

**MINUTES OF THE DIVERSITY BUSINESS ENTERPRISE &
PROCUREMENT 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 October 27, 2011 at 9:03 a.m., in Room 211 at the Nashville Convention Center, Nashville, Tennessee.

DBE & PROCUREMENT COMMITTEE MEMBERS PRESENT: Francis Guess, Vonda McDaniel, Willie McDonald, and Leo Waters

DBE & PROCUREMENT COMMITTEE MEMBERS NOT PRESENT:

OTHERS PRESENT: Autumn Henderson, Mika Russ, Barbara Solari, Ryan Johnson, Roxianne Bethune, Jasmine Quattlebaum, Scott Black, Scott Dillon, Mark Sturtevant, and Debbie Frank

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

ACTION: Willie McDonald made a motion to approve the DBE & Procurement committee minutes of August 25, 2011. The motion was seconded by Francis Guess and approved unanimously by the committee.

Roxianne Bethune gave a DBE quarterly update for the Music City Center and Scott Dillon discussed the Omni DBE participation. (Attachment #1)

Ms. Bethune noted that a new organizational chart and job descriptions for the project team had been sent out to the CCA.

Autumn Henderson and Mika Russ then gave a workforce development update. (Attachment #2)

With no additional business a motion was made to adjourn, with no objection the DBE & Procurement Committee of the CCA adjourned at 9:48 a.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mark Sturtevant", written over a horizontal line.

Mark Sturtevant
Project Manager
Music City Center

Approved:

A handwritten signature in black ink, appearing to read "Vonda McDaniel", written over a horizontal line.

Vonda McDaniel, Committee Chair
CCA DBE & Procurement Committee
Meeting Minutes of October 27, 2011

MUSIC CITY CENTER

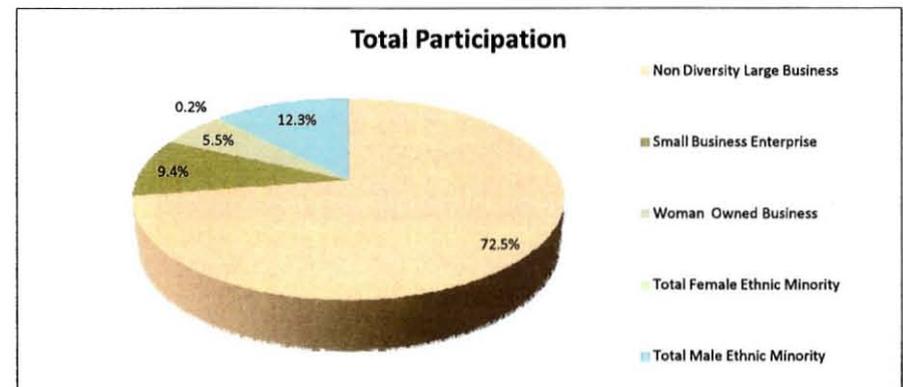
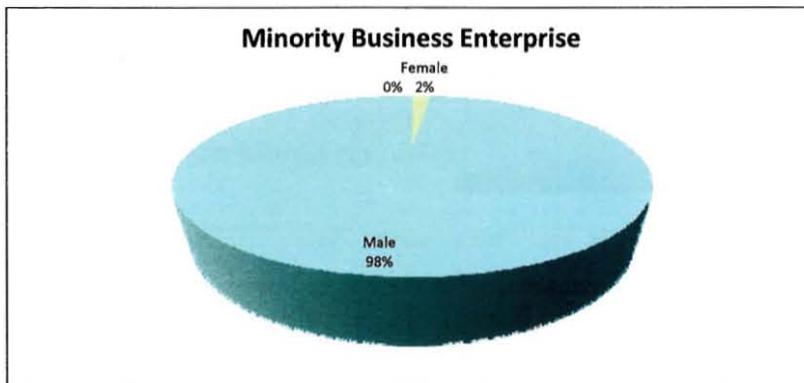
DBE PARTICIPATION



PROJECT TO DATE
As of 9/30/2011

ETHNIC MINORITY MALE ONLY					ETHNIC MINORITY FEMALE ONLY					TOTAL DBE PARTICIPATION				GRAND TOTAL				
African American	Hispanic	Asian Pacific	Native American	Hasidic Jews	Total Male Ethnic Minority	African American	Hispanic Female	Asian Pacific	Native American	Total Female Ethnic Minority	Total Minority Business Enterprise	Woman Owned Business	Small Business Enterprise	Total Other DBE	Total DBE Participation	Non Diversity Large Business	GRAND TOTAL	
\$27,949,030	\$84,089	\$1,875,113	\$0	\$0	\$29,908,232	\$585,282	\$0	\$0	\$0	\$585,282	\$30,493,514	\$13,296,000	\$22,904,331	\$36,200,331	\$66,693,845	\$175,783,788	\$242,477,633	
Percentage of Minority Business Enterprise					98.1%						1.9%			100%				
Percentage of All DBE Participation					44.8%						0.9%			45.7%	54.3%	100%		
Percentage of Grand Total					12.3%						0.2%	5.5%	9.4%	14.9%	27.5%	72.5%	100%	

DBE PARTICIPATION SUMMARY	% OF TOTAL	# OF COMPANIES
MINORITY OWNED BUSINESSES	12.6%	63
WOMEN OWNED BUSINESSES	5.5%	47
SMALL BUSINESS ENTERPRISE	9.4%	59
TOTAL	27.5%	169



MUSIC CITY CENTER

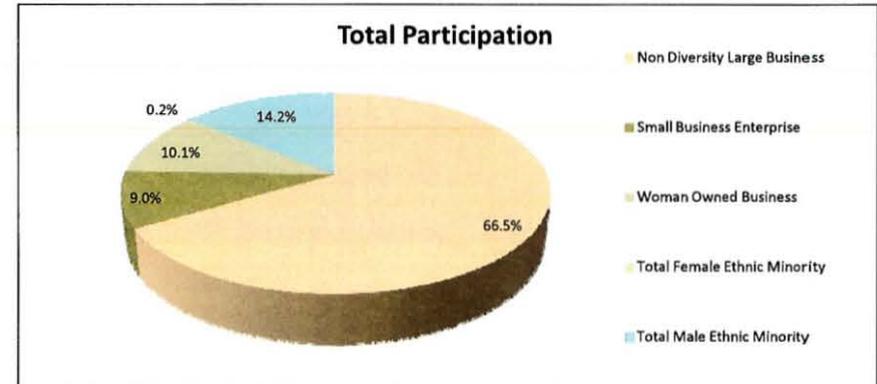
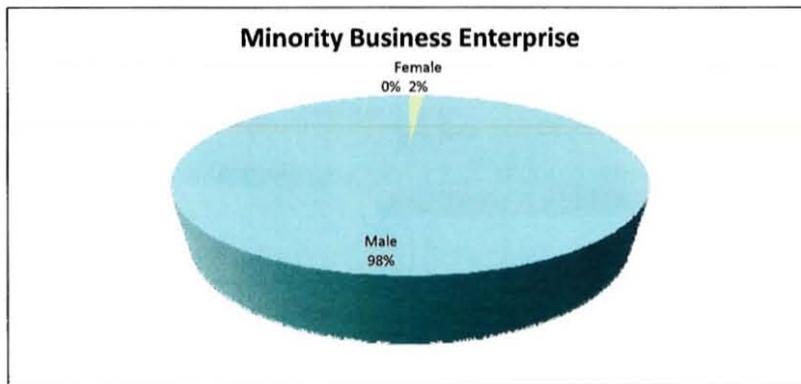
DBE PARTICIPATION



3rd QUARTER 2011

ETHNIC MINORITY MALE ONLY					TOTAL MINORITY BUSINESS ENTERPRISE					TOTAL DBE PARTICIPATION				GRAND TOTAL								
African American	Hispanic	Asian Pacific	Native American	Hasidic Jews	Total Male Ethnic Minority	African American	Hispanic Female	Asian Pacific	Native American	Total Female Ethnic Minority	Total Minority Business Enterprise	Woman Owned Business	Small Business Enterprise	Total Other DBE	Total DBE Participation	Non Diversity Large Business	GRAND TOTAL					
\$6,507,608	\$1,671	\$214,082	\$0	\$0	\$6,723,361	\$105,594	\$0	\$0	\$0	\$105,594	\$6,828,955	\$4,776,777	\$4,274,053	\$9,050,830	\$15,879,785	\$31,552,646	\$47,432,431					
Percentage of Minority Business Enterprise					98.5%						1.5%					100%						
Percentage of All DBE Participation					42.3%						0.7%					43.0%						
Percentage of Grand Total					14.17%						0.22%					14.4%	10.1%	9.0%	19.1%	33.5%	66.5%	100%

DBE PARTICIPATION SUMMARY	% OF TOTAL
MINORITY OWNED BUSINESSES	14.4%
WOMEN OWNED BUSINESSES	10.1%
SMALL BUSINESS ENTERPRISE	9.0%
TOTAL	33.5%



DBE PARTICIPATION VENDORS

3rd Quarter 2011

MBE - 12.6%

Alpha
Artisan/Salton ↑
Gipson Mechanical
GIC ↑
Harmony
MIG ↑
MME
Moody Nolan
Randolph & Co.
Shrop-Vickers (JV)
Southeastern Construction ↑
Sunago Builders ↑
TRC Worldwide

SBE- 9.4%

Concrete Pump Partners ↑
Crawford Doors
Hannah Company ↑
James & Associates
John W. McDougall
Nashville High Lift
Structural Bolt ↑
Tuck Hinton
ULCSE, Inc. ↑

WBE – 5.5%

CGI Electric ↑
Cookeville Glass & Mirror ↑
Hicks Ingles ↑
I.S. Engineering & Utilities
Logik Inc. ↑
Ram Tool

Note: Contractors highlighted for receiving the bulk of the DBE dollars for 3rd Quarter 2011 (blue arrows ↑ indicate vendors receiving at least \$500,000 and above, red arrows ↑ indicate \$1M and above).

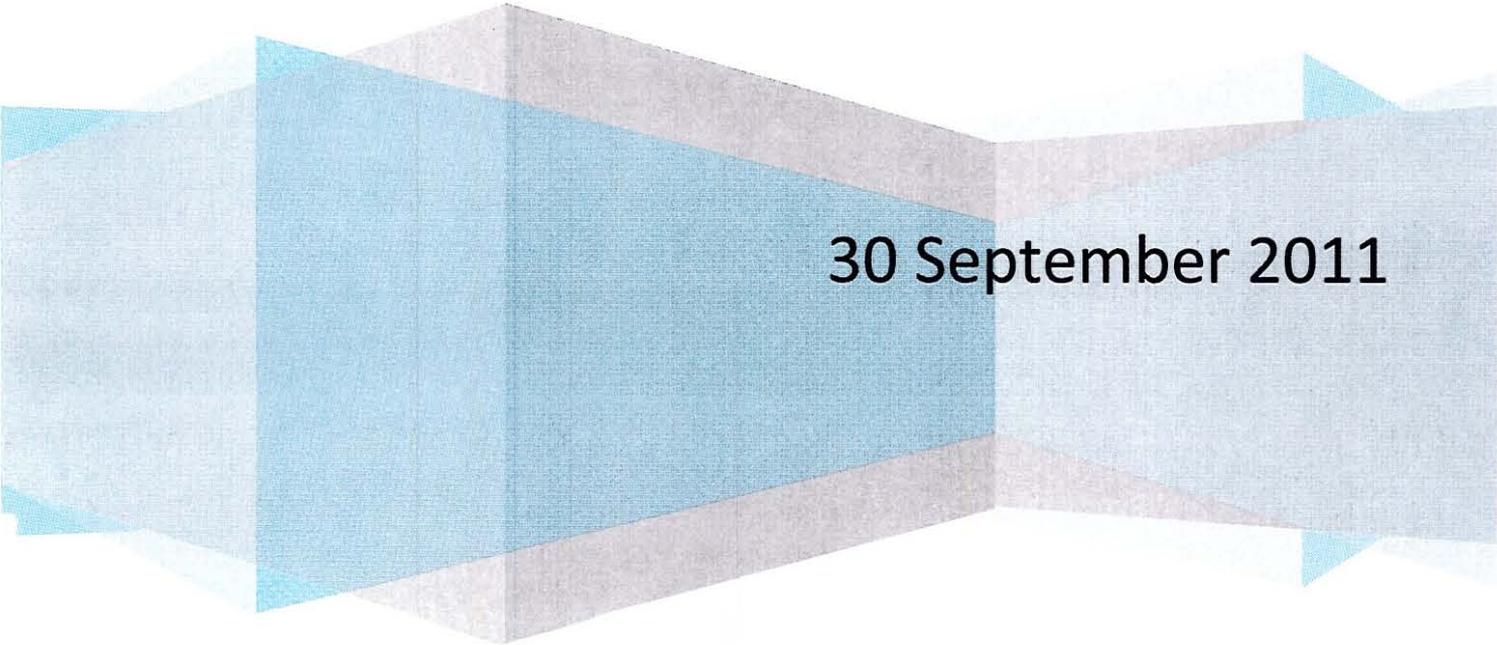
Nashville Convention Center Authority

1 June – 30 Sept

Quarterly Report Q1-2011

Music City Center Workforce Development

TN Department of Labor and Workforce Development



30 September 2011

Staff Members

1. Debbie Frank..... Convention Center Authority
Project Manager- Features, Programs & Systems

2. Autumn Henderson.....Convention Center Authority
Program Administrator

3. Mika Russ..... TN Department of Labor
Project Coordinator & Workforce Development

4. Sharon Hurt.....Jefferson Street United
Executive Director Merchants Partnership, Inc.

5. K’Nesha Ewing.....Jefferson Street United
Program Assistant Merchants Partnership, Inc.

6. Tamika Word.....Jefferson Street United
Program Assistant Merchants Partnership, Inc.

Nomenclature

- BAO = Business Assistance Office
- C.B.O. = Community Based Organization
- G.E.D. = General Education Development
- J.U.M.P. = 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
- WOTC = Work Opportunity Tax Credit

Operations

The Music City Center Workforce Development Program is designed 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 Workforce Program is partly funded under a grant from the TN Department of Labor and Workforce Development and operates in association with Jefferson Street United Merchants Partnership, Inc. (J.U.M.P.). 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 training. Job readiness is the key to sustained employment.

Convention Center Authority Chair Marty Dickens announced this quarter the Tennessee Department of Labor and Workforce Development, in conjunction with the Nashville Career Advancement Center, have awarded monetary and in-kind grants to the Music City Center to fund the second year of the project's workforce development program. The Nashville Career Advancement Center is providing a one-year \$100,000 grant to directly fund the project while the TN Department of Labor and Workforce Development is supplying one full-time staff member to the Music City Center team for one year. The Music City Center welcomed Mika Russ as the newest team member of the MCC Workforce Program. Mika is an experienced interviewer supervisor for the Wilson County Career Center and will contribute her expertise in the job placement process.

The Music City Center (MCC) Workforce Program placed fifty eight Middle TN residents for work this quarter. The workforce program steadily recruits and places 32% of the MCC project labor force. Nineteen contractors requested work orders and the leading hiring contractor this quarter is Schuff Steel for structural stick welders and ironworkers. Twelve of the fifty eight 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 J.U.M.P. location where the program assistants contacted over 600 people for job training. Sharon Hurt successfully established two new community partnerships with Feagins Medical

Group and The Next Door. In addition, J.U.M.P. 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 TN Department of Labor and Workforce Development (TNDOL) eCMATS software.

Other mentionable housekeeping updates include:

- ✚ Established onsite hours of 8 am until 11:30 am
- ✚ Community based organization literature (CBO) is now available for applicants for onsite and offsite locations
- ✚ General business cards are available for applicants
- ✚ A new program brochure is created
- ✚ The program collected over 600 online and paper applications this month
- ✚ Bi-monthly staff meetings are held at J.U.M.P. conference room

Participating Contractors 1/3

CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	30 DAY NEEDS	AVG. DAILY MANPOWER	# HIRED APPLICANTS	TRADE OR SKILLS NEEDED
Ace Metal Fabrication	RIVER CITY ERECTORS	Fabricated Steel & Equipment	¹ Ironworkers; Welders	15	1	Ironworkers; Welders
Acousti Engineering	- -	Acoustic Ceilings	Exterior Framers	-	-	Exterior Framers
Alexander Metals	- -	Interior Glazing & Storefront	July '12	-	-	-
Allan Spears Masonry	Ram & Tool Supply; Wasco	Masonry	Brick/Block Masons, Tenders	26	57	Mason/ Bricklayer
Alpha Insulation	- -	Fire proofing	Clean up laborers; spray fire proofers	4	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	-	-	Mason (stone)
Baker Roofing	Landscape Support	Roofing	Roofers/Helpers	-	-	Roofers/ Helpers
Bell/Clark	- -	General Contractors	Laborer / Carpenter	-	9	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 Concrete Pump Partners	Structural Concrete	Scope near completion	80	117	Concrete (pour, finish, form)
		Pouring Pumps	Scope near completion	-	-	Concrete (pour, finish)
	Push 4 J	Concrete Finishing	Discontinued.	0	2	Concrete (finish)

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

Participating Contractors 2/3

CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	30 DAY NEEDS	AVG. DAILY MANPOWER	# HIRED APPLICANTS	TRADE OR SKILLS NEEDED
Conti Electric	Marine Electric; Stansell Electric	Electrical, Fire Alarm, AV, Telecom	Electricians, Admin Assistant	Conti= 74 Marine= 42	7	Electrician, Helper
Eugenio Painting	- -	Painting	December '11	-	-	Painter
Enclos Corp		Curtainwall	Unknown	7	-	Laborers
Federal Equipment Dealers	- -	Food Service Equipment	July '12	-	-	Installer; Laborer
Foley Company	Gibson Mechanical	Mechanical & Plumbing	Welders, Plumbers, Pipefitters	Foley= 77 Gibson= 16	12	Welders, Plumbers, Pipefitters
	Superior Air Handling	Air Ducts	Installers	45	1	HVAC
The Hannah Company	Harmony Construction	Overhead Door & Loading Dock Equipment	November '11	-	-	Laborer
Hufcor, Inc.	Crawford Doors	Operable Walls	Unknown	-	-	Laborer
ISEC	- -	Millwork & General Trades	January '12	-	-	Carpenter; Laborer
Kovach	John W. McDougall	Metal Panels	Metal Stud Framers	4	-	Framers; Laborer
Lenex Steel	DCCI; Sentry	Structural Steel	Ironworkers	DCCI= 110 Sentry= 11	1	Ironworkers
Metro Waterproofing	Randolph Inc.	Waterproofing	Water proofers; Laborers	13	5	Water proofer; Laborer
Mountain States	Jones Brothers	Site Utilities	Scope Near Completion.	4	1	Heavy Equipment Op.
Nashville Electric Service	- -	Substations	Excavators; Administrative	Varies	-	Excavators; Administrative

² Conti Electric, Foley Company, 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; Iron Workers #492.

Participating Contractors 3/3

CONTRACTOR	SUB-CONTRACTORS	PROJECT SCOPE	30 DAY NEEDS	AVG. DAILY MANPOWER	# HIRED APPLICANTS	TRADE OR SKILLS NEEDED
Nashville Machine Elevator	Southeastern Constructors	Vertical Transportation	Unknown	8	-	Elevator Installers
Roswell Drywall	Valley Interior Products	Drywall	Framers; Hangers; Finishers; Laborers	30	5	Drywall
Ryan Fire Protection	Guardian Sprinkler ULC Erectors	Fire Protection	Laborers	14	-	Fire Protection
Schuff Steel	Steel	Miscellaneous Steel Erection	Welders; Iron workers	29	34	Welder Ironworker
Spectra Contract Flooring	- -	Flooring & Tile	December '11	-	-	Tile Installer
Summit Constructors	- -	Utility Relocation/ Temp Service	Scope Near Completion.	Varies	0	Pipe layers Heavy Equip. Operator Laborers & Skilled Installers
Tate Ornamental	Hermosa Construction	Ornamental Metals	November '11	-	-	Laborers & Skilled Installers
	Trojan Labor	Laborers	General Laborers	Unknown	4	Laborer
TOTAL	TOTAL		TOTAL	TOTAL	TOTAL	
57 Participating Contractors	24 Participating Sub-contractors		25 Contractors on site	600- 700 Workers on site Daily	264 Hired Applicants	



The MCC Workforce Program encourages contractors to utilize 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 quarter's success of placing fifty eight applicants to the MCC site demonstrates the program's significant contribution in assisting contractors with an available skilled labor force. The project is now in the heart of the mechanical and structural phase; and framers, steel erectors, and welders (*see left picture*), are among the most requested trades on the site in summer 2011.

Structural and mechanical contractors are the leading hiring contractors this quarter. In summer 2011, Schuff Steel hired thirty-four ironworkers and welders to erect miscellaneous steel.

Foley Company placed seven plumbers and pipefitters through the Plumbers and Pipefitters Union #572.

General laborers are in high demand on the MCC site for several reasons. First, the most amounts of prime contractors are working on the project at one time from now until early winter 2012, making this the busiest season- and the messiest! Bell/Clark 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. For cost purposes, and high turnover rates, many contractors choose to temporarily hire these general laborers through staffing agencies. The MCC Workforce Program is also marketing its services to temporary agencies to encourage a strong recruiting relationship. So far, Trojan Labor has hired four applicants from the program.

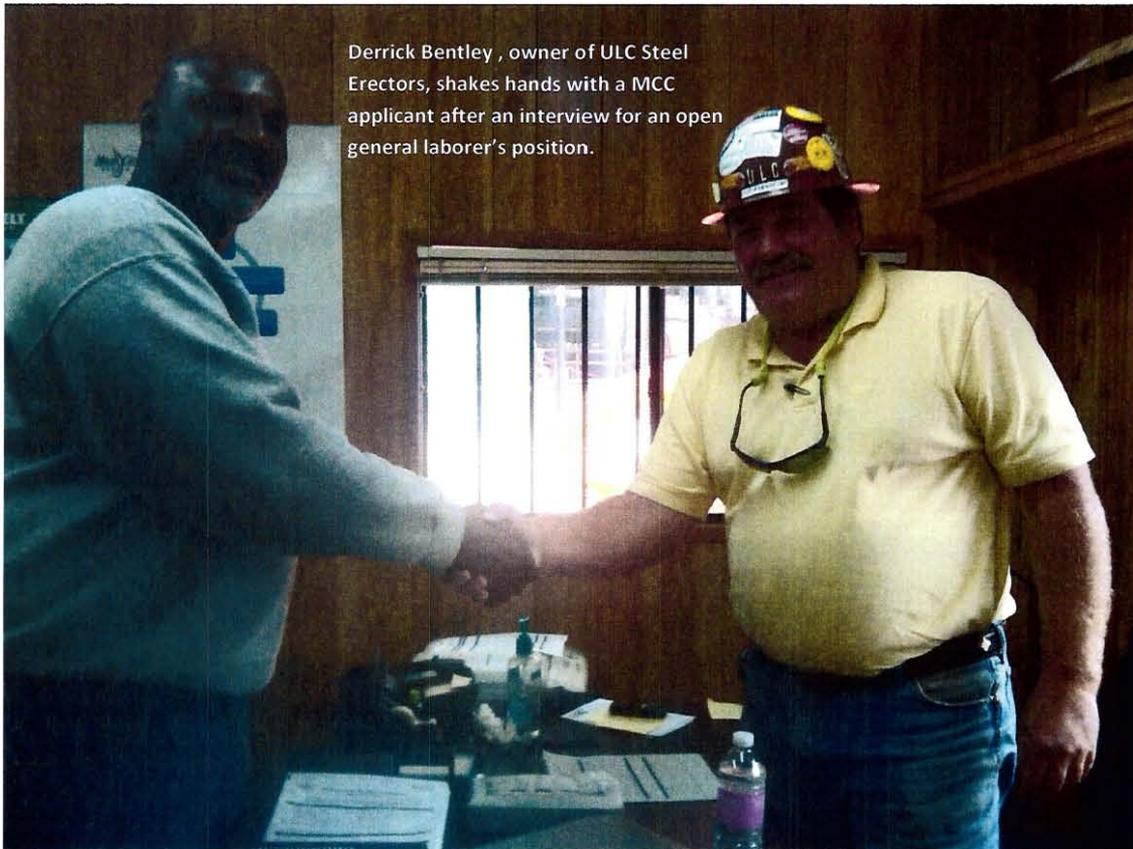
Available Applicant Skills

CLASSIFICATION	Q1	Q2	Q3	Q4
Bricklayer	221			
Bulldozer	38			
Carpenter, Carpenter Helper	32			
Clean-up	1799			
Concrete (former, pourer, finisher)	669			
Demolition	130			
Dry Wall (hanger, framer, finisher)	308			
Electrician, Electrician Helper	78			
Excavator	13			
Field Surveyor	7			
Fire Proofer	7			
Flagger	24			
Foreman	84			
Forklift	553			
Framer	280			
General Construction	1779			
General Laborer	1488			
Heavy Equipment Operator	183			
Heating/ Venting/ Air Conditioning	11			
Ironworker	36			
Jackhammer	54			
Landscaper	153			
Machine Operator	153			
Mason, Mason Tender	262			
OSHA 10 Certification	90			
Painter/ Plasterer	372			
Pipefitter	113			
Plumber	235			
Read Blueprints	112			
Roofer	158			
Sheet Metal Worker	2			
Water Proofer	67			
Welder	246			

Community Based Organizations

The Workforce Development team works closely with community-based organizations (CBOs) and education and training providers serving Nashville and Middle Tennessee. Job readiness and adequate training is the key to sustained employment, so the Music City Center Workforce Development Program has partnered with 25 Nashville-area community based organizations, led by the Jefferson Street United Merchants Partnership (J.U.M.P.) 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.

CBOs play a vital role in the hiring process at Music City Center. This quarter, over six hundred applicants are contacted for job training. Twelve of the fifty eight hires this summer received job training through a local community organization. These applicants attended classes to sharpen their interview skills, strengthen their résumé, or complete an OSHA 10 Safety Certification course. The leading CBO recruitment sources are Urban League of Middle TN, Middle TN Career Centers, and Martha O'Bryan Center.



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

Community Based Organization	Applicants Referred from CBO	Applicants Referred to CBO	Contacted this quarter	Hired to MCC Project	Type of Services Offered
Goodwill Industries (OSHA training)	0	61	19		Goodwill is hosting OSHA 10 training for MCC applicants
The Next Door	4	0		1	Life skills
15th Ave. Baptist CDC	21	8		2	Lead Based Paint Removal training
Feagins Medical Group	0	0			Employee drug screening
Martha O'Bryan	18	195	32	3	Soft skills (resume writing; interview tips; career assessment tests)
Project Return	24	59		4	Soft skills; collects MCC applications
TN Technology Center	8	3	1		Hard skills construction training
Urban League of Middle TN	5	32		9	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
Interdenominational Ministers Fellowship	0	0			Referral services only
Mending Hearts	0	0			Referral services only
TN Career Centers	17	241	43	5	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
Dismas House	0	0			Job placement for ex-offenders
Job Corps of TN	3	5		1	Construction training for youth ages 18-24
Operation Stand Down	26	17	1	1	Life/ soft skills training for veterans
New Life Comm. R.A.M.	3	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	4	0		1	Referral services only
Local Laborers Union #386	64	43		9	OSHA 10; scaffolding training
25 Total Partners	223	1,590³	682	37	

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.

Community Organization Updates

- Over 1,500 persons are contacted for job training classes at one of the local organizations.
- J.U.M.P. along with the director of Martha O'Bryan Center, Daniel Smith hosted soft skills classes. These classes can accommodate 8-10 persons per class two times a week. Tamika Word, a program assistant, will assist in course coordination and instruction. (July 11, 2011)
- Thirteen percent of the applicants that are hired onto the MCC site received training through a community partner.
- 15th Avenue Baptist CDC finalized its contract with the U.S. Department of Urban Planning for the removal of lead-based paint hazards in Davidson County. The MCC Workforce Development Program will assist by referring eligible candidates for this training. (July 15, 2011)
- Feagins Medical Group joins as the program's 24th community partner. Upon referral from the MCC Workforce Program, contractors will receive a discounted rate for employee drug screenings at the Feagins Medical Group facility. (MOU established August 16, 2011)
- The Next Door joins as the program's 25th community partner. The Next Door is a six month residential transitional living program located in downtown Nashville, Tennessee that provides recovery support services for women facing life skills challenges. (MOU established August 18, 2011)
- Eleven persons are referred for G.E.D. preparation training.
- MCC Workforce Program partnered with TN Technology Center of Nashville and offered seven deserving candidates full scholarships to the Construction Building Trades Program. Each scholarship is valued at \$2,000 for nine month training in basic carpentry, electrician, and plumbing work. Five of the seven students remain in the program and are now in the second trimester of the program.

Community Outreach

- Sharon attended the Y-Build Construction Training Graduation Ceremony. (June 9, 2011)

- Sharon attended Miller-Motte Technical College at Madison Advisory Board Meeting. She ate lunch, took a tour of the facility, and met two instructors. (June 16, 2011)

- Autumn and Debbie attended the Omni Hotel Groundbreaking ceremony. (June 16, 2011)

- Autumn and MCC Project Manager, Patrick Holcombe, presented at Nashville Career Advancement Center to a class of 15-20 people. The class was educated on building features and how to apply to the Workforce Development Program. (July 12, 2011)

- Autumn and Mika networked with diversity construction businesses at the “7th Annual Business Symposium” hosted by Metro Nashville Office of Minority & Women Business Assistance (BAO). (August 3, 2011)

- Mika and Tamika represented the MCC Workforce Program at the “Patriot Partnership Operation Stand Down” job fair. (August 18, 2011)

- Job Corps of Middle TN Representative, Melissa Watkins, visited the MCC site and took a tour of the workforce facilities. She delivered updated literature for applicants and will provide a list of available graduates that are interested in work on the MCC project. (August 18, 2011)

- The Program plans to coordinate OSHA 10 Construction Safety classes for MCC applicants with the Safety Compliance Department under the TN State Department of Labor and Workforce Development.

Veterans Assistance



We are following the State of TN 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 seventeen 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

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 Sargent 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.

