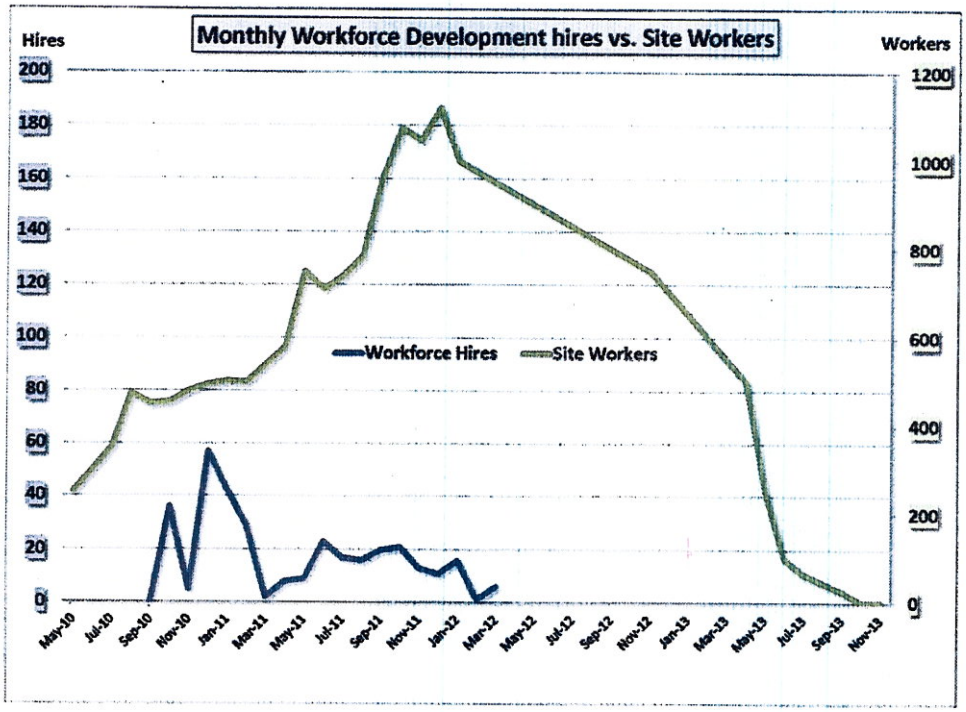
Music City Center Contractor Summary (3/3)

CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	30 DAY NEEDS	AVG. DAILY NO. EMPLOYEES	# HIRED APPLICANTS	TRADE OR SKILLS NEEDED
Nashville Machine Elevator	Southeastern Constructors	Vertical Transportation	Unknown	9	-	Elevator Installers
Roswell Drywall	Valley Interior Products; Obando; LMC	Drywall	Framers; Hangers; Finishers; Laborers	186	21	Drywall
Ryan Fire Protection	Guardian Sprinkler	Fire Protection	Laborers	19	-	Fire Protection
Schuff Steel	ULCSE; Peterson Beckner	Miscellaneous Steel Erection	Welders; Iron workers	112	59	Welder Ironworker
Spectra Contract Flooring	- -	Flooring & Tile	Installers	-	-	Tile Installer
Summit Constructors	- -	Utility Relocation/ Temp Service	Scope Complete.	Varies	1	Pipe layers Heavy Equip. Operator
Tate Ornamental	Hermosa Construction	Ornamental Metals	General Laborers	3	-	Laborers & Skilled Installers
	Trojan Labor	Laborers	General Laborers	Unknown	13	Laborer
Convention Center Authority		Associate Project Manager	-	15	1	Project Management
TOTAL	**TOTAL**		**TOTAL**	**TOTAL**	**TOTAL**	
58 Participating Contractors	**24 Participating Sub-contractors**		**25 Contractors on site**	**1,200- 1,300 Workers on site Daily**	**329 Hired Applicants**	

Available Applicant Skills

CLASSIFICATION	Q1	Q2	Q3	Q4
Bricklayer	221	245	253	
Bulldozer	38	40	40	
Carpenter, Carpenter Helper	801*	886	909	
Clean-up	1799	2025	2128	
Concrete (former, pourer, finisher)	669	772	806	
Demolition	130	193	206	
Dry Wall (hanger, framer, finisher)	308	363	383	
Electrician, Electrician Helper	361*	374	391	
Excavator	13	17	19	
Field Surveyor	7	19	20	
Fire Proofer	7	11	13	
Flagger	24	30	31	
Foreman	84	117	127	
Forklift	553	704	754	
Framer	280	369	398	
General Construction	1779	1962	1986	
General Laborer	1488	1727	1930	
Heavy Equipment Operator	183	249	267	
Heating/ Venting/ Air Conditioning	11	89	101	
Ironworker	36	64	74	
Jackhammer	54	66	68	
Landscaper	153	229	238	
Machine Operator	153	187	198	
Mason, Mason Tender	262	298	315	
OSHA 10 Certification	90	133	154	
Painter/ Plasterer	372	489	526	
Pipefitter	113	149	154	
Plumber	235	300	314	
Read Blueprints	112	151	171	
Roofer	158	235	267	
Sheet Metal Worker	2	20	25	
Water Proofer	67	87	91	
Welder	246	376	398	

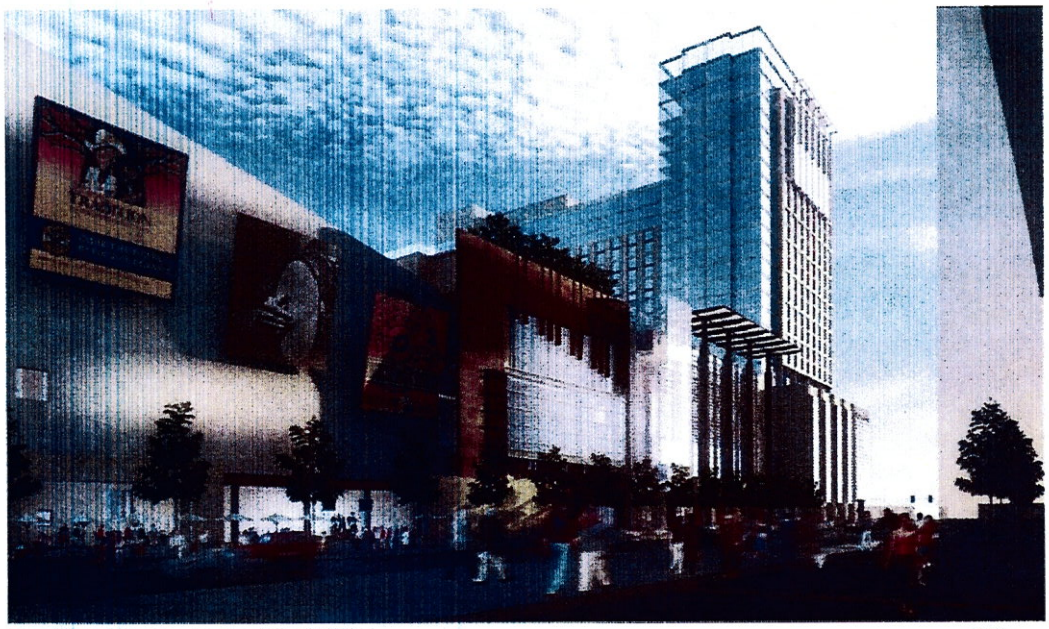
*Indicates a correction from Q1-2011 report.


Monthly Workforce Development hires vs. Site Workers
Hires
Workers
200
180
160
140
120
100
80
60
40
20
0
1200
1000
800
600
400
200
0
Workforce Hires
Site Workers
May-10
Jul-10
Sep-10
Nov-10
Jan-11
Mar-11
May-11
Jul-11
Sep-11
Nov-11
Jan-12
Mar-12
May-12
Jul-12
Sep-12
Nov-12
Jan-13
Mar-13
May-13
Jul-13
Sep-13
Nov-13

Omni Hotel & Country Music Hall of Fame Program Summary

In August 2010, Mayor Karl Dean and officials from Omni Hotels & Resorts announced plans to build and operate a headquarters hotel for the Music City Center, scheduled to open in 2013, within months of the new convention center. The hotel will create 300 new, full-time jobs when open, 200 of which are guaranteed to be filled by Davidson County residents. The MCC Workforce Program plays a key role in recruiting construction workers to fill these positions by serving as the primary referral service for the site. Contractors can remain compliant with federal employment qualifications with access to our onsite Tennessee Department of Labor representative, Sharyn Pelych. This relationship has resulted in the following:

1. **Forty-one applicants are hired** at the general contractor, Brasfield & Gorrie;
2. All open positions are posted at Tennessee Career Center website;
3. Program staff members participate in contractor meetings and community outreach affairs;
4. Superintendents have full access to on-site trailer to conduct interviews.



Omni Hotel Contractor Summary (1/4)

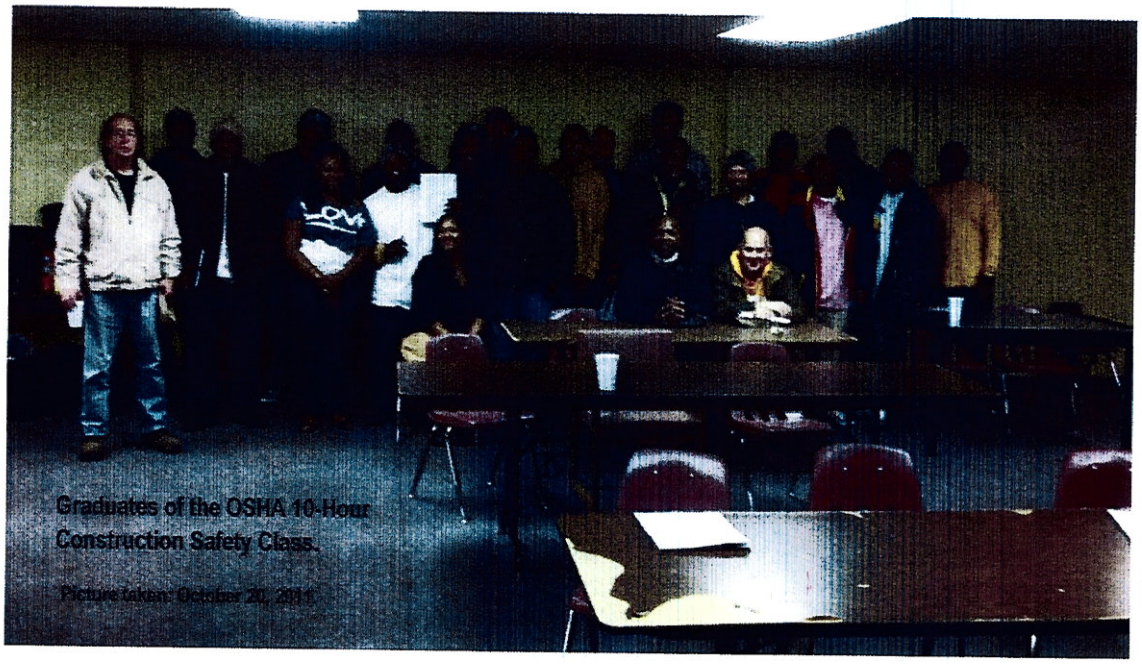
CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	MCC & OMNI CONTRACTOR	# HIRED APPLICANTS
Alexander Metals Inc.			✓	
ARC/Imaging Technologies	-			
ARC/Ridgeway's LLC				
Ashley Sling Inc.	-			
Assurance Screening LLC				
Barge Waggoner Sumner		Land & Construction Survey	✓	
Brasfield & Gorrie-Concrete	Terra Build; Southern Pan Socon; Premier Pumping	Structural Concrete		41
Commercial Painting Inc	Gerdau; Elliott Amquip; Shrop Vickers;	Painting	✓	
Conti Electric, Inc.	CGI Electric; Neal's Electric	Electric	✓	
Craneworks, Inc.	Randolph Inc.	Crane Operations		
Daniel Steel LLC				
Earl Dudley, Inc.				
Elder Building Supply Inc.	-		✓	-
Enterprise Electric	-			
Ferguson Enterprise Inc.	-			
Fire Sprinkler Nashville	-	Fire Protection		
Gardner Glass & Glazing	-			
Gates Precast	-			
Gipson Mechanical		Utility CMHF Relocation	✓	
Goodman	Alpha Insulation; Valley Interior Products			
Hilti, Inc.	-			
Industrial Rubber & Gasket	-			

Omni Hotel Contractor Summary (2/4)

CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	MCC & OMNI CONTRACTOR	# HIRED APPLICANTS
Isenhour Door Products				
Jackson Masonry	-			
Dixie Membrane				
Lee company	-			
Metro Ready Mix			✓	
Metro Waterproofing	Randolph & Company, Inc.		✓	
Music City Waste LLC				
McKenney's Inc				
Mountain States	Robinson Construction; I/S Engineering	Grading Excavation		
Otis Elevator Company	Nashville Elevator Co. Nashville High Lift		✓	
Precision Concrete				
Quality Iron	MIG Construction		✓	
Ram Tool & Supply			✓	
Ryan Fire Protection	Guardian Auto Sprinkler		✓	
Snake Steel Inc.	-			-
Southeastern Constructors	-		✓	
Steelfab	American Custom			
Trojan Labor	-		✓	
Valley Interior Products	-			
Wagener Enterprise Inc.	-			
Wasco Inc.	-			
Williams Lubrication Equip	-			
	-			
	-			

(Data current through April 4, 2012)

Community Based Organizations



Graduates of the OSHA 10-Hour Construction Safety Class.

Picture taken: October 20, 2011

The Workforce Development team works closely with community-based organizations (CBOs) and education and training providers serving the Middle Tennessee area. Job readiness and adequate training are key to sustained employment, so the **Music City Center Workforce Development Program has partnered with 26 Nashville-area community based organizations,** led by the Jefferson Street United Merchants Partnership (JUMP) for training assistance. Applicants for jobs at the Music City Center who may require additional training are referred to the organizations listed on the next pages, based on the type of training the applicant requires. The function of a CBO is to coordinate with Music City Center applicants any additional related training that would enhance the applicant's ability to become more proficient in his or her job and improve quality of life style. Examples of job training sessions include:

***OSHA Safety Certification *Interview Skills Training *G.E.D. Testing**

***Résumé Preparation *Basic Construction Skills**

We understand the importance of connecting with other Nashville community based organizations in an effort to develop an applicant's skill so he or she may become more competitive in today's job market. The realization that different CBOs offer a variety of *hard* and *soft* skills training helps frame the MCC Workforce Program as a more unified network of partnerships under one program. The program uses memorandums of understanding (MOU) to register community organizations as official partners of the program. These CBOs now have access to a complete database of individuals who could benefit from their existing services. The MCC Workforce Program, in return, benefits from a more skilled database of people to refer for employment at Music City Center. **To date, Music City Center is partnered with twenty-six community based organizations and over 1,800 people have been referred for job training.**

Community Based Organization	Applicants Referred from CBO	Applicants Referred to job training	Contacted this quarter	Hired to MCC Project	Type of Services Offered
Goodwill Industries (OSHA training)	0	71	23	8	Goodwill is hosting OSHA 10 training for MCC applicants
The Next Door	4	0		1	Life skills
15th Ave. Baptist CDC	22	8		3	Lead Based Paint Removal training
Feagins Medical Group	0	0			Employee drug screening
Martha O'Bryan at JUMP	22	246	62	11	Soft skills (resume writing; interview tips; career assessment tests)
Project Return	27	59		6	Soft skills; collects MCC applications
TN Technology Center	8	3			Hard skills construction training
Urban League of Middle TN	8	34	1	11	Soft skills; GED prep; collects MCC applications
Y-Build	5	5			Hard skills construction training; men ages 18-24
Family Center of Edge hill	0	0			Referral services only
Renewal House					Life skills for women.
Interdenominational Ministers Fellowship	0	0			Referral services only
Mending Hearts	0	0			Referral services only
TN Career Centers	92	273	1	13	Résumé writing; interview tips; completing applications
TN State University Service Learning Dept.	0	0			Referral services only

Nashville Area Hispanic Chamber of Commerce	0	0			Referral services; collects MCC applications
Miller-Motte Technical College	6	0		1	Welding Technology and other construction trades
Dierson Charities	0	1			Job placement for ex-offenders
Job Corps of TN	3	6		1	Construction training for youth ages 18-24
Operation Stand Down	26	21		3	Life/ soft skills training for veterans
New Life Comm. R.A.M.	4	0			Job skills; life skills; housing for men
Opportunities Industrialization Center	12	45			Computer skills/ basic job skills training
Maximus	6	0			Job readiness/ soft skills training
Nashville Street Works	3	0			Referral services only
Welcome Home Ministries	5	0		2	Referral services only
Local Laborers Union #386	64	43		13	OSHA 10; scaffolding training
26 Total Partners	**303**	**1,858**[3]	**662**	**73**	

[3] The total number of CBO referrals reflects the total amount of individuals contacted for a soft or hard skills training. This number includes the amount of persons who declined CBO training.

Financial Report

The following financial report provides a summary of the financial history of the program from June 2010 – June 2012 (estimate).

MCC Workforce Development
Financial History / Summary - June 2010 to June 2012

1st Year of Program - June 2010 - June 2011

	Amount	
Alexander & Associates	157,750	
Office Setup, Supplies, Utilities	7,503	
Indirect staff payroll (DF @ 20%, SB @ 10%)	32,550	
Office overhead	4,200	
Subtotal		**202,003**
Workers Hired June 2010 - June 2011:	211	
Cost per hired worker:	$ 957	
Applicants June 2010 - June 2011:	3,538	
Cost per Applicant:	$ 57	

2nd Year of Program - June 2011 - June 2012

	Amount	
JUMP	84,405	
Avionte Database	4,560	
Autumn Henderson Salary & Benefits	47,500	
Office Setup, Supplies, Utilities	4,644	
Utilities	960	
Indirect staff payroll (DF @20%)	20,700	
Office overhead	4,200	
Subtotal		**166,969**
Workers Hired June 2011 - June 2012 (estimate):	161	
Cost per hired worker:	$ 1,037	
Applicants June 2011 - June 2012:	1,527	
Cost per Applicant:	$ 109	
Grand Total		**368,972**
Less: TN Dept of Labor Grant		(95,000)
NET MCC Cost		**273,972**
Total Workers Hired June 2010 - June 2012 (estimate)	**376**	
Cost per hired worker overall:	**$ 981**	
Applicants June 2010 - June 2012:	**5,065**	
Cost per Applicant overall:	**$ 73**	

Current Staff Members

Debbie Frank..... Convention Center Authority
Project Manager- Art, Development, and Labor Administration

Sharon Hurt..... Jefferson Street United Merchants Partnership Inc.
Executive Director – Community Based Organization Coordinator

Autumn Henderson..... Convention Center Authority
Program Supervisor

K'Nesha Ewing... Jefferson Street United Merchants Partnership Inc.
Program Assistant

Sharyn Pelych..... TN Department of Labor
Program Assistant & Workforce Development

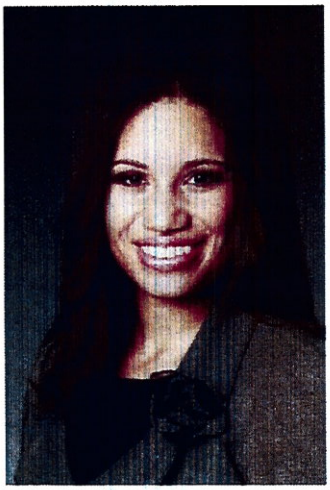
Tamika White..... Jefferson Street United Merchants Partnership Inc.
Program Assistant

Debbie Frank is the Project Manager of Art, Development, and Labor Administration at Music City Center. Since March 2010, she manages multiple projects at MCC: Public Art program, SoBro Strategic Master Plan, Bike Center, and Workforce Development. Debbie is also the CEO of Urban Blueprint, a real estate development and consulting company headquartered in Nashville, Tennessee.

"The most rewarding aspect of the program comes from knowing that the program positions individuals in the Davidson County and Middle Tennessee region for employment opportunities beyond construction activities associated with Music City Center campus. I truly believe the program has been life-changing for our participants."

Sharon Hurt is a founding member of the Workforce Development Program. She is the Executive Director of Jefferson Street United Merchants Partnership, Inc. Since June 2010, she has served as the program's Community Based Organization Coordinator. Sharon was born and raised in Memphis but has known "life on Jefferson" since coming to Nashville for college at TSU. She has more than 20 years' experience in business and grant administration.

Sharon's favorite thing about working for MCC Workforce Program is "restoring local residents hope in the available opportunities in Nashville, as well as supporting non-profit organizations."

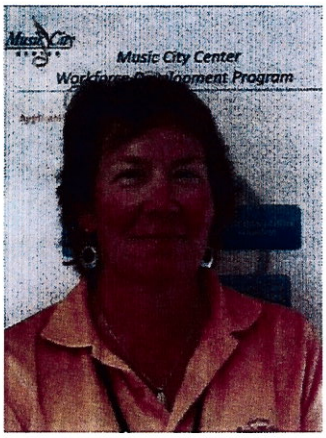


Autumn Henderson joined MCC Workforce Development Program in July 2010. She currently serves as the program's supervisor of operations. Prior to Music City Center, she worked as a HR consultant for a temporary staffing service. She is a graduate of Fisk University and Master's degree candidate in HR Management at Lipscomb University.

Autumn's favorite thing about working for MCC Workforce is "watching how the growth of a building can inspire the growth of a community."

K'Nesha Ewing joined MCC Workforce Program in February 2011. She is employed by JUMP as a program assistant for MCC Workforce Program. Prior to working for the program, K'Nesha worked customer service in the retail industry. As a program assistant, she sharpened her customer service skills and learned new talents in human resources recruitment. In her spare time she enjoys spending time with her family and friends.

K'Nesha's favorite thing about working for the MCC Workforce Program is "networking with CBOs and locating resources the applicants need in order to help them advance to a new life."



Sharyn Pelych is an Interviewer at the Williamson County Career Center of the Tennessee Department of Labor since 2010. She currently works on special assignment as a program assistant for MCC Workforce Program. Sharyn is an experienced business professional and coordinates the on-site trailer. She also has won dozens of competitions as an amateur golfer.

Sharyn's favorite thing about working for MCC Workforce Program is "assisting applicants who are seeking employment using the talent and creativity of the workforce development team."

Tamika White joined MCC Workforce Development Program in November 2010. She is employed by JUMP and currently serves as a program assistant. Her duties as a former YMCA Middle Tennessee assistant transferred well as an assistant with MCC. She learned new skills in data entry, filing, customer service, and computer software. In her spare time she enjoys spending time with her husband and eight year old son.

Tamika's favorite thing about working for MCC Workforce Development is "enjoying the customer service satisfaction of assisting applicants in their job search."

Appendix

Nomenclature

BAO = Business Assistance Office

C.B.O. = Community Based Organization

G.E.D. = General Education Development

JUMP = Jefferson Street United Merchants Partnership

M.C.C. = Music City Center

M.O.U. = Memorandum of Understanding

OSDN = Operation Stand Down Nashville, Inc.

OSHA = Occupational Safety and Health Administration

TNDOL = Tennessee Department of Labor

TOSHA = Tennessee Occupational Safety and Health Administration

WOTC = Work Opportunity Tax Credit

The Primary Objective of the Music City Center Workforce Development Program is to assist individuals who have construction related job skills. The onsite representative, or Program supervisor, markets the program's services to contractors by first introduction the its goals, objectives, and requirements in pre-construction meetings. Consistent communication and altering contact methods of weekly calls, emails, literature, and site visits are methods to generate a work order from a contractor. The objective of each contact with a contractor is to establish a relationship by understanding the company's qualifications and preferences when hiring new employees. Secondary goals are to determine each company's labor needs, identify decision making hiring managers, and define requirements for each position.

We understand the importance of connecting with other Nashville community based organizations in an effort to develop an applicant's skill so he or she may become more competitive in today's job market. The realization that different CBOs offer a variety of *hard* and *soft* skills training helps frame the MCC Workforce Program as a more unified network of partnerships under one program. The program uses memorandums of understanding (MOU) to register community organizations as official partners of the program. These CBOs now have access to a complete database of individuals who could benefit from their existing services. The MCC Workforce Program, in return, benefits from a more skilled database of people to refer for employment at Music City Center. **To date, Music City Center is partnered with twenty-six community based organizations and over 1,800 people have been referred for job training.**

The Tennessee Department of Labor and Workforce Development is providing a one-year $100,000 grant to directly fund the program in addition to supplying as many as two staff members to the workforce team. The greatest achievement of this partnership is the program could now expand its outreach past Davidson County and into the entire state of Tennessee.

Partnerships and collaborations among the public, private, and non-profit sectors are essential to successfully establish, build and sustain workforce and economic systems. The program centers on non-profit organizations and local educational institutions with workforce related services and curriculums in an effort to utilize a single source of contact to provide recruitment, employability life skills, and

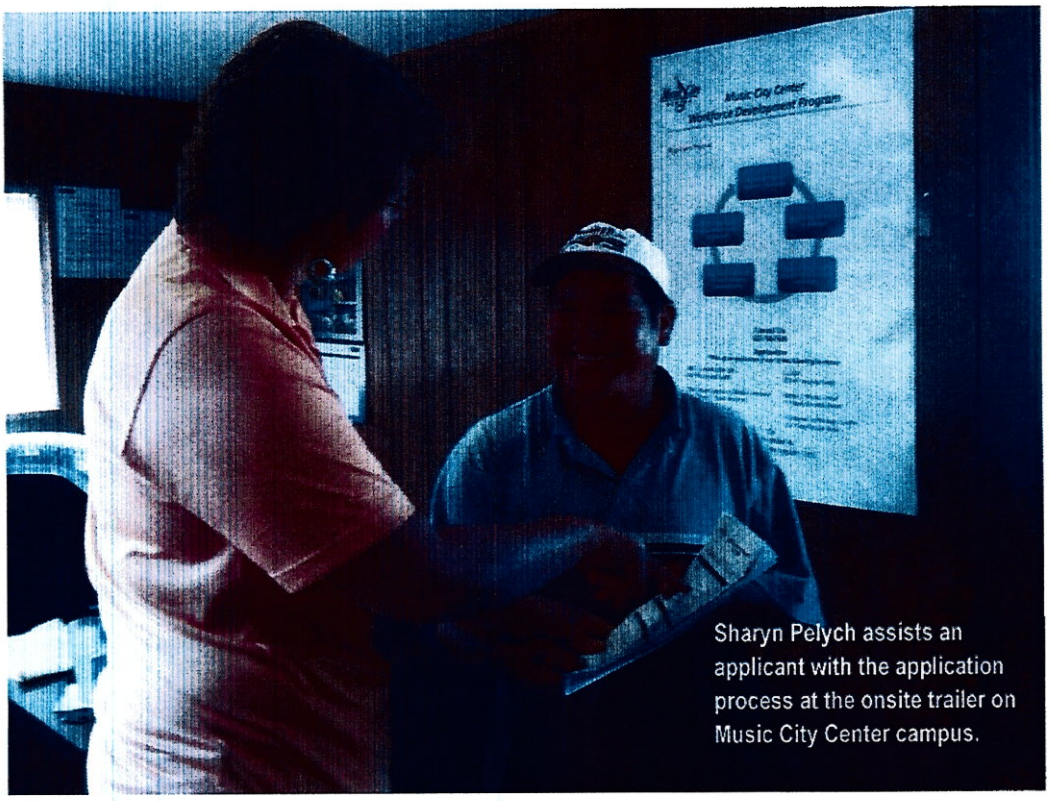
construction related job employment. **These efforts have placed over 375 applicants hired to MCC and Omni Hotel construction sites.**

The Music City Center (MCC) Workforce Program placed forty-seven Middle Tennessee residents for work its last reported quarter. The workforce program steadily recruits and places 30% of the MCC project labor force. The latest quarter reports twelve contractors requested work orders and the leading hiring contractor is Brasfield & Gorrie at Omni Hotel site for concrete formers and general laborers. Over 30% of all applicants hired this quarter received job skills training from a community partner.

Job training remains a key to sustainable employment, and the MCC Workforce Program is committed to referring applicants for hard and soft skills training. The majority of job training referrals take place at the JUMP location where the program assistants contacted over 200 people for job training in winter 2012. Sharon Hurt successfully coordinates twenty six Middle Tennessee community partnerships with MCC Workforce Development. Our newest partner, Renewal House, provides life skills and job transition training to Middle Tennessee women recovering from substance abuse. In addition, JUMP opened its doors to host weekly soft skills training with the Martha O'Bryan Center. An added benefit is the MCC Workforce program now operates from in-house software, Avionté and the Tennessee Department of Labor and Workforce Development (TNDOL) eCMATS software.

Other mentionable housekeeping updates include:

- Operational onsite hours of 8:00 am until 3:00 pm.
- Community based organization literature (CBO) is now available for applicants for onsite and offsite locations.
- The onsite trailer has a new location at 421 5th Avenue South.
- A new program brochure created.
- The program collected over 300 online and paper applications this quarter.
- Bi-monthly staff meetings are held at JUMP conference room.
- Quarterly staff meetings are held at MCC large conference room.



Sharyn Pelych assists an applicant with the application process at the onsite trailer on Music City Center campus.

Internal Operations

I. HOURS OF OPERATION

Workforce Development Trailer
615-760-5608
421 5th Avenue South
Nashville, TN 37203
8:00 am – 3:00 pm
Monday- Friday

JUMP Office
615-256-8990
1215 9th Avenue North
Nashville, TN 37208
8:30 am – 4:00 pm
Monday – Friday

II. HOW TO APPLY

1. Applicants may pick up an application at the MCC trailer, JUMP, a community partner location, or at www.nashvillemusiccitycenter.com

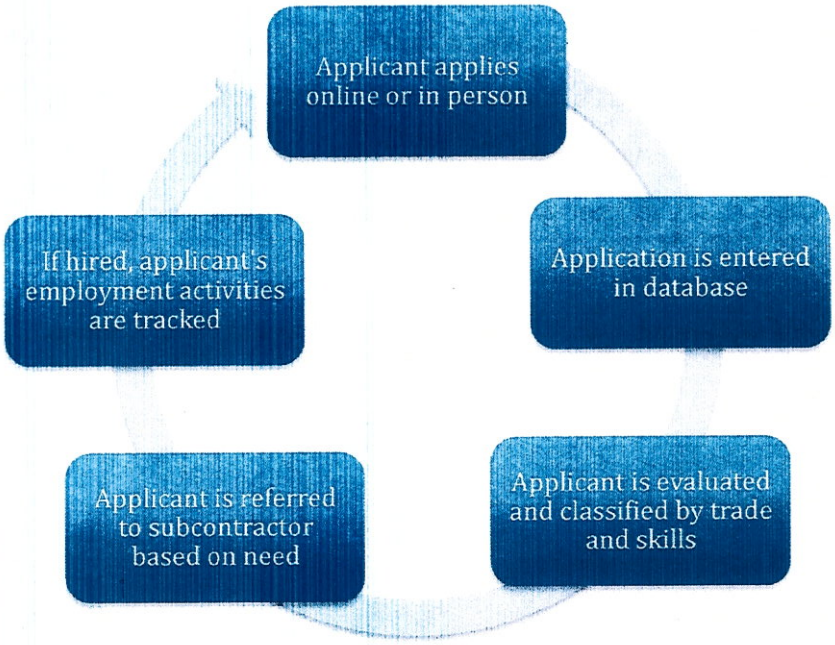
III. CONFIDENTIALITY

2. Applications and the Avionté database contain personal information that must be stored in secure locations at all times. All applications and laptops must remain inside official facilities at all times.

3. The names and contact information of MCC contractors shall remain confidential and only shared when given direction to do so by program management.

4. Applications must be stored inside available filing cabinets.

IV. APPLICANT PROCESS



V. JOB ORDER PREPARATION

1. The program supervisor informs the team that a sub-contractor needs a laborer(s).

2. The program supervisor will provide a list of applications for the assistants to pull.

3. Stack and label the applications by trade and prepare for the program administrator to pick up and deliver to a contractor.

4. NOTE: PULLING APPLICATIONS IN TIMES OF AN URGENT JOB ORDER TAKES PRECEDENCE ABOVE ALL OTHER JOB DUTIES. IN MOST CASES, A CONTRACTOR MAY REQUEST APPLICATIONS THE SAME DAY AS PLACING A JOB ORDER.

Program Assistant Duties

1. Handle all calls and walk-ins professionally and quickly:

a. Make sure every call is handled in a professional and courteous manner, and quickly determine the caller's needs;

b. Always verify the most recent phone number(s) for the caller;

c. Document 100% of inquiry calls in the database;

d. Any media inquiries shall be directed to the Manager of Public Relations.

2. Administrative Duties:

a. Data entry paper applications;

b. File applications;

c. Keep a recurring list of office supplies that are needed in either location;

d. Make bountiful copies of blank applications available at each location;

e. Prepare mailings as needed.

3. Manage the applicant flow and prepare applicants/candidates for the interview:

a. Have applicant complete an application as appropriate, and then coordinate the interview with the Program Administrator or the sub-contractor representative if needed;

b. Administer appropriate skills testing and/or reference check the applicant's previous employer;

c. Coordinate with the CBO Coordinator on a weekly basis to transfer the name of applicants that need additional skills training;

d. Document in the database which applicants are referred to a CBO.

4. Assist with recruiting efforts as appropriate:

a. When there is an open work order, assist the Program Administrator in contacting applicants for résumés or interviews;

b. Assist the applicants waiting for interviews with the Program Administrator; and document candidates that do not make their appointment;

c. Occasionally, the Program Assistant will contact local companies, associations, CBOs etc. for assistance in recruiting qualified candidates;

d. Search the Tennessee Department of Labor eCMATs database for qualified candidates and contact them by a letter or telephone call.

5. Research and record management assistance:

a. Keep an accurate count of how many daily applications are received;

b. Be able to navigate through the database to provide statistical information upon request;

c. Document any updated information regarding applicant contact information and status;

d. Analyze research data and provide input for future recruiting efforts;

e. Support Program Administrator as needed.

6. Communicate with Community Based Organizations:

a. Contact CBO locations regarding scheduled meetings and updates;

b. Assist with special events, promotions and other related activities;

c. Work closely with the CBO Administrator to make recommendations on how to continuously keep CBO Partners involved in the applicant pipeline.

Program Supervisor Duties

1. Recruit and screen qualified local applicants for open positions with contractors/subcontractors;

2. Supervise daily operations of the workforce program
Represent the workforce program in public relations activities, staff and board meetings, and community engagements;

3. Manage all proper documentation and accurate reporting of workforce statistics;

4. Generate weekly and quarterly reports;

5. Coordinate Jefferson Street United Merchants Partnership (JUMP) and community based organizations efforts.

CBO Coordinator Duties

1. Continue the recruiting and job placement activities of the workforce development program (WDP);

2. Recruit eligible participants and applicants for the WDP;

3. Conduct screening and referral of applicants;

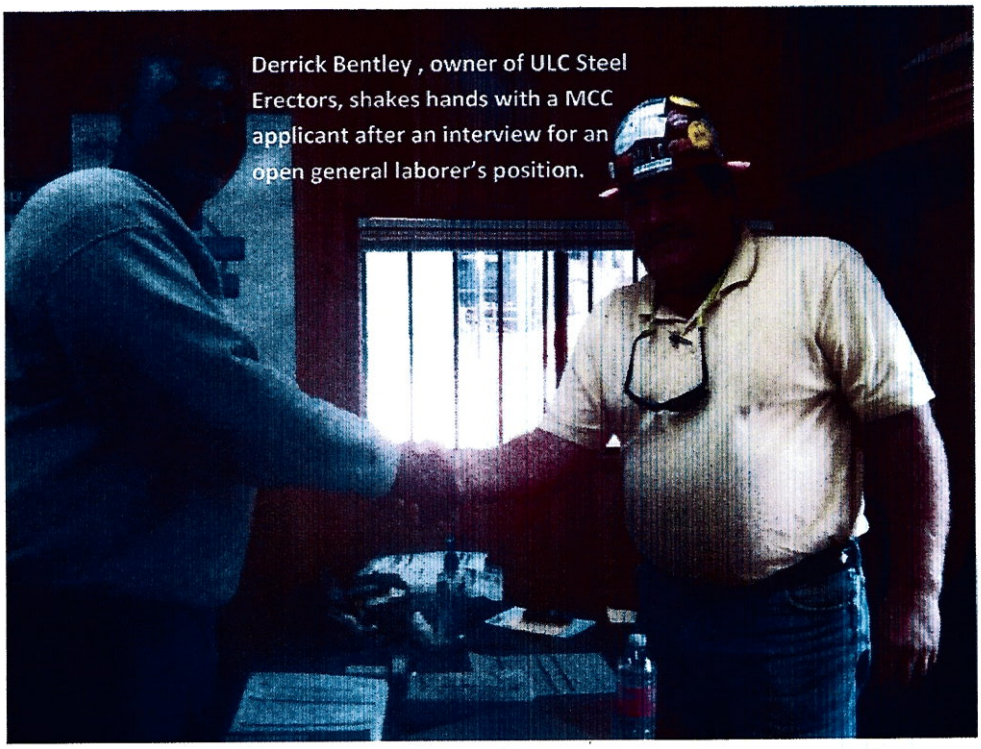
4. Identify and recruit participating community based organizations;

5. Assist with the WDP marketing strategy;

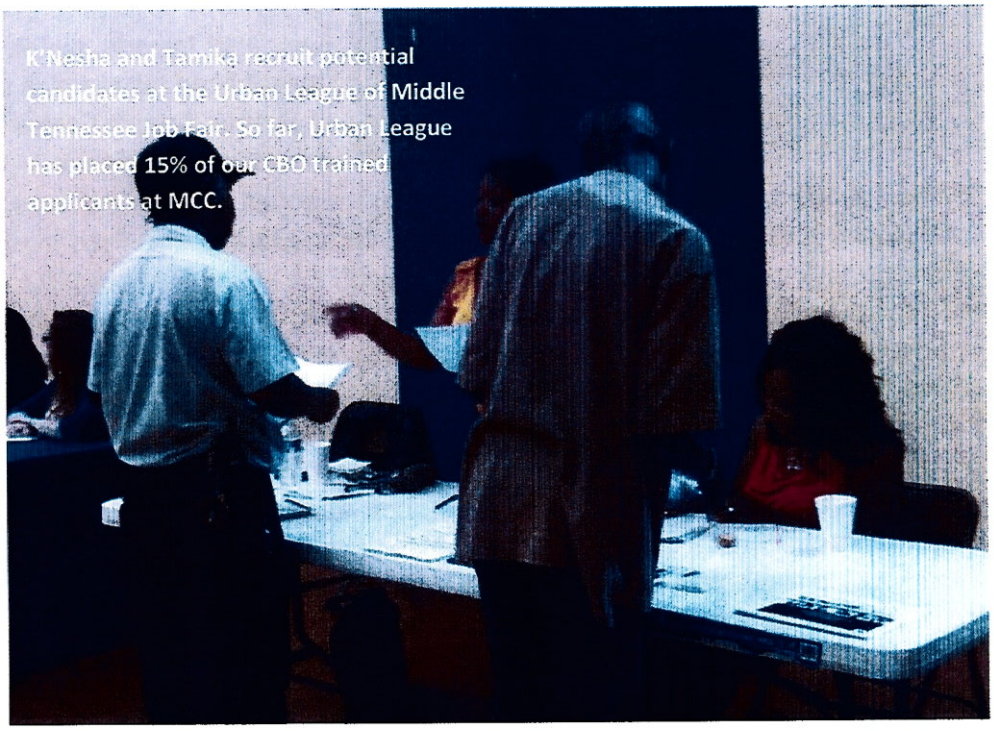
6. Promote WDP in various public forums and participate in meetings, review sessions and assist with providing progress reports and outcomes;

7. Confidentially secure electronic and paper databases.

The MCC Workforce Program encourages contractors to hire program participants during the construction phase. The Workforce Development program creates another resource to help support local job creation through the Music City Center project. This program's success of placing over 370 applicants to the MCC site demonstrates the program's significant contribution in assisting contractors with an available skilled labor force. The project recently celebrated the completion of structural steel erection. Now the Music City Center is increasing efforts in interior finishing trades. Acoustic ceiling carpenters, drywall framers or finishers, and painters (see picture on left), are among the most in demand tradesmen or tradeswomen on the site during Spring 2012. Acousti Engineering Co., Associated Imports, and Roswell Drywall hired twenty-nine program applicants. Spectra Contract Flooring certified eleven of their employees through our program. These contractors are assigned interior finishing scopes. General laborers are in high demand on the MCC site for several reasons. First, most of the prime contractors are working on the project through the end of Summer 2012, making this the busiest season- and the messiest! Bell/Clark, MCC's general contractor, is enforcing a daily composite cleanup crew, a contractual one laborer for every ten workers on the site. The MCC Workforce Program markets local laborers to contractors to encourage them to hire and keep the project clean and safe. Any applicant with a minimum of one year experience on a commercial construction site, or has a minimum of ten hours OSHA certification, shall qualify for a general laborer position. Currently, over 3,000 applicants qualify as a general laborer for Music City Center. Qualified laborers that consistently call in available once a week and all U.S. veterans are among the primary applicants referred for general laborer positions. For-profit staffing agencies are encouraged to bid on labor contracts directly with MCC contractors. It's our policy that the MCC Workforce Program provides very limited assistance to all for-profit companies to ensure fair competition on a public project.

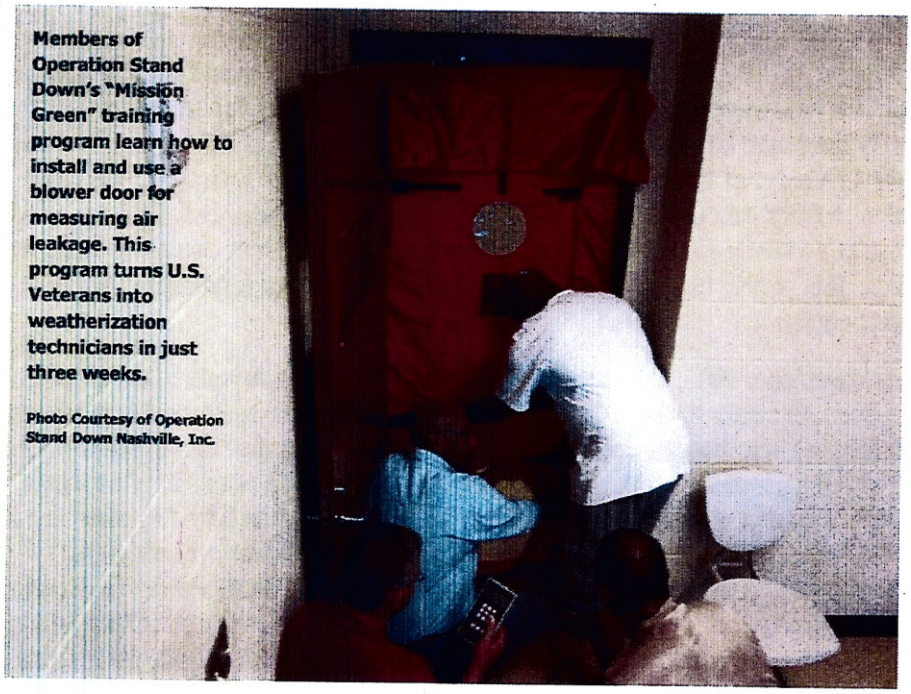


Derrick Bentley , owner of ULC Steel Erectors, shakes hands with a MCC applicant after an interview for an open general laborer's position.



K'Nesha and Tamika recruit potential candidates at the Urban League of Middle Tennessee Job Fair. So far, Urban League has placed 15% of our CBO trained applicants at MCC.

Veterans Assistance



Members of Operation Stand Down's "Mission Green" training program learn how to install and use a blower door for measuring air leakage. This program turns U.S. Veterans into weatherization technicians in just three weeks.

Photo Courtesy of Operation Stand Down Nashville, Inc.

We are following the State of Tennessee example by giving Veterans a priority of service in the Workforce Development Program. Employment and training services are provided to veterans of the United States Armed Forces through a nationwide network of approximately 3,000 One-Stop Career Centers. Middle Tennessee resident veterans may access one of 25 One-Stop Career Centers in the local area.

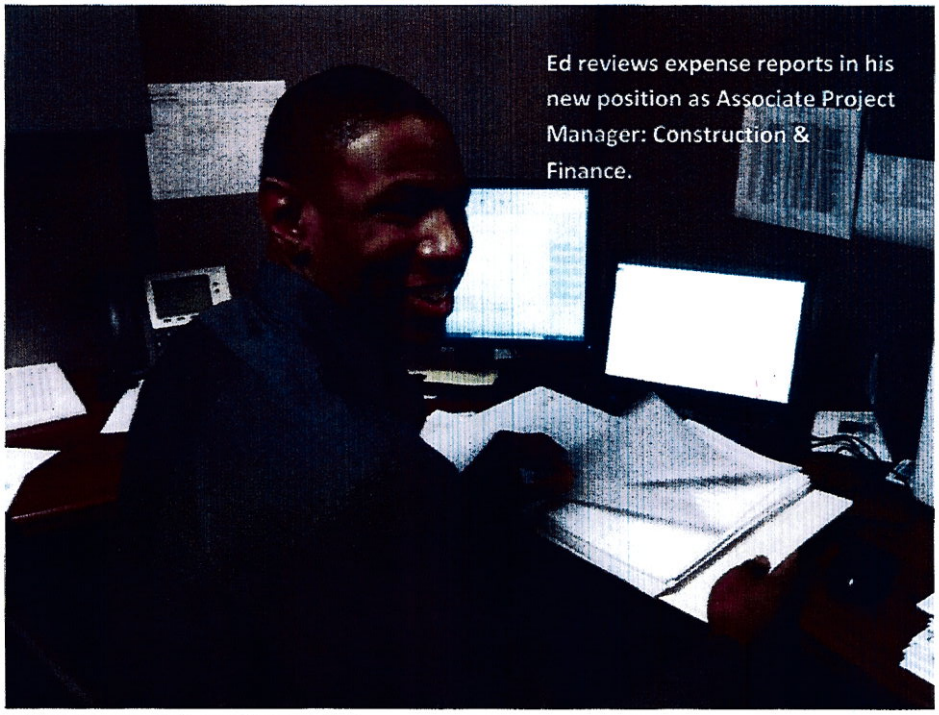
The U.S. Department of Labor has implemented Priority of Service for veterans and eligible spouses in all qualified job training programs. Operation Stand Down Nashville, Inc (OSDN) is the primary non-profit resource for veterans in Middle Tennessee providing employment readiness training and placement assistance. They are a community partner with the Workforce Development Program since November 2010.

Currently, the program assisted in hiring nineteen veterans to the Music City Center site. The program staff is committed to informing hiring contractors of the Work Opportunity Tax Credit (WOTC) employers can receive for hiring U.S. veterans.

Applicant Profile

Edward "Ed" Henley always dreamed of a career as a successful business owner. His philosophy on how to achieve his dreams is to get the right education in finance and to surround himself with key leaders in the project management field. Ed majored in Business Finance at University of Tennessee in Knoxville. He was an active member in the National Association of Black Accountants and college investment club challenges. Ed gained valuable experience in procurement and compliance reporting as an intern at Oak Ridge National Laboratory. This twenty two year old graduate was on his way to a promising future in project management.

In Novemeber 2011, Ed received a phone call from MCC Workforce Development about an open Associate Project Manager position at the project development office. "When I got the call, my first thought was 'that was fast!' I just posted my resumé twenty minutes ago." Ed nailed his interview and was soon thrown into the tasks of assisting with public art, budget reporting, and diversity business vendor contracting. When asked to comment on his role at MCC he says, "this job allows me to step out of my shell and network with professionals in the construction management field. I have a broader view of how current operations of large public projects function." Ed's next goal is to return to school for his MBA in hopes that education and his work experience at MCC will help him fulfill his life long dream of starting his own business.



Ed reviews expense reports in his new position as Associate Project Manager: Construction & Finance.

Applicant Profile

Joel Mallard is a Nashville native, father, and decorated veteran with a military career spanning over 15 years. During his service in the Marine Corps from 1988- 2006 he took some courses for welding and bridge building. Eager to spend more time with his daughter Joel retired ranked E-9 Master Gunnery Seargent and relocated to Nashville to find work and start a new life. His job search techniques included online and paper applications; and applying at local Tennessee Career Centers. Sadly, the civilian life was not as easy a transition as he once believed. He found himself often turned down for job offers. He claims, "It was hard to find work because I was told I was overqualified. There were either no open positions that matched my skills, or I was overqualified for the skills required for open positions. It was frustrating."

Joel is just finishing a hard day at work at the Music City Center. He encourages other veterans by declaring, "Never give up hope. Keep digging and keep plugging. One day your life will change."

To make ends meet he continued to work day labor jobs so to provide for his daughter, but Joel could no longer live trying to squeeze a dollar out of a dime. Joel and his daughter were homeless- living in shelters and eating at local soup kitchens. A ray of hope came when he scored an interview at the Music City Center for an open welder's position. Joel's skills and persuasive personality landed him the job and he reported to work September 26, 2011. Now Joel plans to work hard to get him and his daughter into a permanent home and provide a stable environment for his daughter.

Applicant Profile

After a layoff from the Southern Mattress Factory in the summer of 2011, Jerel Williams, like so many other Middle Tennesseans, began a fervent search for a new job. He applied with the Music City Center Workforce Development Program, at the Jefferson Street United Merchants Partnership (JUMP) location, in hopes of finding a new career in construction. Jerel took advantage of the OSHA 10 Hour training class held at the Bell Clark trailer on December 1 and 2, 2011.

It was just a few short weeks later that this class would greatly benefit Jerel by landing him an interview with a subcontractor on the MCC site. Rick Haydon of Peterson Beckner Industries, a steel erector, saw potential in Jerel and gave him a job as a general laborer. The hard work and determination he displayed was rewarded in January with news of a promotion. He is currently training to be a foreman of a 12 person crew on site and looks forward to the challenges he will face in his new role. When asked if he had any advice for those who are still searching for work, Jerel says, "Do NOT give up! Something will happen, but just don't give up!" He says he has learned a lot about safety, especially the safety of others. His experience at the Music City Center has given him a new found passion for construction and he wants to continue working in this industry with hopes of owning his own construction company one day.

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